



**Aberdeenshire
Community Planning Partnership**

Single Outcome Agreement

2013-2023

**Version 1.8
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SINGLE OUTCOME AGREEMENT 2013-2023

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INTRODUCTION

Foreword

Welcome to Aberdeenshire Community Planning Partnership's Single Outcome Agreement for 2013-2023. This plan takes forward our vision of working together for the best quality of life for everyone in Aberdeenshire. It sets out the priorities that partners will work together with communities to deliver.

During recent years partners have made progress in achieving improved outcomes for the people of Aberdeenshire. The Community Planning Partnership has led a number of projects on the ground such as the Reaching Out Project, With Inclusion in Mind and many others that have made a real difference to local people.

However, we are entering a more challenging era than before and one where we will have to do more with less. As the budgets of public sector bodies fall in real terms between now and 2025, the public, private and voluntary sectors will have to deliver services together to an ageing and increasing population in a rural area where there are pockets of deprivation.

Amid these pressures it is vital that we embrace community planning to pool resources and align our work so that the people of Aberdeenshire benefit from a more effective and cost-efficient public sector. We must work together with communities to target our resources to where the need is greatest. It is fundamental that public bodies invest in preventing the problems of the future and our partners have already signalled a strong commitment to early intervention.

This agreement sets out what we will do together for Aberdeenshire over the next 10 years.

Cllr Jim Gifford
Chair of Aberdeenshire Community Planning Partnership

Strategic Background

The Christie Commission review on the future delivery of public services identified integration and prevention as fundamental in addressing the significant fiscal, social and demographic challenges faced by the people of Scotland in the years ahead. In responding to recommendations from the Christie Commission, COSLA and the Scottish Government have jointly undertaken a National Review of Community Planning and Single Outcome Agreements. In March 2012¹ a statement of ambition was published that set out three key steps to strengthen the role of community planning partnerships.

- A new statutory duty on individual partners to work together to improve outcomes through participation in community planning
- Formal requirements placed on community planning partnerships to ensure that Boards and joint working arrangements are fit for purpose
- A national group should be established to provide strategic leadership and guidance to partnerships

In light of these increased expectations on public bodies and community planning partnerships, guidance² to inform the future development of Single Outcome Agreements was published in December 2012. This guidance asked partnerships to ensure that Single Outcome Agreements were underpinned by a strong commitment to integration and prevention and focused efforts around six national priorities:

- Early years and early intervention
- Economic recovery and growth
- Employment
- Health inequalities and physical activity
- Outcomes for older people
- Safer and stronger communities

In addition to these six national priorities, community planning partnerships were free to identify further local priorities where these were informed by a robust and partnership-wide evidence base.

Single Outcome Agreements 2013-23 are being developed in a period of change for many community planning partners. They have been influenced by reform of police, fire and rescue and welfare as well as the integration of adult health and social care.

Understanding Aberdeenshire

In reviewing its Single Outcome Agreement for 2012/13, the Aberdeenshire Community Planning Partnership carried out a strategic assessment and priority-setting exercise to determine five priorities:

- Alcohol and drugs
- Children have the best start in life
- Older people and community care
- Supporting communities and volunteering
- Transport

The assessment contained evidence of strategic drivers, need (both current and emerging) and community engagement. It was compiled from information provided from across the partnership. Priorities were risk-assessed and decided on a basis of impact, probability and deliverability (defined as a measurement of the capacity, resources and skills of partners to be able to tackle an issue). At its meeting in November 2012, the Community Planning Partnership Board agreed to retain these priorities for inclusion in the updated Single Outcome Agreement for the area.

The Community Planning Partnership is currently rolling out this approach to support the continued development of Local Community Plans within Aberdeenshire. A suite of local strategic assessments³ have been prepared and will be used to highlight any emerging needs within the proposed annual review process for the Single Outcome Agreement. Partners have committed to improving the evidence base across Aberdeenshire and further work will be required both locally and nationally to fully embed a “total place” style approach.

Summary Area Profile

Aberdeenshire is a largely rural area in the north east of Scotland with a heavy reliance on the offshore energy sector for employment. This complements the well-established farming, fishing and forestry sectors and their respective processing industries. Tourism and financial services also employ significant numbers but oil and gas related employment has been the spur to rapid population growth over the past 30 years, with Aberdeenshire's population in 2011 being estimated at 247,600⁴, this is a 0.7% increase since 2010, and a 9.1% increase from 2001 - 2011⁵.

An increasing and **ageing population** provides unique challenges in delivering services, additional housing and the resulting demand in community facilities. The Aberdeen City and Shire Structure Plan⁶ identifies a requirement for 36,000 new households by 2030 with much of the wider development focussed in the Huntly – Laurencekirk and Aberdeen – Peterhead corridors. Alongside this growth, the area will have the highest proportion of older people in Scotland by 2020⁷, and by 2035 the number of

people aged over 85 years is expected to rise from 5,009 in 2010 to 14,953 in 2035 (an increase of 198%)⁸.

While Aberdeenshire remains a relatively wealthy area, and the employment rate in 2011 was 75.9% (against a Scotland average of 70.7%)⁹, there are nevertheless pockets of **deprivation** and **rural isolation**. The Scottish Index of Multiple Deprivation¹⁰ identifies different elements of poverty in small areas across Scotland, with five datazones (small areas) in the most deprived 15% in Scotland.

Further information on the area has been captured in the strategic assessment for Aberdeenshire.¹¹

WORKING TOGETHER FOR THE BEST QUALITY OF LIFE FOR EVERYONE IN ABERDEENSHIRE

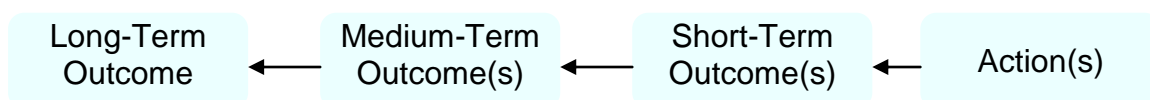
This section will show how the Community Planning Partnership is delivering the Scottish Government's six national priorities and Aberdeenshire's five local priorities. To achieve partnership's vision of the best quality of life for everyone in Aberdeenshire, we have agreed a set of long-term outcomes to be delivered for local communities.

- Children have the best start in life through action with parents and children pre-birth to 8 years
- Aberdeenshire will be recognised as a great place to live, work, invest with opportunity for all
- The unemployment rate in identified areas of deprivation in Aberdeenshire will be less than the national average
- Reductions in inequalities in health outcomes between communities and across Aberdeenshire
- Older people will live independent, healthier lives for longer in a homely environment, in a community which respects and values them, with informal carers who receive support to continue to care
- Aberdeenshire is the safest place in Scotland
- Successful, inclusive and resilient communities with the confidence, capability and capacity to tackle the things that matter to them

For each of these high-level outcomes, the partnership has identified a range of supporting outcomes and actions. Given the cross-generational changes that are sought, the partnership has also included two long-term outcomes concerning transport and physical activity that will contribute towards the delivery of the economic recovery and growth and health inequalities priorities.

This section will show the partnership's commitment to an evidence-based approach, prevention and provide an overview of measurable resources available to partners.

Understanding Aberdeenshire	What is the level of need within Aberdeenshire?
Long-Term Outcome	What will be different for communities in 10 years?
Medium-Term Outcomes	What will be different for communities in 3 years?
Short-Term Outcomes	What will be different for communities in 1 year?
Actions	What are the key strategic actions partners are taking together to contribute towards these outcomes?
Resources	What resources are partners pooling towards the delivery of each of the priorities?
Prevention	What are partners doing to prevent negative outcomes from arising within this priority?
Performance Management	How will we know what is being achieved?



Aberdeenshire's Outcomes and the National Performance Framework

Aberdeenshire Community Planning Partnership and the Scottish Government have identified cross-cutting priorities that, combined with an outcome-focussed approach, contribute to the full range of national outcomes. However, for the purposes of this diagram, the most direct and distinct contributions to national outcomes are shown.

LOCAL OUTCOME (LONG-TERM)	LOCAL PRIORITY	NATIONAL PRIORITY	NATIONAL OUTCOMES
Children have the best start in life through action with parents and children pre-birth to 8 years	Children have the best start in life	Early years and early intervention	4, 5, 6, 7, 8
Aberdeenshire will be recognised as a great place to live, work, invest with opportunity for all	Transport	Economic recovery and growth	1, 2, 10, 13
The unemployment rate in identified areas of deprivation in Aberdeenshire will be less than the national average		Employment	2, 3, 7, 8
Reductions in inequalities in health outcomes between communities and across Aberdeenshire	Alcohol and drugs	Health inequalities and physical activity	5, 6, 7, 8, 9, 10, 11, 12
Older people will live independent, healthier lives for longer in a homely environment, in a community which respects and values them, with informal carers who receive support to continue to care	Older people and community care	Outcomes for older people	6, 7, 9, 11, 15
Aberdeenshire is the safest place in Scotland	Alcohol and drugs	Safer and stronger communities and reducing reoffending	1, 6, 7, 8, 9, 10,
Successful, inclusive, resilient communities with the confidence, capability and capacity to tackle the things that matter to them	Supporting communities and volunteering		4, 6, 7, 8, 9, 10, 11, 13, 16

LONG-TERM OUTCOME:**CHILDREN HAVE THE BEST START IN LIFE THROUGH ACTION WITH PARENTS AND CHILDREN FROM PRE-BIRTH TO 8 YEARS****UNDERSTANDING ABERDEENSHIRE:**

The Scottish Government sees early years as a national priority for Single Outcome Agreements and will hold Community Planning Partnerships to account for performance in this area. Similarly, Aberdeenshire has identified 'children have the best start in life' as a priority for its Single Outcome Agreement. Scottish Government research has shown that a failure to effectively intervene to address the complex needs of an individual in early childhood can result in a nine fold increase in direct public costs, when compared with an individual who accesses only universal services.

Within Aberdeenshire, outcomes for children compare well at a national level:

	Aberdeenshire	Scotland
Smoking in pregnancy	14.7%	17.1%
Healthy birth weight	99.2%	98.0%
Breastfeeding (exclusive)	32.6%	26.2%
P1 children healthy weight	81.6%	78.6%
P1 children dental health	73%	62%
Children in poverty	8.5%	18.6%

Nevertheless, Aberdeenshire's six local strategic assessments have identified localised areas where outcomes are less favourable. Currently, a new structure to manage children's services within Aberdeenshire - Getting It Right For Every Child in Aberdeenshire - is under development and will participate in the Early Years Collaborative. This multi-agency structure will include six Area GIRFEC practice groups which will integrate local delivery of children's services, target interventions and align closely with the six Local Community Planning Groups.

MEDIUM-TERM OUTCOMES	SHORT-TERM OUTCOMES	ACTIONS
<p>Children and families have the very best introduction to lifelong learning, which supports and prepares children and their parents to develop the skills and knowledge that will allow them to become resilient and effective learners</p>	<p>The development of a continuous professional development programme to further enhance the skills, knowledge and experience of the early years workforce</p>	<p>Develop the professional skills of our workforce and our learning environments through an informed and planned programme of staff and estate development</p>
	<p>Physical improvements to a broad range of local authority and partner pre-school education providers, to provide very high quality digital and physical environments</p>	<p>Enhance accessibility and quality of green spaces for families and children</p> <p>Develop partnership-wide play strategy</p>
<p>Every child's life chances are maximised by providing appropriate and proportionate support to children and families when it is needed, placing a priority focus on children in their earliest years</p>	<p>The development of up to 10 centres which offer early intervention and preventative facilities for children aged 3-5 and the development of 2 centres which offer early intervention services to children aged 0-3</p>	<p>Support parents to access the breadth of complementary early years experiences available within communities and across Aberdeenshire as a whole, through the availability of relevant and accurate information about what is available for them and their children</p>
	<p>Agreed partnership approach across Aberdeenshire to improve outcomes in early years with clear focus on identified communities and agreed consistent approaches across Aberdeenshire through area GIRFEC groups and driven by the Early Years</p>	<p>Broaden the range of interventions available to families such as the Universal Parenting Programme through the development of mechanisms and structures which engage a broader range of partners and agencies</p>
		<p>All children at 27 months have a progress review and issues identified managed promptly, with appropriate GIRFEC processes streamlining access to extended early years provision where appropriate</p>
		<p>Develop agreed plan for parenting across Aberdeenshire</p>
		<p>Agree and implement smoking in pregnancy pathway</p>
<p>Introduce early years HWB award</p>		
<p>Establish area GIRFEC groups</p>		
<p>Establish Early Years Strategy Group</p>		

	Strategy Group	Sustain volunteer-led early year opportunities
Parents have the necessary support to be economically active where appropriate and provide wider benefits to the Aberdeenshire economy through the availability of high quality, flexible, accessible and sustainable early years and childcare services		Earlier relationships will be developed and established with parents to ensure meaningful engagement
		Continuous professional development, partnership working and equipping will be developed to ensure early years and childcare services are delivered and resourced in a way which promotes an active and healthy lifestyle
Children who are overweight will be identified early and families supported to make the changes needed to address this	Children living in families who are vulnerable are identified and are offered support early	Vulnerable families identified early and offered support as required

PREVENTION

Approximately £3,000,000 is being invested in the development of 19 extended early years provisions which are designed to provide early intervention in the lives of children and families who require additional support. Work has already been completed with a range of partners to determine how children can be identified and how the investment can support and add to existing processes such as the integrated assessment framework.

Health services will work with families at the earliest opportunity to prevent problems arising, and where problems are identified, offer interventions at the earliest point to prevent the development of more entrenched issues.

RESOURCES

Funding in excess of £4,000,000 is being directed towards the achievement of these strategic outcomes over the course of the next three years. This funding is made up of resources available through Aberdeenshire Council's Invest to Save, Aberdeenshire Alliance 100-day pledge funding and the Early Years Change Fund.

PERFORMANCE MANAGEMENT

Indicator	Performance				Target		
	2006/07	2008/09	2010/11	2011/12	2013/14	2015/16	2022/23
Long-Term Outcome: Children in Aberdeenshire have the best start in life through action with parents and children pre-birth to 8 years.							
C1	The proportion of newborn children exclusively breastfed at 6-8 weeks <i>(Annual/Infant Feeding Audit NHS Health Intelligence)</i>	35.0%	45.0%	32.2%	32.6%		
C2	Gap in breastfeeding rates between Fraserburgh, Peterhead, Huntly and for Aberdeenshire						
C3	Percentage of school children in Primary 1 with no signs of dental disease <i>(Annual/NHS Health Intelligence)</i>	63.4%	66.4%	72.8%	73.5%	60%	
C4	Estimated children with a healthy weight in Primary 1 <i>(Annual/NHS)</i>			81.6%			
C5	Percentage of children living in households that are dependant on out-of-work benefits or child tax credit <i>(Annual/HMRC; GROS)</i>			32.4%			
C6	Percentage of children walking or cycling to school <i>(Annual/Hands Up Survey, Aberdeenshire Council)</i>	46%	52%				
C7	Percentage of school leavers in sustained and supported destinations <i>(Annual/Skills Development Scotland)</i>	90%	90%	92.2%	93.6%	92.0%	
C8	Three-year average of pregnancies among under-16 year olds per 1000 population <i>(Annual/NHS Grampian)</i>	4.4	5.2				

C9	Percentage of babies with a healthy birth weight (Annual/NHS Grampian)	98.8%	99.0%	98.9%	99.2%			
C10	Gap in rate of smoking during pregnancy between Fraserburgh, Peterhead and Huntly and for Aberdeenshire							
C11	Child poverty		8.7	8.5				
C12	Child poverty in targeted areas							
Medium-Term Outcome: Children and families have the very best introduction to lifelong learning, which supports and prepares children and their parents to develop the skills and knowledge that will allow them to become resilient and effective learners.								
C13	Percentage of the pre-school population (defined as those children age 3 or 4 legally entitled to a place) who take up a pre- school place which provides a minimum of 3 sessions per week (Annual/Aberdeenshire Council)				TBC			
Medium-Term Outcome: Parents have the necessary support to be economically active where appropriate and provide wider benefits to the Aberdeenshire economy through the availability of high quality, flexible, accessible and sustainable early years and childcare services.								
C14	Percentage of positive pre-school establishment inspections (Annual/Aberdeenshire Council)				100%	100%		
Medium-Term Outcome: Every child's life chances are maximised by providing appropriate and proportionate support to children and families when it is needed, placing a priority focus on children in their earliest years.								
C15	Number of Looked After Children (under 8 years) (Annual/Scottish Government)			199	TBC			
C16	Proportion of children who have reached the expected developmental milestones at the time of the child's 27-30 month child health review.				TBC		85%	
C17	Proportion of children who have reached the expected developmental milestones at the time of the child starts primary school							2017/18 90%

LONG-TERM OUTCOME:**ABERDEENSHIRE WILL BE RECOGNISED AS A GREAT PLACE TO LIVE, WORK, VISIT AND INVEST WITH OPPORTUNITY FOR ALL****UNDERSTANDING ABERDEENSHIRE:**

Aberdeenshire is recognised as an attractive place to live and work, with a high-quality environment, above-average incomes and low unemployment. The oil and gas sector thrives alongside traditional industries, backed by enterprising, inventive and skilled people and a strong academic sector. This area has won a reputation for quality. We produce quality food and drink, develop quality engineering solutions and are known for our high quality of life. However, there are significant differences in wealth and opportunity across the area and real challenges to be met as we move forward.

Within Aberdeenshire, outcomes for economic development and quality of life compare well at a national level:

	Aberdeenshire	Scotland
Employment rate	79.6%	70.7%
Business births per 10,000 adults	44	36
Adults who rate their neighbourhood as a very good place to live	70%	55%

Fundamental to the delivery of improved economic recovery and growth outcomes is Aberdeen City and Shire Economic Future's Economic Action Plan 2013-2018¹² and Aberdeenshire Council's Economic Development Strategy 2011-2016¹³.

Further to the national priority of 'economic recovery and growth', Aberdeenshire Community Planning Partnership has identified 'transport' as a local priority because of both the rurality of Aberdeenshire and the cross-cutting potential of transport to contribute towards a broad range of outcomes. Therefore transport is afforded a particular focus within this overarching outcome.

MEDIUM-TERM OUTCOMES	SHORT-TERM OUTCOMES	KEY ACTIONS
Improved infrastructure will provide a supportive business environment, promoting investment in the region and providing increased employment opportunities		Anchor the offshore energy supply chain
		Develop opportunities for oil and gas supply chain to enter offshore wind / all energy sectors
	Improved town centres in line with the place agenda	Develop regeneration strategy
	Improved interaction between businesses, communities and Council services	Support business and key sectors
Energetica will increase its contribution to the performance of the Scottish Energy sector		Deliver the Energetica masterplan
Communities and businesses benefit from a more coordinated partnership tourism campaign	Enhanced profile of tourism opportunities	Increase capacity, quality, innovation and product development to increase value of business and leisure tourism
		Promotion of place
Communities benefit from the delivery and improved access to affordable housing		Improve access to affordable housing across all sectors
		Work in partnership to increase delivery of a range of affordable housing (size, type and tenure) across all sectors
Improved digital infrastructure		Enhance broadband infrastructure

LONG-TERM OUTCOME:	BUSINESSES AND INDIVIDUALS HAVE ACCESS TO AN INTEGRATED TRANSPORT NETWORK	
MEDIUM-TERM OUTCOMES	SHORT-TERM OUTCOMES	ACTIONS
Options have been developed to expand demand responsive transport and supported bus network across Aberdeenshire to support employment and training opportunities	Demand responsive transport and supported bus network across Aberdeenshire is retained at no worse than 2011 levels	Support in the provision of replacement minibuses for operation of some A2B dial-a-bus services
The deployment of Asset Management techniques have improved the condition of the local and strategic road network within Aberdeenshire as compared to 2011	The condition of the local and strategic road network within Aberdeenshire has not worsened as compared to 2011	Strategic and local road safety improvements on the key routes across Aberdeenshire Resurfacing / reconstruction on local and strategic routes and bridges across Aberdeenshire as per the annual Road Maintenance Programs
Schemes for an enhanced active travel network between and within our key communities have been consulted on	Proposals for an enhanced active travel network between and within our key communities have been set out	Strategic cycle link improvements in Peterhead, Ellon, Westhill and A96 Aberdeen to Blackburn as well as specific interventions associated with the AWPR commitments to Non-Motorised Users Continued promotion and running of activities under the Getabout brand involving communities, business and schools in promoting the benefits of sustainable travel in line with the Adopted Local Transport Strategy objectives to Travel Less, Travel Actively and Travel Effectively.
Improved transport infrastructure		Deliver Aberdeen Western Peripheral Route Dual Balmedie-Tipperty - Work in partnership with Scottish Government on the dualling of the A96 and lobby for the upgrade of the A90 to Fraserburgh Progress work to reopen Kintore Rail Station and consider options for the re-opening of the lines to Banchory and Ellon/Peterhead/Fraserburgh

	New park and ride sites on the A90 and A96
	Improvements to Ellon Park and Ride
	Improvements to Fraserburgh Bus Station and bus stop information and infrastructure at Portlethen at key locations on the primary network and within settlements as well as the introduction of Real Time information
	Establishment of a dedicated Transport to Health information centre, improving access to health services across the region

PREVENTION

How are we making a decisive shift to prevention?

Continued investment in creating the conditions for economic growth – particularly around vital infrastructure such as transport, broadband and business space – will assist in providing jobs and economic growth for the population of Aberdeenshire. This is a key preventative measure in terms of preventing future health and social problems associated with unemployment and poverty.

Through its Road Asset Management Plan, Aberdeenshire Council supports the conclusions reached by the Scottish National Road Maintenance Review¹⁴ and the English Highway Maintenance Efficiency Programme¹⁵ that, in the ‘pothole debate’, prevention is better than cure. Although the Council has to accept a degree of reactive maintenance, it spends considerable sums on prevention through resurfacing and surface dressing programmes.

Continued investment in cycling and walking infrastructure as well as significant investment in the Getabout brand and events across the region seek to promote the benefits of sustainable and active travel. A key focus of this activity is to encourage more active and healthier lifestyles thus helping to reduce levels of obesity and related illnesses later in life. Policies and actions aimed at reducing congestion and emissions, particularly in areas where air quality is poor, is also a key preventative measures in improving the health of the population. Although poor air quality is not a significant issue in Aberdeenshire, measures to reduce congestion and emissions in town centres will be key to preventing air quality deteriorating in the future. Measures to support and improve public transport and demand responsive transport are key to preventing and reducing social exclusion.

RESOURCES

Over the next three to four years, £700million of capital investment in the region's infrastructure is planned between Aberdeenshire and Aberdeen City Council, in addition to other funding by public sector partners on projects to deliver economic growth. The agreed Nestrans revenue budget for 2013/14 is £1,026,350 and a capital budget of £2,397,000. This budget is allocated to delivering the objectives of the Regional Transport Strategy¹⁶ which support the long-term outcome as identified above.

PERFORMANCE MANAGEMENT

Long-Term Outcome: Aberdeenshire will be recognised as a great place to live, work, visit and invest with opportunity for all.

Indicator		Performance				Target		
		2006/07	2008/09	2010/11	2011/12	2013/14	2015/16	2022/23
EC1	Proportion of adults who rate their neighbourhood as a very good place to live (<i>Annual/Scottish Household Survey</i>)	66%	69%			70%		
EC2	Employment rate for 16-64 year olds (<i>Annual/NOMIS</i>)	79.9%	80.4%	81%		81%		
EC3	Gross value added (<i>Annual/ONS</i>)					2.5%	2.5%	2.5%
Medium-Term Outcome: Improved infrastructure will provide a supportive business environment, promoting investment in the region and providing increased employment opportunities.								
EC4	Business birth rate in Aberdeenshire per 10,000 population (<i>Annual/ONS</i>)							
Short-Term Outcome: Improved town centres in line with the place agenda.								
EC5	To be confirmed							
Medium-Term Outcome: Energetica will increase its contribution to the performance of the Scottish Energy sector.								
EC6	Number of energy companies located within the Energetica corridor							
Medium-Term Outcome: Communities and businesses benefit from a more coordinated partnership tourism campaign.								
EC7	Annual visitor spend in Aberdeen City and Shire							£5.5bn by 2020

Short-Term Outcome: Enhanced profile of tourism opportunities.							
EC8	To be confirmed via regional and national tourism strategies ^{17 18}						
Medium-Term Outcome: Communities benefit from the delivery and improved access to affordable housing.							
EC9	Number of affordable homes developed (<i>Annual/Aberdeenshire Council</i>)				250	300	
Long-Term Outcome: Businesses and individuals have access to a fully integrated transport network.							
Medium-Term Outcome: Improved transport infrastructure							
EC10	Percentage of people who find local services fairly or very convenient - doctors surgery (<i>Annual/Scottish Household Survey</i>)			81% 2009/10			
EC11	Percentage of people who find local services fairly or very convenient - hospital outpatient (<i>Annual/Scottish Household Survey</i>)			25% 2009/10			
EC12	Percentage of people who find local services fairly or very convenient - public transport (<i>Annual/Scottish Household Survey</i>)			73% 2009/10		80%	80%
EC13	Percentage of driver journeys delayed due to congestion transport (<i>Annual/Nestrans</i>)			12% 2009/10			10%
Medium-Term Outcome: Options have been developed to expand the DRT and supported bus network across Aberdeenshire to support employment and training opportunities.							
EC14	Percentage of bus users very or fairly satisfied with the quality of public transport (<i>Annual/North East Bus Passenger Satisfaction Survey</i>)			92%	90%	Maintain 90% or above	
Medium-Term Outcome: Condition of the local and strategic road network within Aberdeenshire has been improved by the deployment of Asset Management techniques.							
Short-Term Outcome: Condition of the local and strategic road network within Aberdeenshire has not worsened as compared to 2011.							
EC15	Percentage of road network that should be considered for maintenance treatment (<i>Annual/Aberdeenshire Council</i>)		23%	28%		28%	27%
Medium-Term Outcome: Improved digital infrastructure							
EC16	Proportion of households with home internet access (<i>Annual/Scottish Household Survey</i>)						By March 2017 we want everyone who wants broadband to have access to a cost effective and viable service

LONG-TERM OUTCOME:**THE UNEMPLOYMENT RATE IN IDENTIFIED AREAS OF DEPRIVATION IN ABERDEENSHIRE WILL BE LESS THAN THE NATIONAL AVERAGE****UNDERSTANDING ABERDEENSHIRE:**

Employment has been identified as a national priority for inclusion in Single Outcome Agreements. While Aberdeenshire compares favourably with the rest of Scotland in its overall rate of employment, there are nevertheless pockets of deprivation largely concentrated in Fraserburgh and Peterhead. In light of the challenging economic climate and the introduction of Welfare Reform, which has been estimated to cost people affected in Aberdeenshire £70,405,795, outcomes are unlikely to improve without an integrated and preventative approach.

	Aberdeenshire	Scotland
Percentage of school leavers in positive or sustained destinations	94%	90%
Youth claimant count	3.1	7.1
Percentage of the population aged 16-64 in receipt of out of work benefits	8.8%	16.8%

In Aberdeenshire the Tackling Poverty and Inequalities Strategy Group leads on employability, financial inclusion, youth unemployment and information and advice services. Supporting this activity Aberdeenshire Council is currently working in partnership to develop a regeneration strategy that will prioritise resources by taking forward themes of place and prevention.

MEDIUM-TERM OUTCOMES**SHORT-TERM OUTCOMES****ACTIONS**

Improved employer engagement that ensures employers' needs are met

Engaging with employers, and working in partnership to deliver skills training which meets their needs and ensures that appropriately trained people are available for hard to fill vacancies

Increased employment opportunities by using Community Benefit Clauses through the procurement process

All school leavers including looked after children not in positive and sustained destinations will have activity agreements	Reduced youth claimant count by delivering supportive employment projects	Working in partnership to ensure all young people, including looked after children, who are not in a positive and sustainable destination have an activity agreement
	All school leavers including looked after children not in positive and sustained destinations will have activity agreements	
Improved skills of the workforce through sector-based academies	Improved skills of the workforce through sector-based academies	Develop and deliver sector-based skills academy in construction, care, retail, hospitality, digital facilitation, and rural skills
	Gaps in provision for those individuals that have complex needs will be identified and addressed through the pipeline approach	Supporting individuals who are seeking work through the 'pipeline' approach to services and opportunities which ensures progression to improving their employability and securing employment To support the development of an Oil and Gas Academy (OGAS) between Banff & Buchan College, Aberdeen College, RGU and the University of Aberdeen to help address the skills shortages in the energy sector
Vulnerable customers are recognised and supported through the Universal Credit journey towards or into work		As a response to the introduction of Universal Credit the partnership will increase provision in relation to Money and Debt advice. This will support individuals to take responsibility and to promote work as a way out of poverty
	Increased employment opportunities within partner organisations for identified groups.	Action to increase work placements and employment within partner agencies eg NHS eg Job jump start scheme, employability skills programme for vulnerable groups.

PREVENTION

How are we making a decisive shift to prevention?

- Shared responsibility for the 'employability pipeline' through working in partnership
- Sharing resources including joint appointments
- Joint bids to secure additional resources
- Shared management system to report progress on joint outcomes
- Improving transition from secondary school by identifying young people who are at risk of not having a positive destination and addressing their needs while still at school
- Encouraging entrepreneurial skills at school by providing education, advice and support to young people to support them setting up their own businesses
- Engaging with employers to expand work experience opportunities through using procurement processes to secure community benefit clauses
- Promote the use of My World of Work and Skills Development Scotland new employer engagement service

RESOURCES

Aberdeenshire Council	Working for Families	£300,000
	Housing and Social Work Employability	£400,000
	Fairer Scotland Fund	£150,000
Department for Work and Pensions		£124,000
European Social Fund	For 2013/14 only	£81,000
Skills Development Scotland		
Banff and Buchan College	Core budgets	
Aberdeen College		
Third sector partners		

In addition, partners will work together to combine staff resources where feasible to deliver one service and remove duplication and consider colocation of services.

PERFORMANCE MANAGEMENT

Long-Term Outcome: The unemployment rate in identified areas of deprivation in Aberdeenshire will be less than the national average.

Indicator		Performance				Target		
		2006/07	2008/09	2010/11	2011/12	2013/14	2015/16	2022/23
EM1	Proportion of population in the most deprived areas of deprivation in Aberdeenshire (in most 20% in Scotland) who are “employment deprived” (<i>Annual/Scottish Neighbourhood Statistics</i>)		10.9%	10.6%				
EM2	Proportion of population in Scotland who are “employment deprived”		13%	13%				
Medium-Term Outcome: Improved employer engagement that ensures employers’ needs are met								
EM3	To be confirmed							
Medium-Term Outcome: Increased employment opportunities by using Community Benefit Clauses through procurement process								
EM4	To be confirmed							
Medium-Term Outcome: All school leavers, including looked after children, not in positive and sustained destinations will have activity agreements.								
EM5	Youth claimant count				3.1			
EM6	Percentage of school leavers in positive or sustained destinations (<i>Six-monthly/Skills Development Scotland</i>)				93.6%			
EM7	Percentage of looked after children school leavers in positive and sustained destinations				70.8%	88.9%		
Medium-Term Outcome: Improved skills of the workforce through sector-based academies.								
EM8	To be confirmed							
Medium-Term Outcome: Vulnerable customers are recognised and supported through the Universal Credit journey towards or into work.								

EM9	Percentage of the population aged 16-64 in receipt of out of work benefits			8.8%				
EM10	Percentage of the population aged 16-64 with low or no qualifications							
EM11	Disabled employability							
EM12	Number of clients engaged in the pilot of employability pipeline services being developed for vulnerable or disadvantaged people <i>(Annual/JobCentre Plus)</i>			328				

LONG-TERM OUTCOME:**REDUCTIONS IN INEQUALITIES IN HEALTH OUTCOMES BETWEEN COMMUNITIES AND ACROSS ABERDEENSHIRE****UNDERSTANDING ABERDEENSHIRE:**

The Scottish Government has identified health inequalities and physical activity as a priority for Single Outcome Agreements. Health inequalities across Aberdeenshire may be categorised as:

- in particular identified areas of deprivation (e.g. by SIMD, Fraserburgh, Peterhead)
- experienced by individuals living within communities / rural areas – isolation, access, employment issues
- experienced by key vulnerable groups such as homeless, looked after children

There are variations in life expectancy across Aberdeenshire for both males and females of more than 10 years and different areas where life expectancy is (statistically significant) better or worse than the Scottish average¹⁹.

	Males Life expectancy (yrs)	Females Life expectancy (yrs)	Statistically significant worse / better than Scottish average *
Scotland	74.5	79.5	
Aberdeenshire	77.0*	81.1*	better*
Fraserburgh (Harbour & Broadsea)	66.3*	76.0*	worse*
Aboyne, S Deeside	78.2*	82.6*	better*
Inverurie north	80.7*	80.8	better*
Inverurie south	75.9	76.5*	worse *

In addition, alcohol and drugs has been identified as a priority by Aberdeenshire Community Planning Partnership. Commitments to prevent harm causes by the misuse of alcohol and drugs are included below.

MEDIUM-TERM OUTCOMES	SHORT-TERM OUTCOMES	ACTIONS
<p>Opportunities to access affordable activity and open safe places for play have increased (including smoke-free developments)</p>	<p>Increased opportunities to access green space / safe open spaces for play and leisure facilities particularly in identified targeted communities</p>	<p>Agree new opportunities to increase access and leisure</p>
	<p>Smoke-free policies developed for premises and grounds</p>	<p>Work towards smoke-free policies within NHS Grampian and Aberdeenshire Council</p>
<p>Increased opportunities for healthy living</p>	<p>Agreed plan for increasing food / cooking skills in place and agreed across the partnership</p>	<p>Further develop child healthy weight programme</p>
		<p>Further develop local community initiatives to support healthy eating / cooking skills</p>
		<p>Deliver obesity (HEAL) seminars to all Area Committees</p>
		<p>Establish and promote free/low-cost opportunities for physical activity for families</p>
		<p>Agree in partnership to increase access and opportunities for leisure</p>
		<p>Develop and evaluate Garioch social prescribing for roll out across Aberdeenshire</p>
<p>Partner services (e.g. Education, Learning and Leisure) have an ethos which supports high levels of attainment and positive</p>	<p>New bullying policy agreed for Aberdeenshire Council's Education, Learning and Leisure service that has been developed with young people</p>	<p>Engage young people in development of new bullying policy</p>

destinations for all	Agreed plans in place across Education, Learning and Leisure informed by the evidence base, with particular focus on reducing smoking and substance misuse, reducing teenage and unwanted pregnancy, increasing physical activity	Progress guidance on smoking and pregnancy testing in schools
	Increased support and community initiatives which embrace reduction of smoking during pregnancy	Develop and roll out of smoking in pregnancy pathway
Increased support for financial inclusion, income maximisation and to sustain education, training, employment.	Increased online services available to access financial inclusion education, training and products	Progress action to mitigate welfare reform in co-ordinated way across Aberdeenshire
	Increased access to a range of services which support families and individuals to increase their wellbeing eg through Cash In Your Pocket database, initiatives to reduce fuel poverty	Further develop Cash in Your pocket schemes across Aberdeenshire Provide income maximisation checks and energy efficiency advice to reduce fuel costs
Harm is prevented by a reduction in alcohol and other drugs and a culture of safe, sensible drinking.	Increased provision of alcohol brief interventions	Delivery of Alcohol brief interventions across Aberdeenshire increased and range of target locations extended
	Agreed action through the ADP is consistent with the agreed approach towards reducing inequalities in health across Aberdeenshire	Progress the prevention theme of the Alcohol and Drugs Partnership Strategy
Licensing Boards have appropriate information and political support and actively working to reduce provision of alcohol and to develop a culture of sensible drinking.	Evidence-based provision of guidance on parenting regarding alcohol	Provide guidance
	Effective representation and provision of evidence informed information to Licensing Boards by NHS.	Action to influence licensing Boards and Forums to support tighter control, of alcohol outlets and opening hours

MEDIUM-TERM OUTCOMES	SHORT-TERM OUTCOMES	ACTIONS
<p>People have support to be actively engaged in local communities and are empowered to participate to improve social connectedness and health and wellbeing, particularly older people, substance misusers and those who are vulnerable.</p>	<p>Improved health and wellbeing and social participation among older people</p>	<p>Community asset pilot in Banff progressed</p>
	<p>Social connectedness recognised as a key initiative to improve health and wellbeing</p>	<p>Initiatives to increase social connectedness are identified and recognised to ensure sharing of good practice across communities</p>
	<p>Better integration of local community services and health improvement programmes.</p>	<p>Integrate NHS programmes(e.g. Keep Well) locally to ensure programme effectively linked and supported by local community initiatives</p>
	<p>People at risk of ill health are supported to build skills and capacity to improve health and wellbeing</p>	<p>Libraries as customer service / information points, CAB and advice centres supported.</p>
<p>Services and support are integrated and delivered according to the variable needs of individuals and communities and designed with individuals and communities.</p>	<p>The concept of service delivery according to need (proportionate universalism) is agreed and demonstrated for identified services across the NHS and Aberdeenshire Council.</p>	<p>Work progressed to analyse staff capacity and uptake of NHS services and agree appropriate service level in deprived communities</p>
<p>A more supportive working environment for staff across all partner organisations – eg in the NHS facilitated by achievement of Healthy Working Lives Gold award across the organisation hospital sites.</p>	<p>Partner organisations and SMEs in Aberdeenshire recognise the value of Healthy Working Lives resulting in an increase in awards across Aberdeenshire.</p>	<p>Implement Healthy Working Lives across Aberdeenshire</p>
		<p>Further work to support HWL across partner organisations and SMEs in Aberdeenshire.</p>
<p>Identified Staff / employees of partner organisations are aware and act to ensure that every contact (with clients) is an opportunity to consider inequalities</p>	<p>Partnership agreement to support and progress staff training (in identified staff groups) towards recognising “every contact as an opportunity to consider inequalities and wellbeing” (e.g. Early</p>	<p>Agree and implement plan (CEL 01) to support ethos of “every healthcare contact is a health improvement opportunity (within NHS) and for partner agencies to recognise “every contact is an opportunity to consider inequalities and wellbeing”</p>

<p>and to improve wellbeing.</p>	<p>Years, Looked After Children, Community Learning and Development)</p>	
<p>Identified vulnerable groups are supported to ensure equity of access to services and provision of support proportionate to needs.</p>	<p>Health inequalities impact assessment implemented consistently across the Community Health Partnership and inclusion of health within Aberdeenshire Council equalities assessment is further considered.</p>	<p>Implement the health inequalities impact assessment across the Community Health Partnership and work towards inclusion of health within equalities impact assessment in Aberdeenshire Council</p>
	<p>Young people in and leaving care are supported and achieve a positive destination.</p>	<p>All young people leaving care are supported to find a positive destination.</p>
	<p>Individuals who present to the Local Authority in connection with their housing situation, will be supported in a holistic way to address their wellbeing needs</p>	<p>Provision of clear, strengthened advice and information framework with the aim of reducing homelessness</p>
	<p>Plans in place to provide support at new encampment for Gypsy travellers.</p>	<p>Development of encampment site for gypsy travellers</p>
	<p>MARAC (multi-agency approach to GBV) is effectively implemented across Aberdeenshire.</p>	<p>Agree effective representation for MARAC</p>
	<p>Specific requirements of offenders in respect of housing, health, employment, learning and substance misuse understood to support development of tailored solutions.</p>	<p>Increase accessibility of targeted health checks and extend programme to include offenders</p>

LONG-TERM OUTCOME:	PHYSICAL ACTIVITY INCREASED ACROSS THE POPULATION INCLUDING THOSE WHO ARE VULNERABLE THROUGH SHIFTS IN CULTURE, IMPROVEMENTS IN INFRASTRUCTURE, OPPORTUNITIES AND COMMUNITY EMPOWERMENT	
MEDIUM-TERM OUTCOMES	SHORT-TERM OUTCOMES	ACTIONS
Communities are empowered and involved in determining local sport, leisure and physical activity needs and in meeting the demand with support and leadership from public bodies	Increased awareness and involvement in healthy eating in identified communities across Aberdeenshire (Garioch and Huntly) through development of the Community Kitchens, associated growing projects and associated physical activity developments.	Develop Community kitchens , associated growing projects and physical activity initiatives
	Through strengthening communities, capacity of individuals, families and communities will be built to embrace increased regular physical activity.	Further develop community initiatives in each area (Community Sports Hubs, health walks, living streets, Walkable Communities, Jog Run/Scotland, allotments, growing) Develop links and collaborative working with partner organisations eg Forestry commission, active schools paths;
Increased range of leisure services available to cater for all abilities including those recovering from illness	Active travel school plans are consistent and gaps in physical activity identified	Develop active travel initiatives within schools and wider communities with links to Health and Wellbeing team
	Increased opportunities for those recovering from illness and long-term conditions to participate in community leisure services	Roll out of GP social prescribing scheme Develop physical activity pathway targeted at the inactive and individuals with long-term conditions
	Increased provision of accessible, low-cost family orientated and activity opportunities	Develop more community sports hubs and continue Active Hub (pending evaluation of diversionary activity) Establish and promote free/low-cost opportunities for physical activity for families and identified vulnerable groups Maintain access to country parks, beaches and equipped play areas
Increased opportunities to be active in	Increased outdoor physical activity	Further develop core paths

the outdoors across the lifespan including safe places for children to play.	opportunities for all ages with liaison between partner agencies such as the Forestry Commission to reduce barriers to access (eg parking charges)	Seminars to all area committees with focus on obesity / role of physical activity.
	Planning processes explicitly take into account the impact of activity on obesity, the opportunities for active travel and need for safe, open places to play	Increase connection between planning and CPP
Opportunities to increase physical activity are tailored and designed with those who are least active.	Systems in place to support data collection of levels of physical activity across communities in Aberdeenshire	Develop data collection systems
Staff in partner organisations are aware of the benefits of physical activity and training is available and rolled out to encourage physical activity of clients / deliver brief intervention.	All allied health professionals are trained to deliver brief intervention to encourage physical activity in patients with a culture of every contact is an opportunity to improve health	Brief intervention training
All partners within the CPP have active travel schemes for staff in development.	Increase in Healthy Working Lives award among employers	Increase opportunities for staff to be physically active (NHSG)
	Active travel schemes are in place within NHS Grampian and Aberdeenshire Council	Develop and promote active travel plans within NHS Grampian and Aberdeenshire Council

PREVENTION

How are we making a decisive shift to prevention?

- Development of Throughcare and aftercare team within Social Work supporting children and young people looked after in care and at home.

- Further development of a Housing Options and Homelessness Prevention Approach
- Wider access to low level Housing support services
- Embedding of Housing options and advice including independent living skills within the school curriculum
- Improved access to appropriate mental health services and substance misuse services to meet needs of those at risk of homelessness.
- New Aberdeenshire regeneration strategy and its proposed focus on Fraserburgh
- Credit union in primary and secondary schools and input regarding budgeting
- Change fund for Early years
- Multi-agency approaches to Keep Well, delivering in partnership in locations such as carers forums, substance misuse clinics, targeting income deprived through life skills initiatives.
- Implementation of CEL 01 (health promoting health service) across NHS hospital sites (every healthcare contact is a health improvement opportunity).
- The new strategies within Aberdeenshire Council (ELL) do recognise the issue of early intervention as crucial in ensuring people retain an active lifestyle – with particular reference to the very young.
- The 'Raising the Bar' initiative will ensure that young people aged 5 – 14 will get at least 2 hours of PE a week – which in itself may promote additional Physical Activity.
- We will sustain and embed alcohol screenings and brief intervention within existing settings and expand within the NHS, criminal justice system and the wider community.
- We will use the 'improving and protecting public health' licensing objective to positively influence Licensing Forums and Board to adopt policies leading to tighter control of alcohol outlets and opening hours.
- We will provide parents with credible evidence-based guidance about how best to promote positive messages and influence their adolescent children to make informed lifestyle choices.
- We will encourage parents, schools and communities to help establish the social norm that children and young people do not normally use alcohol or other drugs.
- We will ensure that generic life-skill and social norms methods are used within the Curriculum for Excellence to help children and young people make informed lifestyle choices.
- We will ensure that as part of the wider 'Getting it Right for Every Child' framework, children assessed to be especially at risk of using alcohol or other drugs can access positive interventions designed to support and divert them from harm.
- Information on sensible drinking limits, the risks and consequences of substance use and sources of support will be readily available via approved posters and leaflets, helplines, mainstream services, planned public health campaigns, social media and an Alcohol and Drug Partnership website containing an up-to-date service directory.

- We will promote community involvement, support communities and empower people to promote sensible drinking, help citizens make informed choices about their alcohol or other drug use and address other substance misuse issues that affect them.
- We will promote a culture of responsible drinking targeted at the whole population that makes alcohol consumption within sensible drinking limits the norm.
- We will collaborate with the Community Planning Partnership Employability Group to support local employers to address alcohol and other drug issues impacting on their workforce.

RESOURCES

Aberdeenshire Council	Fairer Scotland Fund Community Safety Partnership Housing and Social Work Grants for Information and Advice Projects Equalities Leisure and Active Aberdeenshire
NHS Grampian	Earmarked funding for healthy weight, oral health, sexual health, tobacco etc Keep Well budget (target health checks – anticipatory care) Primary care QOF Health improvement funds in each area Aberdeenshire public health team budget Alcohol brief interventions

PERFORMANCE MANAGEMENT

Long-Term Outcome: Reduction in inequalities in health outcomes between identified communities and across Aberdeenshire.

Indicator	Performance				Target		
	2006/07	2008/09	2010/11	2011/12	2013/14	2015/16	2022/23

H1	Life expectancy at birth		77M 81F	78M (08-10)				
H2	Life expectancy at birth for males gap between Fraserburgh and Alford		14					
H3	Rate of early cancer deaths in Fraserburgh, Peterhead and Huntly per 100,000 population		160					
H4	Rate of early cancer deaths in Aberdeenshire per 100,000 population		100					
H5	Rate of alcohol-related admissions per 100,000 population	91	97	92				
H6	Rate of alcohol-related admissions per 100,000 population in Fraserburgh and Peterhead							
H7	Rate of coronary heart disease per 100,000 population		250					
H8	Rate of coronary heart disease per 100,000 population in Fraserburgh and Peterhead		450					
H9	Mortality rates per 100,000 for people aged under 75	345	353	341				
H10	Emergency hospital admissions per 100,000 population	7672	7655	7783				
H11	Average score in the short version of the Warwick-Edinburgh Mental Wellbeing Scale							
H12	Self-assessed health (good or very good)		81% M 84% W					
H13	Percentage of adults who smoke		20% (2009/10)					
H14	Health outcomes of looked after children - to be confirmed							
Long-Term Outcome: Physical activity increased across the population including those who are vulnerable through shifts in culture, improvements in infrastructure, opportunities and community empowerment.								
H15	Sporting participation		74% (2009 /2010)					
H16	Physical activity							
H17	The proportion of adults making one or more visits to the outdoors every week							
Medium-Term Outcome: Harm is prevented by a reduction in alcohol and other drugs and a culture of safe, sensible drinking.								

H18	Estimated percentage of male adults drinking in excess of weekly sensible drinking limits		25.3					
H19	Estimated percentage of female adults drinking in excess of weekly sensible drinking limits		19.3					
H20	Estimated percentage of dependant drinkers		7.2					
H21	Deaths per 100,000 population from alcohol-related disease							
H22	Percentage of 15-year-old pupils using alcohol weekly (<i>Four-yearly/SALSUS</i>)							
H23	Percentage of 15-year-old pupils who have taken drugs in the last year (<i>Four-yearly/SALSUS</i>)							
H24	Estimated percentage of alcohol clients engaged with specialist alcohol services as a percentage of the total alcohol dependant population (<i>Annual/General Registry Office for Scotland, Mid-Population Estimates 2010, and ISD Data Sources</i>)				5%		50%	
H25	Estimated percentage of drug clients engaged with specialist drug services as a percentage of the total problematic drug using population (<i>Annual/ISD Data Sources</i>)				56%			
H26	AD1.8 Percentage of clients seen within 3 weeks from referral received to appropriate specialist alcohol treatment that supports their recovery (<i>Quarterly/ISD Scotland</i>)					90%		
H27	Percentage of clients seen within 3 weeks from referral received to appropriate specialist drug treatment that supports their recovery (<i>Quarterly/ISD Scotland</i>)							
H28	Number of planned discharges from the Recovery Orientated System of Care free from problematic alcohol or other drug use							

LONG-TERM OUTCOME:**OLDER PEOPLE WILL LIVE INDEPENDENT, HEALTHIER LIVES FOR LONGER IN A HOMELY ENVIRONMENT, IN A COMMUNITY WHICH RESPECTS AND VALUES THEM, WITH INFORMAL CARERS WHO RECEIVE SUPPORT TO CONTINUE TO CARE****UNDERSTANDING ABERDEENSHIRE:**

Outcomes for older people has been identified as a national priority for inclusion in the Single Outcome Agreement. Previously, Aberdeenshire Community Planning Partnership chose older people and community care as one of its five priorities for its 2012/13 Single Outcome Agreement. The Scottish Government's Reshaping Care for Older People²⁰ is a long-term national policy initiative supported by the Change Fund for Older People, a rolling three-year funding stream to support the Reshaping Care agenda. The integration of adult health and social care is expected to see the creation of Health and Social Care Partnerships. NHS Boards and Councils will share the responsibility for these partnerships. They will work towards a set of national outcomes that are currently under development.

The Joint Commissioning Plan 2013-2023²¹ contains a full needs assessment and shows how outcomes for older people will be improved over the next ten years. Aberdeenshire faces specific demographic challenges, including higher-than-average life expectancy and dependency ratio. By 2020, the number of 85 year olds is predicted to rise by 75%. As people live longer and are supported in their own homes, partners will need to consider how best to ensure diversity in new-build housing and the need to maximise the use of existing housing. Inevitably within a rural area ensuring access to services and amenities remains a challenge. While Aberdeenshire shows some favourable health outcomes, it does have a higher-than-average prevalence of people with specific long-term conditions, such as dementia, obesity, hypothyroidism and chronic kidney disease. At the same time, there is a lower-than-average prevalence of diabetes, COPD, chronic heart disease and stroke compared with the rest of Scotland, but the incidence of cardiovascular disease is still poor compared with many European countries. A further challenge for the public sector in Aberdeenshire relates to recruiting and retaining staff and in particular our care workforce.

The Joint Commissioning Plan focuses on three themes:

- Early intervention and prevention
- Rehabilitation and enablement
- Improving long-term care

MEDIUM-TERM OUTCOMES	SHORT-TERM OUTCOMES	ACTIONS
<p>Communities will be beginning to embrace and move towards a position where they understand that they need to respect and value older people as equal members of society, utilising their skills and expertise and supporting them to stay active and engaged within their homes and in their communities</p>	<p>Communities will be beginning to understand and position themselves to understand that they need to respect and value older people as equal members of society, utilising their skills and expertise and supporting them to stay active and engaged within their homes and in their communities</p>	<p>Develop coproduction & promote action with partners to increase older people's capacity to</p> <ul style="list-style-type: none"> • Stay connected • Be active • Take notice • Keep learning • Give <p>Support housing to deliver housing priorities for older people (all tenures)</p> <p>Influence future policy and investment patterns in relation to housing adaptations</p>
<p>Individuals will be in receipt of more advice and support to self manage their conditions and receive recovery orientated services</p>	<p>Individuals will be in receipt of more advice and support to self manage their conditions and receive recovery orientated services</p>	<p>Design and implement joint training to improve practice in relation to recovery and rehabilitation</p> <p>Accelerate development of self management programmes for long term conditions</p> <ul style="list-style-type: none"> • Increase use of self management planning • Increase anticipatory care planning in primary care <p>Make telehealth care more widely available, developing champions, utilising in self management & for long term conditions</p> <p>Improve choice and control through outcome focussed assessment, support planning and individualised budgets</p>

<p>Individuals will continue to receive information, guidance and support on how to make better life choices and to lead healthier lives</p>	<p>Individuals will continue to receive information, guidance and support on how to make better life choices and to lead healthier lives</p>	<p>Develop and implement an integrated community support model</p>
<p>Informal carers will continue to be offered increasingly bespoke support to ensure that their needs are met so that they can continue to care</p>	<p>Informal carers will continue to be offered increasingly bespoke support to ensure that their needs are met so that they can continue to care</p>	<p>Develop community pathways for people at risk of injury from falls, raising awareness and providing opportunities to reduce risk</p>
<p>The services for those with dementia will be reorganised to be more community based and, utilising the capacity in communities alongside professionals, able to ensure earlier diagnosis, post diagnostic support and treatment</p>	<p>The services for those with dementia will have started to be reorganised to be more community based and, utilising the capacity in communities alongside professionals, able to ensure earlier diagnosis, post diagnostic support and treatment</p>	<p>Increase support available to informal carers by offering easy access to flexible support</p>
<p>There will be an increase in locally provided health and care services and quality will be sustained and improved</p>	<p>There will be an increase in locally provided health and care services and improving quality will continue to be addressed.</p>	<p>Sustain and further develop mechanisms for older people and informal carers to be engaged in and consulted on access and planning health and social care services.</p>
<p>The services for those with dementia will be reorganised to be more community based and, utilising the capacity in communities alongside professionals, able to ensure earlier diagnosis, post diagnostic support and treatment</p>	<p>The services for those with dementia will have started to be reorganised to be more community based and, utilising the capacity in communities alongside professionals, able to ensure earlier diagnosis, post diagnostic support and treatment</p>	<p>Produce and implement dementia strategy: focussing on early diagnosis and support as close to home as possible and for those with complex needs and behaviour linked to dementia rapid access to specialist expertise and clinical care when required..</p>
<p>There will be an increase in locally provided health and care services and quality will be sustained and improved</p>	<p>There will be an increase in locally provided health and care services and improving quality will continue to be addressed.</p>	<p>Target resources to identified health inequalities</p>
<p>There will be an increase in locally provided health and care services and quality will be sustained and improved</p>	<p>There will be an increase in locally provided health and care services and improving quality will continue to be addressed.</p>	<p>Increase the range of diagnostic and treatment services</p>
<p>There will be an increase in locally provided health and care services and quality will be sustained and improved</p>	<p>There will be an increase in locally provided health and care services and improving quality will continue to be addressed.</p>	<p>Develop single point of entry to health and social care with an integrated care pathway</p>
<p>There will be an increase in locally provided health and care services and quality will be sustained and improved</p>	<p>There will be an increase in locally provided health and care services and improving quality will continue to be addressed.</p>	<p>Achieve zero hospital discharges delayed by four (and two) weeks.</p>

	Produce and implement dementia strategy: focussing on early diagnosis and support as close to home as possible and for those with complex needs and behaviour linked to dementia rapid access to specialist expertise and clinical care when required..
	Implement Aberdeenshire Accommodation with Care Strategy
	Support, inform and share good practice across independent care sector
	In partnership improve community nursing service for end of life care at home

PREVENTION

How are we making a decisive shift to prevention?

The whole thrust of the Joint Commissioning Strategy is to focus on early intervention and prevention. Whilst the Older People's Strategic Outcome Group has articulated this, a Co-production sub-group has engaged partners from across the Community Planning Partnership to engage and support this agenda and there are a range of examples of projects and initiatives which have arisen from this approach such as Westhill Men's Shed, signposters and walking groups throughout Aberdeenshire. There has been a growth in community capacity approaches where the Local Community Planning Groups have identified less active and engaged communities. It should be noted that older people are themselves a great asset to the partnership in Aberdeenshire and are the backbone of many community activities and provide the majority of the volunteer workforce.

The Scottish Fire and Rescue Service is proactively targeting vulnerable older people with preventative advice and guidance and older drivers are being encouraged to consider their driving competence by the community safety partnership. Partners from many sectors are working to consider transport needs, such a critical factor in a rural area. Health are engaging in a range of health promotional activity as well as making it easier to obtain early diagnosis, treatment and self management support locally.

A significant communications strategy is in process of being implemented helping to raise awareness of this approach, understood

and acted upon, although we were pleased to learn in our consultations for our Joint Commissioning Strategy how widely understood many of these messages are already.

Planning for the workforce who will be required to deliver services for older people was necessary and some felt preventing a shortage in the future required consideration of building more affordable housing (already in the Local Housing Strategy) and attracting people to the area by highlighting the exceptional quality of life partly as a result of natural assets and really vibrant communities, supported by the Community Planning Partnership.

From the Change Fund the Older People’s Strategic Outcome Group committed £1,057,519 in 2012-13 to prevention. Whilst we acknowledge this change in direction is critical, we also believe significant funding is not always required long term.

RESOURCES

Aberdeenshire Community Health Partnership and Aberdeenshire Council have £106.7m available to provide for Aberdeenshire older people in 2013-14.

Data from 2010-11 from the Integrated Resource Framework indicated that hospital care(which double counts community hospitals from the above figure around £11.5m) for Aberdeenshire older people amounted to a further £87m, specialist mental health services for Aberdeenshire older people amounts to a further £3.8m.

Partner contributions have not been included as these are difficult to separate out. However, communities, voluntary organisations and informal carers do offer a great deal, as well as other services such as housing, police, fire, education and lifelong learning and the Cairngorm National Park Authority.

PERFORMANCE MANAGEMENT

Long-Term Outcome: Older people will live independent, healthier lives for longer in a homely environment, in a community which respects and values them, with informal carers who receive support to continue to care

Indicator	Performance				Target		
	2006/07	2008/09	2010/11	2011/12	2013/14	2015/16	2022/23

OP1	Number of bed days lost to delayed discharge (<i>JCS Joint Performance Framework</i>)			19,702	19,854	Down		
OP2	A measure of the balance of care split between spend on institutional and community based care (<i>SG National Change Fund Outcome Measure</i>)			55% resid / 45% non-resid				
OP3	Percentage of time in the last six months of life spent at home or in a community setting (<i>SG National Change Fund Outcome Measure</i>)		94.4% (09/10)	94.7%		Up		
OP4	Percentage of people aged 65+ who live in housing, rather than a care home or a hospital setting (<i>SG National Change Fund Outcome Measure</i>)			97.1%	97.2%	Up		
OP5	Proportion of home care clients over 65 receiving 10hrs+ of home care per week (<i>JCS Joint Performance Framework</i>)			18.7%	20.9%	30%		
OP6	Proportion of home care clients over 65 receiving evening / overnight / weekend care (<i>JCS Joint Performance Framework</i>)			E/O 41.3% W 73%	58.3% 78.2%	62% 80%		
OP7	Proportion of people aged 75+ with a telecare package (<i>SG National Change Fund Outcome Measure</i>)			70	125	Up		
Medium-Term Outcome: Communities will be beginning to embrace and move towards a position where they understand that they need to respect and value older people as equal members of society, utilising their skills and expertise and supporting them to stay active and engaged within their homes and in their communities								
OP8	Number of very sheltered housing units (<i>JCS Joint Performance Framework</i>)			95	138	Up		
Medium-Term Outcome: Individuals will be in receipt of more advice and support to self manage their conditions and receive recovery orientated services								
OP9	Number/rate of over 65s with two or more emergency admissions to acute specialities (per 1000) (<i>Community Council Outcomes Framework</i>)			40.5	41.7	Down		
OP10	Emergency inpatient bed days rate for people over 75 (<i>SG National Change Fund Outcome Measure</i>)			5245	4834	Down		
OP11	Proportion of people aged 75+ living at home with anticipatory care plan shared (<i>SG National Change Fund Outcome Measure</i>)			155	290	Up		
OP12	Proportion of older people discharged from re-ablement service to lower level of care (<i>SG National Change Fund Outcome Measure</i>)				40%	Up		
OP13	Number of people 65+ in receipt of self-directed support (<i>JCS Joint</i>			43	45	Up		

	<i>Performance Framework)</i>							
OP14	Number/rate of care home placements per 1000 pop 75+ (<i>JCS Joint Performance Framework)</i>			58.1	55.5	Down		
OP15	Rate of 65+ conveyed to Accident & Emergency with principal diagnosis of a fall (<i>SG National Change Fund Outcome Measure)</i>					Down		
Medium-Term Outcome: Individuals will continue to receive information, guidance and support on how to make better life choices and to lead healthier lives								
OP16	Numbers of over 65s identified as at risk of falls (<i>JCS Joint Performance Framework)</i>			65		Up		
Medium-Term Outcome: Informal carers will continue to be offered increasingly bespoke support to ensure that their needs are met so that they can continue to care								
OP17	Number of short break weeks provided for carers of people 65+ and people with dementia (<i>JCS Joint Performance Framework)</i>			3855				
OP18	Number of people 65+ using self directed support for respite (<i>JCS Joint Performance Framework)</i>			9	24	Up		
OP19	Respite care (weeks) for older people per 1000 population (<i>SG National Change Fund Outcome Measure)</i>			96.3	96.8			
Medium-Term Outcome: The services for those with dementia will be reorganised to be more community based and, utilising the capacity in communities alongside professionals, able to ensure earlier diagnosis, post diagnostic support and treatment								
OP20	Number of people with dementia supported at home with telecare (<i>JCS Joint Performance Framework)</i>			51	55	Up		
OP21	Prevalence rates for diagnosis of dementia (QOF) (<i>SG National Change Fund Outcome Measure)</i>			73%	74.7%			
OP22	Eligible home care and care home staff trained in dementia care by 2013 (<i>JCS Joint Performance Framework)</i>			0	17.8%	30%		
Medium-Term Outcome: There will be an increase in locally provided health and care services and quality will be sustained and improved								
OP23	Waiting times between request for a housing adaptation, assessment of need and delivery of any required adaptation (<i>SG National Change Fund Outcome Measure)</i>							

LONG-TERM OUTCOME: ABERDEENSHIRE IS THE SAFEST PLACE IN SCOTLAND

UNDERSTANDING ABERDEENSHIRE:

Safer and stronger communities and reducing reoffending has been identified as a national priority for inclusion in the Single Outcome Agreement. In Aberdeenshire, recorded numbers of crimes and offences are at an 8-year low while 98% of residents regard Aberdeenshire as a safe place to live²².

	Aberdeenshire	Scotland
Crime per 10,000 population	355	749
Rate of accidental dwelling fires per 10,000 population	6.3	7.2
Killed and seriously injured casualties in road traffic collisions per 10,000	8	3.5
Imprisonment rates per 100,000	58	187

As part of Police and Fire Reform, Aberdeenshire Council's Policy and Resources Committee recently approved the Local Police Plan²³ and Local Fire and Rescue Plan²⁴ for Aberdeenshire. Sitting alongside both these plans, the Aberdeenshire Community Safety Partnership has agreed its action plan for 2013/14²⁵ and is developing a longer-term strategic approach in line with the expectations set out nationally and under this priority. Meanwhile, the Northern Community Justice Authority have been involved in the development of both the Single Outcome Agreement and the partnership's six Local Community Plans.

Aberdeenshire Community Planning Partnership has identified alcohol and drugs as a priority for its Single Outcome Agreement. Aberdeenshire Alcohol and Drug Partnership is a full member of the Community Planning Partnership whose Healthier, Happier, Safer Strategy²⁶ and associated delivery plans will take forward partnership commitments that will contribute to a range of outcomes within the Single Outcome Agreement.

MEDIUM-TERM OUTCOMES	SHORT-TERM OUTCOMES	ACTIONS
Aberdeenshire is the least violent area in Scotland	Aberdeenshire remains one of the least violent areas in Scotland	<ul style="list-style-type: none"> Further integrate alcohol misuse and violence reduction work Work with licensed premises Tackle alcohol-fuelled violence and disorder Deliver Safer Streets Identify high-risk domestic abuse offenders, victims and instigate enforcement action and partnership support
Fewer Aberdeenshire residents are injured or killed as a result of preventable accidents, particularly in relation to road collisions, accidental dwelling fires and deliberate and non-domestic fires	Fewer Aberdeenshire residents are injured or killed as a result of preventable accidents, particularly in relation to road collisions, accidental dwelling fires and deliberate and non-domestic fires	<ul style="list-style-type: none"> Continue Safe Drive Stay Alive Support the Pass Plus Scheme Deliver initiatives for motorcycle drivers Promote assessment of older drivers Promote designated driver scheme Implement joint responses to fatal/serious road accidents in communities Issue Brakecare packs to those affected by collisions Work together to address risk factors leading to accidental dwelling fires and deliberate and non-domestic fire-raising Targeted approach to Home Fire Safety Visits Develop road safety engineering network Encourage (alcohol and drug) service users to request Home Fire Safety Visit Develop and complete a robust referral process between partners within Aberdeenshire

		Infrastructure to enable cycling and walking safely between communities
Aberdeenshire communities experience fewer instances of anti-social behaviour and residents experience a better quality of life, particularly in relation to vandalism and perceptions of safety	Aberdeenshire communities experience fewer instances of anti-social behaviour and residents experience a better quality of life, particularly in relation to vandalism and perceptions of safety	Monitor effectiveness of Community Wardens Scheme
		Target hotspot areas of vandalism and deliberate and non-domestic fire-raising
		Direct the Aberdeenshire Council Graffiti removal team
		Global Rock project
		Deploy Street Sports Unit
		Provide detached youth work in hotspot areas
		Use Community Mediation Service in relation to neighbour disputes
		Provide good news stories to media
Protect individuals, families and communities from harm due to alcohol and other drugs	Risks to communities affected by substance misuse are reduced	Reduce alcohol or other drug-related offending, anti-social behaviour and violence through improved police visibility, intelligence and enforcement, encouraging more people with substance misuse issues into recovery services
		Reduce number of prisoners released from Peterhead and Grampian Prisons with continuing alcohol and other drug issues
		Target illegal alcohol sales and supply
		Monitor emergence of new substances
		Support those affected by substance misuse to obtain knowledge and skills to minimise harm, prevent suicide and protect children and vulnerable adults at risk

		<p>Ensure effective harm reduction measures are readily available to reduce drug-related morbidity and mortality from blood-borne viruses</p> <p>Reduce use of unprescribed medications and improve uptake of resuscitation training and take-home Naxolone</p> <p>Explore alternatives to custody for those found intoxicated in public and incapable of caring for themselves</p> <p>Lobby to improve licensing controls on the off-sales availability of alcohol</p> <p>Deliver resources to driving instructors to promote alcohol and drug awareness</p> <p>Support and take forward initiatives which further build positive community cohesion and good community relations in Aberdeenshire</p> <p>Intensive home visiting support offered to parents with substance misuse problems in Buchan</p>
<p>Reoffending is reduced in Aberdeenshire</p>	<p>All prisoners can access appropriate support to reintegrate into the community</p>	<p>Improve community integration and work together on the development of HMP Grampian to achieve a best-practice model for a community-facing prison</p> <p>Work with partners to identify the specific requirements of offenders in respect of housing, health, employment, learning and substance misuse and develop tailored solutions</p> <p>Ensure that offenders can access Aberdeenshire's Recovery Oriented System of Care</p> <p>Work with prisoners to prevent homelessness on discharge</p>

		Ensure that opportunities remain available for offenders to be diverted from prosecution to reduce reoffending
	Fewer under-21s are reconvicted within one year	Promote early intervention/preventative work with young people and ensure a seamless transition between youth justice and adult criminal justice services

PREVENTION

How are we making a decisive shift to prevention?

- Community Wardens provide high visibility reassurance to communities
- Funding for Local Community Safety Groups
- Safer Streets initiative to prevent alcohol fuelled violence around shows and games and during the festive period in our town centres
- Hot spot patrols targeted where emerging trends are identified
- Best Bar None initiative to raise standards in licensed premises to prevent issues
- Provision of early graffiti removal to prevent escalation
- Diversionary activity provided to prevent vandalism and antisocial behaviour
- Support for Pass Plus and Safe Drive Stay Alive to prevent killed and seriously injured on our roads, plus motor cycle initiatives and other young driver initiatives
- Provision of hardware solutions for victims of Domestic Abuse
- Joint Strategic Assessment with partners covering Aberdeenshire
- Links to substance misuse services via such initiatives as Operation Hotspur that aim to address alcohol-fuelled disorder
- Increasing links to substance misuse services via frontline staff as part of daily business
- Expansion and development of partnership work and information-sharing processes
- Action plans developed using the PIER (Prevention, Intervention, Enforcement, Rehabilitation) model

RESOURCES

Aberdeenshire Council	£550,000
Police Scotland	To be confirmed
Scottish Fire and Rescue Service	To be confirmed

PERFORMANCE MANAGEMENT

Long-Term Outcome: Aberdeenshire is the safest place in Scotland.

Medium-Term Outcome: Aberdeenshire is the least violent area in Scotland.

Indicator		Performance				Target		
		2006/07	2008/09	2010/11	2011/12	2013/14	2015/16	2022/23
S1	Rate of serious assaults per 10,000 population (<i>Annual/Police Scotland</i>)					73	64	47
Medium-Term Outcome: Fewer Aberdeenshire residents are injured or killed as a result of preventable accidents, particularly in relation to road collisions, accidental dwelling fires and deliberate and non-domestic fires.								
S2	Number of people killed in road collisions (<i>Annual/Police Scotland</i>)	45	27	22	11	19 (end of 2014)	17 (end of 2015)	
S3	Number of people seriously injured in road collisions (<i>Annual/Police Scotland</i>)	132	213	201		144 (end of 2014)	125 (end of 2015)	
S4	Number of people slightly injured in road collisions (<i>Annual/Police Scotland</i>)	634	597	561	451	601 (end of 2014)	595 (end of 2015)	
S5	Number of children aged under 16 killed in road collisions (<i>Annual/Police Scotland</i>)	1	4	0	0	3 (end of 2013)	3 (end of 2015)	
S6	Number of children aged under 16 seriously injured in road collisions	10	16	6	21	11(end of 2013)	9 (end of 2015)	

	<i>(Annual/Police Scotland)</i>							
S7	Number of accidental dwelling fires per 100,000 population <i>(Annual/Scottish FRS)</i>					138	124	87
Medium-Term Outcome: Aberdeenshire communities experience fewer instances of anti-social behaviour and residents experience the best quality of life, particularly in relation to vandalism and perceptions of safety.								
S8	Number of wilful fires per 100,000 population <i>(Annual/Scottish FRS)</i>					166	150	105
S9	Number of recorded vandalism offences <i>(Annual/Police Scotland)</i>	3659	2894	1950	1896	2217	1934	1415
S10	Percentage of adult residents stating they feel 'very safe' or 'fairly safe' when walking alone in the local neighbourhood after dark <i>(Annual/Citizens' Panel)</i>	86%	n/a	89%	91%	90%	91%	
S11	Percentage of adult residents stating they feel 'very safe' or 'fairly safe' when at home alone at night <i>(Annual/Citizens' Panel)</i>	n/a	n/a	n/a	n/a	90%	91%	
Medium-Term Outcome: Protect individuals, families and communities from harm due to alcohol and other drugs.								
S11	Number of children on the North East of Scotland Child Protection Committee register for Aberdeenshire who are recorded as being affected by parental substance misuse - alcohol <i>(Quarterly/ NESPC)</i>			41%				
S12	Number of children on the North East of Scotland Child Protection Committee register for Aberdeenshire who are recorded as being affected by parental substance misuse - drugs <i>(Quarterly/ NESPC)</i>			38%				
S13	Proportion of residents who worry quite often or all of the time about certain anti-social behaviour - drunkenness <i>(Annual/Citizens' Panel)</i>			14%	12%			
S14	Proportion of residents who worry quite often or all of the time about certain anti-social behaviour - underage drinking <i>(Annual/Citizens' Panel)</i>				14%			
S15	Proportion of residents who worry quite often or all of the time about certain anti-social behaviour - drug taking <i>(Annual/Citizens' Panel)</i>			10%	9%			
Medium-Term Outcome: Reoffending is reduced in Aberdeenshire.								
S16	One-year reconviction frequency rate <i>(Annual City/Shire/Scottish Government)</i>		31.1 – 2009/10			Down		
Short-Term Outcome: Fewer under-21s are reconvicted within one year								

S17	One-year reconviction frequency rate for under-21s					Down		
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LONG-TERM OUTCOME: SUCCESSFUL , INCLUSIVE, RESILIENT COMMUNITIES WITH THE CONFIDENCE, CAPABILITY AND CAPACITY TO TACKLE THE THINGS THAT MATTER TO THEM

UNDERSTANDING ABERDEENSHIRE:

Safer and stronger communities and reducing reoffending has been identified as a national priority for inclusion in the Single Outcome Agreement. As part of the stronger element, Aberdeenshire Community Planning Partnership has identified ‘supporting communities and volunteering’ as a priority for its Single Outcome Agreement.

	Aberdeenshire	Scotland
Percentage of adults giving up time to volunteer in the past 12 months	35%	30%
Percentage of people who feel they have enough opportunity to influence decision-making in their communities	46%	TBC

The Christie Commission argued that public bodies should work closely with individuals and communities to understand their needs, maximise talents and resources, support self reliance, and build resilience. It was recognised that communities should be involved in the design and delivery of services. While the outcomes and actions set out under this priority capture Aberdeenshire’s approach to strengthen the role of communities, Aberdeenshire Council’s Economic Development Strategy, emerging Communities and Partnership Strategy, Aberdeenshire Voluntary Action Third Sector Interface Delivery Framework²⁷ and the role of the Aberdeenshire Federation of Rural Partnerships will be pivotal in moving this agenda forward. Further detail on Aberdeenshire’s approach in terms of place, community engagement and capacity building is set out elsewhere within the agreement.

MEDIUM-TERM OUTCOMES	SHORT-TERM OUTCOMES	ACTIONS
Community planning partner services identify and are responsive to local people’s	Communities across Aberdeenshire are more engaged in local decision making	Ensure that appropriate information, guidance and support is in place for accessing learning and development opportunities

needs		Take account of community engagement outputs and use them to inform decisions on services
		Partners will join up community engagement activity wherever possible
		Provide funding to and monitor projects agreed as part of the council administration's 100 Day Pledge (specifically key area 1 which focuses on investing in towns and villages)
		Develop placemaking project
		Develop evidence-based Local Community Plans
	In our communities, all have a voice and an opportunity to participate	Focus particularly on working to support those whose voices are not normally heard
		Work with diverse communities in Aberdeenshire to ensure that people with Protected Characteristics (as defined by the Equality Act 2010) are fully involved, represented and included in the partnership and engagement process
		Provide cultural programmes that support critical life stage transitions of vulnerable individuals and families
Strong local communities	Increased number and quality of volunteering	Work together to develop volunteering

through the contributions of volunteers	opportunities	opportunities
	Volunteer involving organisations are better able to recruit, manage and retain volunteers	Build the capacity of volunteer involving organisations through best practice information and support; enabling them to be more inclusive and to better support and value their volunteers Increase number of volunteers
Third sector organisations are well managed, connected and are able to influence and deliver quality services		Review the role and remit of the Third Sector Interface
	Social enterprise develops and grows	Assist with the development of the social enterprise sector
		Assist community groups and social enterprises in taking over assets and services from the Council
	Third sector organisations are better connected and are able to influence and contribute to public policy	Enable third sector organisations in Aberdeenshire to play a role in the design and delivery of sustainable services to local communities
		Support the network of Rural Partnerships and ensure they are recognised and used by the Scottish Government, community economic development groups, the Council, and other bodies

		Ensure that there is equality of opportunity for third sector bodies (e.g. Rural Partnerships, Councils for Voluntary Service, Development Trusts) when undertaking work with communities
		Support third sector organisations in Aberdeenshire to deliver quality services, be better connected and operate best practice and good governance
Communities are better able to identify and meet their needs on their own or in partnership	Aberdeenshire is an area where residents, businesses and social enterprises are encouraged and assisted to make their communities self sufficient and where there are opportunities for all	<p>Support older people in Aberdeenshire, particularly the more vulnerable, to gain new and maintain existing skills for learning and life</p> <p>Develop cultural, educational and environmental projects that celebrate and are inspired by Aberdeenshire</p> <p>Work with communities in Aberdeenshire to build their capacity to identify and develop the services they need</p>

PREVENTION

How are we making a decisive shift to prevention?

Wherever partners involve communities in the priority-setting, policy development and decision-making processes, people are more likely to buy into the decisions that are made. The partnership and individual partners are committed to engaging with the public at an early stage to enable communities to influence the decision-making process, build resilience and reduce the likelihood of future problems from arising.

Aberdeenshire Voluntary Action (third sector interface) participates in the Tackling Poverty and Inequalities Strategy and Older People's Change Fund groups, where they have specific responsibilities to train volunteers and assess community groups. On a similar note, Local Rural Partnerships within Aberdeenshire work to a preventative theme of supporting communities, by aiding community group self-sufficiency, generation of funds and sustainability.

RESOURCES

In 2009 it was estimated that volunteering contributed £80,000,000 to the Aberdeenshire economy. The Community Planning Partnership will review the resources it is allocating towards supporting communities to ensure these are well coordinated and provide best value.

PERFORMANCE MANAGEMENT

Long-Term Outcome: Successful, achieving, inclusive, resilient communities with the confidence, capability and capacity to tackle the things that matter to them. (S1.1)

Medium-Term Outcome: Community planning partner services are responsive to local people's needs.

SC1	Indicator	2006/07	2008/09	2010/11	2011/12	2013/14	2015/16	2022/23
SC2	Percentage of people who feel they have enough opportunity to influence decision-making in their communities (<i>Annual/Citizens' Panel</i>)	-	-	46%	46%	46%	50%	55%
SC3	Percentage of residents agreeing or agreeing strongly that they are satisfied with Aberdeenshire Council as a provider of local services (<i>Annual/Citizens' Panel</i>)		58%	55%	56%			
SC4	Percentage of residents agreeing or agreeing strongly that they are satisfied with the Fire and Rescue Service as a provider of local services (<i>Annual/Citizens' Panel</i>)		80%	76%	78%			

SC5	Percentage of residents agreeing or agreeing strongly that they are satisfied with the Police Force as a provider of local services <i>(Annual/Citizens' Panel)</i>		67%	70%	73%			
SC6	Percentage of residents agreeing or agreeing strongly that they are satisfied with NHS Grampian as a provider of local services <i>(Annual/Citizens' Panel)</i>		74%	73%	74%			
Medium-Term Outcome: Communities are better able to identify and meet their needs on their own or in partnership. (S1.2)								
SC7	Number of community action projects taken per area <i>(Annual/Aberdeenshire Council)</i>					5	7	
SC8	Percentage of people participating in a consultation or engagement exercise in the past 12 months <i>(Annual/Citizens' Panel)</i>			15%	14%			
Medium-Term Outcome: Strong local community through the contribution of volunteers.								
SC9	Percentage of adults giving up time to volunteer in the past 12 months <i>(Annual/Scottish Household Survey)</i>	32%	37%					
SC10	Number of volunteering opportunities							
SC11	Number of young people achieving youth accreditation (through a variety of awards schemes) <i>(Annual/Aberdeenshire Council)</i>		432					
Medium-Term Outcome: Third sector organisations are well managed, connected and are able to influence and deliver quality services.								
SC12	Satisfaction of community groups and organisations with support received <i>(Annual/Aberdeenshire Council)</i>					80%	94%	100%

DELIVERING THE STATEMENT OF AMBITION

Community Engagement

Informing the Single Outcome Agreement

Community engagement has underpinned the development and will be crucial in the delivery of the Single Outcome Agreement. A strategic assessment was developed to inform the priorities of the Community Planning Partnership that is reflected in this document. This included the following elements of community input:

- Citizens' Panel online survey²⁸ to rank a broad range of partnership issues in order of priority.
- Feedback from citizens' panel surveys since 2009/10 across a variety of multi-agency topics²⁹.
- Feedback from specific partner consultations, such as Ageing Well in Aberdeenshire³⁰, to ensure the breadth of consultation activity carried out by partners was appropriately incorporated in the assessment.
- Feedback from Local Community Planning Groups whose own engagement highlighted particular priorities of local importance.

As a result, the Community Planning Partnership identified “**supporting communities and volunteering**” as one of its five priorities for the 2012/13 Single Outcome Agreement. This has been carried forward into the agreement from 2013 onwards (see pages 50-55)

Integrating Community Engagement and Capacity Building

In addition to partners' own community engagement and consultation strategies, the Community Planning Partnership has developed a Community Engagement Strategy³¹ and a Youth Engagement Strategy³² to ensure a more coordinated and systematic approach to engagement. These embed the principles from the National Standards for Community Engagement³³ which the partnership has signed up to support. While further work is taking place to integrate community engagement and capacity building activity within Aberdeenshire, there are a number of longstanding initiatives in place that are helping to put the “community” into “community planning”.

APPROACH	DESCRIPTION
Local Community Planning	Local Community Planning Groups were established in 2006 to support the integration of both community engagement and service delivery within each of Aberdeenshire's six administrative areas.
Community Ward Forums	Forums are taking place in the majority of Aberdeenshire's 19 multi-member wards and are bringing community groups, elected members and partners together to focus on local issues.
Community	Towns and villages are supported to develop their own

Action Planning	action plans which feed into Local Community Plans and influence the delivery of services.
Citizens' Panel	The 1200-strong panel is used across the partnership and makes a considerable contribution to both priority setting and the performance management of the Single Outcome Agreement and supporting partnership strategies.
Third Sector Participation	Aberdeenshire Voluntary Action, Aberdeenshire Federation of Rural Partnerships, Aberdeenshire Community Councils and Aberdeenshire Youth Council are all full members of the Community Planning Partnership.

Aberdeenshire Community Planning Partnership is committed to measuring the success of its community engagement activity through mechanisms such as the Citizens' Panel and self-evaluations following Community Ward Forums and other engagement events.

Integrating Workforce Development

The North East Public Sector Development Group is taking forward the following initiatives with partners across the area.

PROGRAMME	DESCRIPTION
Joint Mentor Scheme for Managers	It has a structured application process, briefings for those interested, a 'matching' system to align development needs with available skills, knowledge, experience and attributes, and preparatory workshops for both mentees and mentors. There have been over 60 mentor pairings, with the average mentor relationship lasting between 6 and 8 meetings.
"Collaborating for Outcomes" Leadership Programme	<p>The programme was adapted from the national programme for local delivery. The programme first ran in 2010/11 with 17 participants (including 4 Aberdeenshire Managers) and the second programme in 2012 had 26 participants (included 7 Aberdeenshire Managers). The aims of this programme are to:</p> <ul style="list-style-type: none"> • Promote a shared and common understanding of the Scottish Government's priorities as well as the local Single Outcome Agreements and the key objectives of local organisations • Build effective partnerships to support delivery of local priorities • Support participants to put leadership theory into practice • Create sustainable networks of learning and support. <p>A follow-up networking event is being planned for previous participants to assess progress and improve joint working.</p>

Critical Skills for Critical Times	Launched in 2011. These one day events, running quarterly, make learning opportunities available to grades of staff not involved in the existing joint programmes, thus ensuring that the same collaborative ethos and skills are encouraged and developed at all levels of the partner organisations. The programmes recognise the significant levels of change being experienced in all organisations, and events have focused so far on change management, coaching skills, team-building and personal effectiveness. To July 2012, 140 supervisors (32 from Aberdeenshire) have had the opportunity through this programme to develop skills and network with their peers in other partner organisations. Each of these collaborative events has been facilitated by members of the participating organisations with the only charged cost being for catering, where that has been provided.
Joint Workshadow Scheme	This has not yet been taken up by managers as a development opportunity and is currently being re-launched. The scheme aims to offer short-term exposure to other work settings/job activities of another manager, or a team, focusing on the specific development needs of the participant. A short application form identifies areas of professional development which may be supported by visiting another organisation, and a matching process, similar to the mentoring scheme, is in place to deal with applications. This scheme may have increasing practical relevance as the integration agenda unfolds.
Joint Supervisory Skills Programme	This has also been developed, based on a programme run internally by Grampian Police. This has proved to be very popular and has been oversubscribed. Four JSSPs have taken place so far and all were fully subscribed (up to 3 Aberdeenshire supervisory grade managers on each programme), with 98% of attendees fully achieving their learning outcomes. Further programmes will run in August and October.
Middle Manager Development Programme	This is currently under development with the intention of launch in Spring 2013.

All the programmes draw participants from each of our community planning partners and those of Aberdeen City. Further discussions are being held to assess the possibility of adopting a joint learning management system across partner agencies, involving the private sector to promote understanding and collaboration linked to community capacity building, and involving the community at large in employee development activities.

Prevention

Recommendations from the Christie Commission report on the Future Delivery of Public Services asked public bodies to focus on prevention to prevent negative outcomes from arising. It was argued that by breaking the cycle of inequality, there is scope to reduce demand for services in the long term.

Aberdeenshire Community Planning Partnership understands the importance of, and is committed to, this approach and under each priority outcome we have identified the action that partners are taking together to prevent future problems from occurring. We will evidence progress on making a decisive shift to prevention through the performance management framework included as part of this agreement.

The partnership is committed to exploring how it can maximise its commitment to prevention. This process will lead towards the preparation of the 2014-2024 Single Outcome Agreement and will involve the following stages:

- gain a shared understanding of prevention and its parameters
- identify how resources are currently invested
- review current preventative activity and interventions
- reinvest earlier within the intervention cycle where appropriate

In the meantime and in addition to the approach identified under each of our priority outcomes, partners are taking the following steps to drive forward the prevention agenda:

ORGANISATION	STRATEGIC COMMITMENT TO PREVENTION
Aberdeenshire Community Planning Partnership	Focus on prevention within Single Outcome Agreement. Employ Prevention / Intervention / Enforcement or Education / Rehabilitation or Reassurance (PIER) model to develop actions for Aberdeenshire’s six Local Community Plans.
Aberdeenshire Alcohol and Drug Partnership	Strategy focuses on prevention, protection and recovery. 11% of budget currently estimated to be spent on preventative activities.
Aberdeenshire Council	Early intervention is one of the Council’s three strategic pillars. Prevention is a cross-cutting principle in the Council’s emerging strategic priorities plan for 2013-2017.
Cairngorms National Park Authority	Projects and resources are aligned to deliver benefits for our communities and visitors through working with the other private, public and third sectors to safeguard the environment and drive sustainable economic growth.

NHS Grampian	Contributions to prevention included on pages 32 and 39.
Police Scotland	Contributions to prevention included on pages 44-45.
Scottish Enterprise	Contributions to prevention included on pages 14-19.
Scottish Fire and Rescue Service	Local Fire and Rescue Plan commits the service to enhancing its focus on early intervention and 'prevention and protection'. Contributions also included on page 39 and 45.
Visit Scotland	Contribution to 'place promotion' activity on page 15.

Our Principles

At the heart of the work of the Aberdeenshire Community Planning Partnership are the following six principles.

Accountability	We will make ourselves answerable to the communities and people of Aberdeenshire and keep them informed of, and seek their views on, what we are doing.
Efficiency	We will aim to remove any wasteful overlaps and make the best use of our key resources to deliver our strategic priorities.
Evidence-based	We will ensure that our actions are based on clear evidence and information and are derived from what the community needs.
Inclusion	We will ensure that our actions improve all Aberdeenshire citizens' ability to access our services and will take account of all factors that create a barrier to this. We will do all that we can to ensure equal opportunities and will meet all national requirements on these.
Partnership	We will work together with our partners and the people of Aberdeenshire to achieve our vision and will encourage communities to recognise their important role in sharing in community planning work.
Sustainability	We will work to ensure that our actions meet the needs of the current generation without compromising the ability of future generations to meet their own needs.

Equalities

Aberdeenshire Community Planning Partnership acknowledges that to have an understanding of place, it is also necessary to understand the diversity of experience within our communities across the area. Work has been ongoing for some years within individual community planning partners on equality issues.

Equality Outcomes

The Public Sector Equality Duty specifies that public authorities are required to set and publish equality outcomes by April 2013. As Community Planning Partnerships are not statutory bodies, they are not covered by the duties, however some of our individual partners are i.e. Aberdeenshire Council, Police Scotland, Scottish Fire and Rescue Service, and NHS Grampian.

Although their equality outcomes have been developed separately, there are common themes throughout including:

- Facilitating increased understanding of staff of the challenges facing people from different groups within Aberdeenshire communities
- Ensuring all members of our communities have access to services and the confidence and knowledge to do so
- Diversity in communities is respected by all sectors of the community
- Inclusive workplaces where staff are respected, valued, and have equal opportunity
- Engagement of people from protected groups, ensuring a voice for all

Therefore, there is a basis upon which a coordinated approach to equality could be considered and built upon by the Community Planning Partnership.

Reporting

Community planning partners can also consider if reporting on equality should be more closely linked with reporting on the Single Outcome Agreement. Some common measures proposed by individuals to report on their equality outcomes are: increase in customer satisfaction around access to or contact with services; increase in employee satisfaction levels; and pay gap improvements. The Community Planning Partnership will monitor if this should be developed as progress on meeting equality outcomes begins to be measured.

HOW WILL WE KNOW WHAT IS BEING ACHIEVED?

The Community Planning Partnership will check the delivery of the outcomes that have been set over a 1-year, 3-year and 10-year period. The partnership has developed a performance management framework that is built into this document. The Community Planning Partnership will develop and monitor an annual action plan in conjunction with the lead partnerships identified in appendix 1 overleaf. To ensure robust accountability, the Board will hold sessions at its meetings to support and challenge progress with lead partnerships every year.

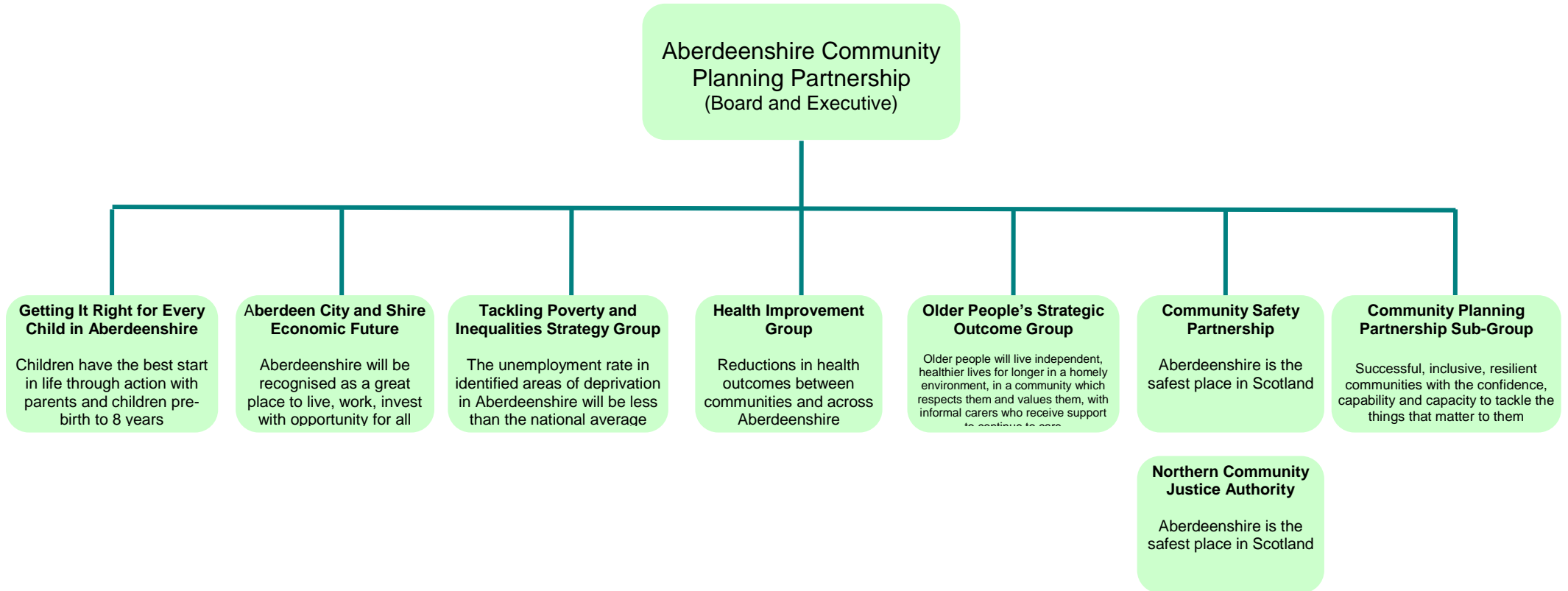
Performance Framework

Aberdeenshire Community Planning Partnership will monitor progress in delivering the outcomes set out in this agreement. Wherever possible the partnership has tapped into the national menu of local indicators and other nationally available indicators to enable benchmarking across areas. At the same time, the partnership has identified a number of more local and timeous measures to support its performance management responsibilities. The process of setting targets requires considerable and astute long-term planning and it is anticipated that a fuller range of targets will be identified in the final version of the agreement, and updated annually as required thereafter.

Reporting

The partnership will publish an annual report in the autumn to the Scottish Government that will measure trends against each of our priority areas. An easy-read summary version of the annual report will be made available to the public and circulated through the website www.ouraberdeenshire.org.uk/soa and through the partnership's ebulletin and newsletters. Where performance is below expectation, an improvement plan will be prepared.

APPENDIX 1: REPORTING STRUCTURE FOR LEAD PARTNERSHIPS



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