

## ABERDEEN CITY COUNCIL

<b>COMMITTEE</b>	Strategic Commissioning Committee
<b>DATE</b>	29 January 2019
<b>REPORT TITLE</b>	Refreshed Aberdeen City Local Outcome Improvement Plan 2016-26
<b>REPORT NUMBER</b>	COM/19/164
<b>DIRECTOR</b>	Frank McGhee
<b>CHIEF OFFICER</b>	Martin Murchie
<b>REPORT AUTHOR</b>	Michelle Cochlan
<b>TERMS OF REFERENCE</b>	2.3 and 4.3

### 1. PURPOSE OF REPORT

- 1.1 This report (1) presents the current iteration of the refreshed Aberdeen City Local Outcome Improvement Plan (LOIP) 2016-26 for the Council's endorsement prior to being considered for approval by the CPA Board on 26 February 2019; and (2) advises of the development of a Strategic Outcomes Framework.

### 2. RECOMMENDATION(S)

- That the Committee:
- 2.1 endorse the current iteration of the Refreshed Aberdeen City Local Outcome Improvement Plan (LOIP) 2016-2026, noting that the final document will be considered by the Community Planning Aberdeen Board on 26 February 2019 for approval; and
- 2.2 delegate authority to the Director of Commissioning, in consultation with the Convener of the Strategic Commissioning Committee, to endorse the final refreshed LOIP approved by the CPA Board and thereafter that it be circulated to the Committee by way of service update.

### 3. BACKGROUND

- 3.1 Community Planning is how public services in Aberdeen work together and with communities to improve outcomes for local people. Leadership is provided by Community Planning Aberdeen, the City's Community Planning Partnership. At a Board level the Partnership consists of Aberdeen City Council, NHS Grampian, Health and Social Care Partnership, Police Scotland, Scottish Fire and Rescue Service, Skills Development Scotland, North East Scotland College, ACVO and Active Aberdeen Partnership. It is chaired by the Co-Leader of Aberdeen City Council and Vice Chaired by the Chief

Superintendent of Police Scotland. A wider range of Partners are represented on the groups underpinning the Board, including Scottish Enterprise, Universities, Nestrans and others.

- 3.2 Although community planning has been a legal duty for Councils since 2003, it became a statutory requirement for other partners to participate fully with the introduction of the Community Empowerment (Scotland) Act 2015. The 2015 Act placed a legal duty on statutory Community Planning Partners to demonstrate that they are making a significant impact on the achievement of outcomes through the development and delivery of a Local Outcome Improvement Plan. The Aberdeen City Local Outcome Improvement Plan was published in August 2016, a year in advance of the deadline required by statute in recognition of the importance placed on the document by the Partnership; thus making it the first LOIP to be published in Scotland. The LOIP is underpinned by three Locality Plans which translate the city wide vision into a meaningful plan for our most disadvantaged communities.
- 3.3 Statutory community planning partners are jointly responsible for ensuring the CPA delivers on the commitments within the LOIP. They undertake this duty through membership of the Partnership's Outcome Improvement Groups which were established to take forward improvement activity related to the priority themes identified within the LOIP. The Outcome improvement Groups have initiated a number of improvement projects which aim improve outcomes in these areas as a result of multi-agency working and working with Locality Partnerships. Since March 2017, progress has been reported to the CPA Board via two Annual Outcome Improvement Reports and quarterly improvement tracking reports. Locality Partnership also produced their first Annual Reports in December 2018.
- 3.4 At the two year juncture, the Community Planning Partnership felt it was timely to take stock of the achievements of the Partnership to date. A Community Planning Partnership Taking Stock Event was held on 11 September to consider whether the activity taking place since 2016 had brought the Partnership closer to achieving its vision of Aberdeen as a place where all people can prosper. The event was attended by over 90 colleagues from across the Partnership, including community members represented on the Civic Forum. In preparation for the event, colleagues had access to the Partnership's revised Population Needs Assessment 2018; Annual Outcome Improvement Reports 2016/17 and 2017/18; information on the status of the Improvement Projects being taken forward; and results from City Voice, our citizen's panel. This was to help delegates take an informed view of progress made to date based on evidence. Headline improvements are summarised in the Community Planning Aberdeen [Taking Stock video](https://youtu.be/_CoyobXdoW8) ([https://youtu.be/\\_CoyobXdoW8](https://youtu.be/_CoyobXdoW8)). Locality Partnerships will go through their own process this year with communities to take stock of progress against the Locality Plans.
- 3.5 The outcome of the event was the agreement of a rationalised set of priorities for Partnership working going forward. This Refreshed Local Outcome Improvement Plan reflects a refocus of the Partnership on these priority issues which have been identified from the triangulation of data available from the [Population Needs Assessment](#), [Partnership performance data](#), [City Voice](#) and

data from [improvement work](#). The priorities also align well to the new National [Public Health Priorities](#) which the Scottish Government and COSLA, working with a range of partners and stakeholders, have identified to be the most important issues to focus on over the next decade if we are to improve the health of the Scotland. – see Appendix 2.

## **4. SUMMARY OF CHANGES TO THE REFRESHED LOIP**

### **4.1 Vision**

4.1.1 Our vision for Aberdeen remains the same, to be a ‘place where all people can prosper’. This reflects our desire to help all people, families, businesses and communities to do well, succeed and flourish in every aspect, regardless of their background or circumstances. To achieve this vision we are committed to tackling the issues that exist in our society which prevent equal opportunity for all to lead a happy and fulfilling life.

4.1.2 There are problems faced by our City which have endured for decades and have been stubbornly resistant to improvement. Our evidence confirms what we already know; that inequalities in health, education and employment opportunities are passed from one generation to another and that this is most acute for those families living under the grip of poverty. No single sector or profession can eradicate poverty alone, collaborative efforts across the Community Planning Partnership are key in helping to face up to poverty. Our philosophy is to create the conditions for everyone to prosper by helping disadvantaged families and communities.

4.1.3 Our ambition is clear. However, in taking stock of what progress we have made so far towards achieving this vision, the Partnership found it difficult to make an overall assessment. The LOIP includes a vast array of improvement measures which are necessary to understand what impact we are having on the range of economic, health, social and environmental issues we seek to improve. But due to the varying nature of these data sets and variations in performance trends, making sense of what all that activity amounts to as a whole picture is not easy.

4.1.4 An improvement approach requires us to be clear about what we are going to improve, by how much and by when. We have applied this discipline to our improvement projects, but until now we have not applied this to our overall vision. The refreshed LOIP attempts to quantify the scale of our ambition for the remainder of the ten year plan with the introduction of overarching measures connected to tackling poverty. Our refreshed LOIP states that by 2026:

- Fewer than 10% (currently 16.7%) of children will be living in poverty
- Fewer than 8% (currently 12.2%) of children will be living in low income families
- Fewer than 18% (currently 26.9%) of children will be living in families with combined low income and material deprivation
- Fewer than 16 datazones (currently 22) will be amongst the most deprived 20% based on SIMD
- Fewer than 5% (currently 10%) of children will be living in the 20% most deprived areas

4.1.5 It is proposed that these are the ultimate measures of our overall success in delivering this Local Outcome Improvement Plan and will be monitored and reported by the Partnership annually.

## 4.2 **Stretch Outcomes**

4.2.1 In addition to the ultimate measures of success listed above, our vision of Aberdeen as a place where all people can prosper is described and measured under four themes which support and reinforce each other:

- Economy;
- People (Children and young people);
- People (Adults); and
- Place

4.2.2 To understand progress towards improvement under these themes the Partnership agreed that it had to focus on the things that really matter. We have identified 16 stretch outcomes which break down these themes into specific improvement aims for 2026. They are intended to communicate clearly and immediately what will be different by the end of the ten year plan to secure our overall vision.

4.2.3 The stretch outcomes are based on the findings of the revised Population Needs Assessment and those issues emerging which we believe need to be addressed in order to achieve our overall vision. The 'stretch' comes from an understanding of what impact we have had as a Partnership so far using evidence from our last two annual reports and results of improvement work; and our ambition to do better. We have also tested these stretch outcomes for alignment against the new public health priorities, see Appendix 2.

## 4.3 **Improvement Projects**

4.3.1 To signal that maintaining the status quo is not an option, the LOIP now details the specific improvement projects that will be taken forward by the Partnership's Outcome Improvement Groups. Improving outcomes is a complex business and just as we have broken down the vision into stretch outcomes, we have broken down our stretch outcomes into improvement project aims. It is by working towards the achievement of these project aims that we believe will achieve our stretch outcomes.

4.3.2 Using quality improvement methodology, we will test new ways of working together and with communities. This involves gathering and analysing data to understand whether our changes are resulting in improvement before we invest precious public resources to scale up and spread further. The improvement projects provide an opportunity for genuine collaborative working and joint resourcing of improvement activity. The projects are focussed on delivering early intervention and prevention regardless of what stage in a person's life journey they are targeting. The LOIP does not contain the detail of the change ideas which will be tested through the improvement projects – these will be vast and emerge as a result of engagement with communities and our understanding of impact using improvement data.

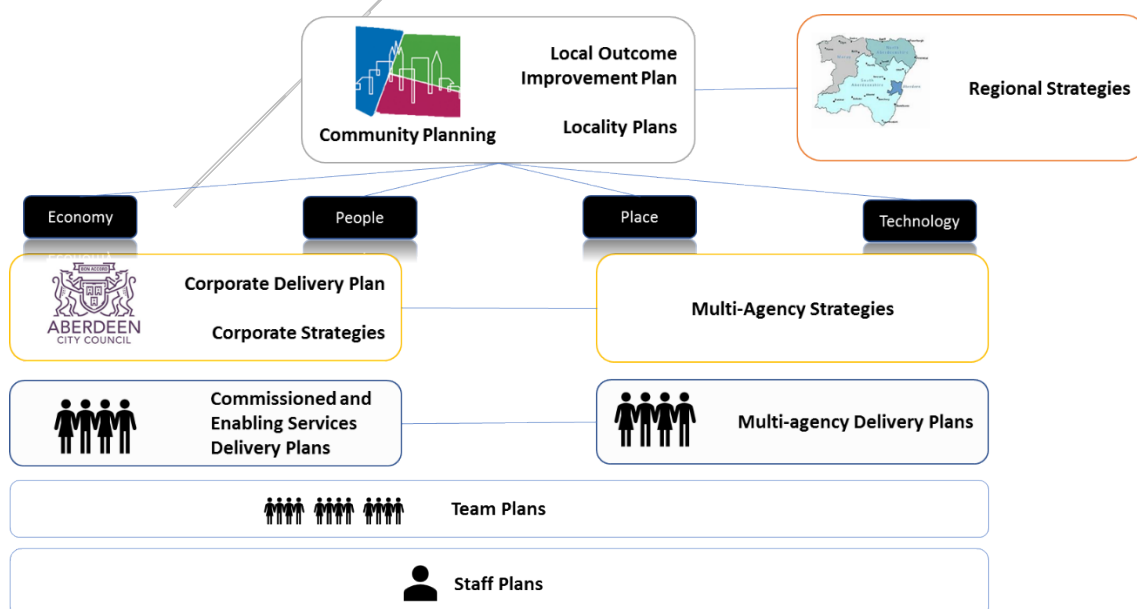
4.3.3 Our improvement projects are shorter term than our stretch outcomes which take us right to the end of the plan. Many of our improvement project aims are for 2021 which is when we intend on refreshing the LOIP once again. However, we would hope to be able to evidence improvement in advance of this timescale. It is not possible to improve everything all at once so our Outcome Improvement Groups will go through a process of identifying those projects which will be resourced immediately as a priority, initiation of other projects may be staggered over the next two years. See Appendix 3 for improvement projects which have been stopped due to a lack of evidence of impact or dealignment with the stretch outcomes.

## 5. STRATEGIC OUTCOMES FRAMEWORK

5.1 This Committee's terms of reference state that it will commission the development of "a Strategic Outcomes Framework reflecting the Local Outcome Improvement Plan LOIP, the views of service users and citizens, and the best evidence of effective interventions."

5.2 This refreshed LOIP has been structured so that it both, takes the form of a strategic outcomes framework and identifies interventions, in the form of formal multi-agency improvement projects, which the Partnership believe will be effective in delivering improved outcomes.

5.3 As a key community planning partner, Aberdeen City Council is increasingly focused on the delivery of the LOIP. The alignment of the outcomes expressed in the LOIP and the delivery is set out within the Council's Performance Management Framework. The model below is an extract from the Performance Management Framework and shows the relationship between the LOIP and the Council's strategic planning and performance management arrangements.



5.4 Within the Council's Performance Management Framework, each individual element of the model above is explained and arrangements are set out in detail. This covers both the arrangements for development of each planning element

and the implementation, governance and performance management of those plans.

- 5.5 For 2019/20, a Corporate Delivery Plan, Service Delivery Plans, Team Plans and individual Performance Review and Development Plans will be in place which align the outcomes of the LOIP throughout the Council from corporate to individual level.
- 5.6 Members will be aware that a separate report, following a review of community and customer consultation and engagement, has been submitted to the Committee. The purpose of this separate report is to ensure that effective arrangements are in place to capture the views of service users and citizens and ensure that these are reflected within the appropriate elements of the LOIP and the Council's Performance Management Framework.

## **6. NEXT STEPS**

- 6.1 The Refreshed Local Outcome Improvement Plan will be considered by Community Planning Aberdeen on 26 February 2019, subject to agreement of the Council and by other Partnership governance boards. It is presented to today for the Council's endorsement, with the caveat that Partners are currently making final adjustments as a result of feedback received during the consultation process.
- 6.2 As our use of data becomes more dynamic, the Local Outcome Improvement Plan will have to evolve to reflect business intelligence and latest priorities, including ongoing engagement with communities. It is proposed that part of the role of the CPP Board is the ongoing review of the Plan, and agreeing to updates, as circumstances require. This will fulfil the duty on the CPP under the Community Empowerment (Scotland) Act to ensure the LOIP remains up to date, and appropriate for delivering the improvements to reflect local needs and priorities.
- 6.3 Community Planning Aberdeen will continue to monitor progress against the Plan in line with the Partnership's Outcome Management and Improvement Framework which has been recognised as best practice by the national Improvement Service. Arrangements continue to include submitting the Annual Outcome Improvement Report to Aberdeen City Council for endorsement.

## **7. FINANCIAL IMPLICATIONS**

- 7.1 There are no immediate financial implications involved in the delivery of this Local Outcome Improvement Plan. Any financial implications from investment in scale up and spread of improvement activity will be included with future proposals.

## **8. LEGAL IMPLICATIONS**

- 8.1 The Local Outcome Improvement Plan has been refreshed in line with the requirements of the Community Empowerment (Scotland) Act 2015.

## 9. MANAGEMENT OF RISK

	<b>Risk</b>	<b>Low (L), Medium (M), High (H)</b>	<b>Mitigation</b>
<b>Financial</b>	The Council alone is unable to resource the improvement activity required to deliver the outcomes within the LOIP.	High	By working in Partnership the Council is able to maximise the use of precious resources. The use of improvement methodology to deliver the LOIP means that changes are tested on a small scale to evidence impact before any serious investment is required. The Community Planning Partnership will be asked to fund the scale up and spread of proven interventions.
<b>Legal</b>	Compliance with the Community Empowerment (Scotland) Act 2015	Low	A detailed analysis has been undertaken to ensure the LOIP fully meets the requirements of the Act
<b>Employee</b>	Staff have the skills and knowledge of improvement methodology to undertake the improvement projects within the LOIP	Medium	A comprehensive capacity building programme has been developed by experts in improvement methodology across the Partnership and is available to all members of staff from Partner organisations. We continue to encourage take up through the offer of flexible learning experiences.
<b>Customer</b>	Risk of making decisions which do not meet the needs of customers and communities	Medium	The priorities within the LOIP are based on customer insight gathered by City Voice, our Citizen's Panel and community engagement events, representation of the Civic Forum on the Community Planning Partnership and through ongoing

			engagement with community groups.
<b>Environment</b>	Compliance with the requirement to carry out a Strategic Environmental Assessment	Low	A Strategic Environmental Assessment has been carried out on the LOIP which concluded there to be no material impact.
<b>Technology</b>	Availability of the latest data to inform priority setting	Medium	The Population Needs Assessment was conducted in 2018, but for some data sets the data was published some years ago. Digital Technology will allow for better access to the latest data and the regular review of the LOIP will ensure we can act on this data to continue to meet population needs.
<b>Reputational</b>	Risk of damaging the Council's reputation.	Medium	The Local Outcome Improvement Plan identified priorities for Partnership working based on the needs of the population, customer insight and professional opinion of experts across the Community Planning Partnership.

## 10. OUTCOMES

<b>Local Outcome Improvement Plan Themes</b>	
	<b>Impact of Report</b>
<b>Prosperous Economy</b>	The refreshed LOIP identifies two stretch outcomes which will demonstrate achievement of a prosperous economy.
<b>Prosperous People</b>	The refreshed LOIP identifies 10 stretch outcomes which will demonstrate achievement of prosperous people
<b>Prosperous Place</b>	The refreshed LOIP identifies 4 stretch outcomes which will demonstrate achievement of prosperous place
<b>Enabling Technology</b>	The refreshed LOIP continues to identify technology as a key enabler for how the Partnership will achieve its shared outcomes.



<b>Design Principles of Target Operating Model</b>	
	<b>Impact of Report</b>
<b>Customer Service Design</b>	The LOIP identifies the key outcomes that the Council is working to achieve through co-production with customers and communities.
<b>Organisational Design</b>	Working together with Partners supports a whole systems approach to future organisational design.
<b>Governance</b>	There will be close working between the Commissioning function and other governance arrangements.
<b>Workforce</b>	A key aspect of delivering the LOIP will be the development of staff to apply quality improvement methodology to understand what impact we are having as an organisation on outcomes.
<b>Process Design</b>	Co-design of future provision and the development of future commissioning with Partners is an important aspect of the LOIP.
<b>Technology</b>	The use of technology will be important particularly regarding accessibility, analysis of data and performance.
<b>Partnerships and Alliances</b>	The LOIP supports the new commissioning approach and reflects a maturing of the Partnership which builds on previous successes and lessons learned.

## 11. IMPACT ASSESSMENTS

<b>Assessment</b>	<b>Outcome</b>
<b>Equality &amp; Human Rights Impact Assessment</b>	The LOIP promotes equality of outcome for all people of Aberdeen.
<b>Privacy Impact Assessment</b>	No direct impact
<b>Duty of Due Regard / Fairer Scotland Duty</b>	The LOIP supports the Fairer Scotland Duty

## 12. BACKGROUND PAPERS

[Local Outcome Improvement Plan 2016-26, Aberdeen City Council – 20 August 2016](#)

[Annual Outcome Improvement Report 2016-17, Aberdeen City Council – 5 March 2018](#)

[Annual Outcome Improvement Report 2017-18, Strategic Commissioning Committee – 3 September 2018](#)

**13. APPENDICES**

- Appendix 1 Refreshed Local Outcome Improvement Plan 2016-18
- Appendix 2 Public Health Priorities - Mapping of Stretch Outcomes against National Public Health Priorities
- Appendix 3 Discontinued Improvement Projects

**14. REPORT AUTHOR CONTACT DETAILS**

Michelle Cochlan  
Corporate Strategy and Community Planning Manager  
Aberdeen City Council  
Tel: 01224 522791  
Email: [mcochlan@aberdeencity.gov.uk](mailto:mcochlan@aberdeencity.gov.uk)