

Theory of change

Aim

Primary Driver

Secondary Driver

Change Area

Improve outcomes for those living in a targeted community

Shared Leadership
(Leadership drivers)

Leadership

Shared Goals

Shared Resources
(Competency drivers)

Accountability

Committed Leadership

Aligned Policy

Shared Governance

Integrated Workforce

Multi-Disciplinary teams

Holistic Support

Shared Financial Resources

Budget/finance

Shared Data and Evaluation

Learning Culture

Information/Data Sharing

Shared Delivery
(Organisational drivers)

Geographic Alignment

Co-location at Agreed Test Site

Plan, Do, Study, Act Cycles

Reliable information

Test and learn against clear objectives

Person Centred

Scale and Spread Fidelity

Use of Thresholds

Case Workers

Implementation

Implementation and Improvement Science

In developing this plan, consideration has been given to what is known about implementation (the science of implementing cultural change) and improvement (the science of utilising the knowledge of operational teams to develop, test and learn from small scale tests of change to realise improvement). Although methodologies differ slightly, both have been utilised to support planning.

The Community Planning Partnership (CPP) adopted the Institute for Health Improvement (IHI) scientific based methodology for improvement many years ago, and this practice is well established across the entirety of the CPP's work. As a result, the IHI methodology will be utilised to support our tests of change with Operational Teams. Implementation Science, particularly the "Active Implementation Framework" has been used to help guide the phasing of this plan to ensure that gains are more likely to be institutionalised and mainstreamed across partner organisations at the end of this long term change programme.

Phasing implementation

There are various stages to consider when implementing an ambitious programme of cultural change. Selecting the innovation and creating readiness (**exploration**), preparing organisation and implementation resources (**installation**), beginning to use the innovation (**initial implementation**) and having at least half of the practitioners using the innovation with fidelity (**full implementation**). The different change ideas in the programme are likely to progress through these stages at slightly different rates and times, but there are some drivers that require consideration in our planning. The use of an innovation always requires behaviour change for practitioners, managers and directors. We need to change both what people do and our enablers, therefore, we need to understand what's going to make that happen and what the barriers are?

Implementation Drivers

The Competency Drivers – (selection, training, coaching and fidelity (the extent to which a change can be taught and replicated) are the methods for establishing and supporting change.

The Organisational Drivers – (facilitative administration, decision support, data systems and system intervention) are the drivers to help manage change across organisation(s).

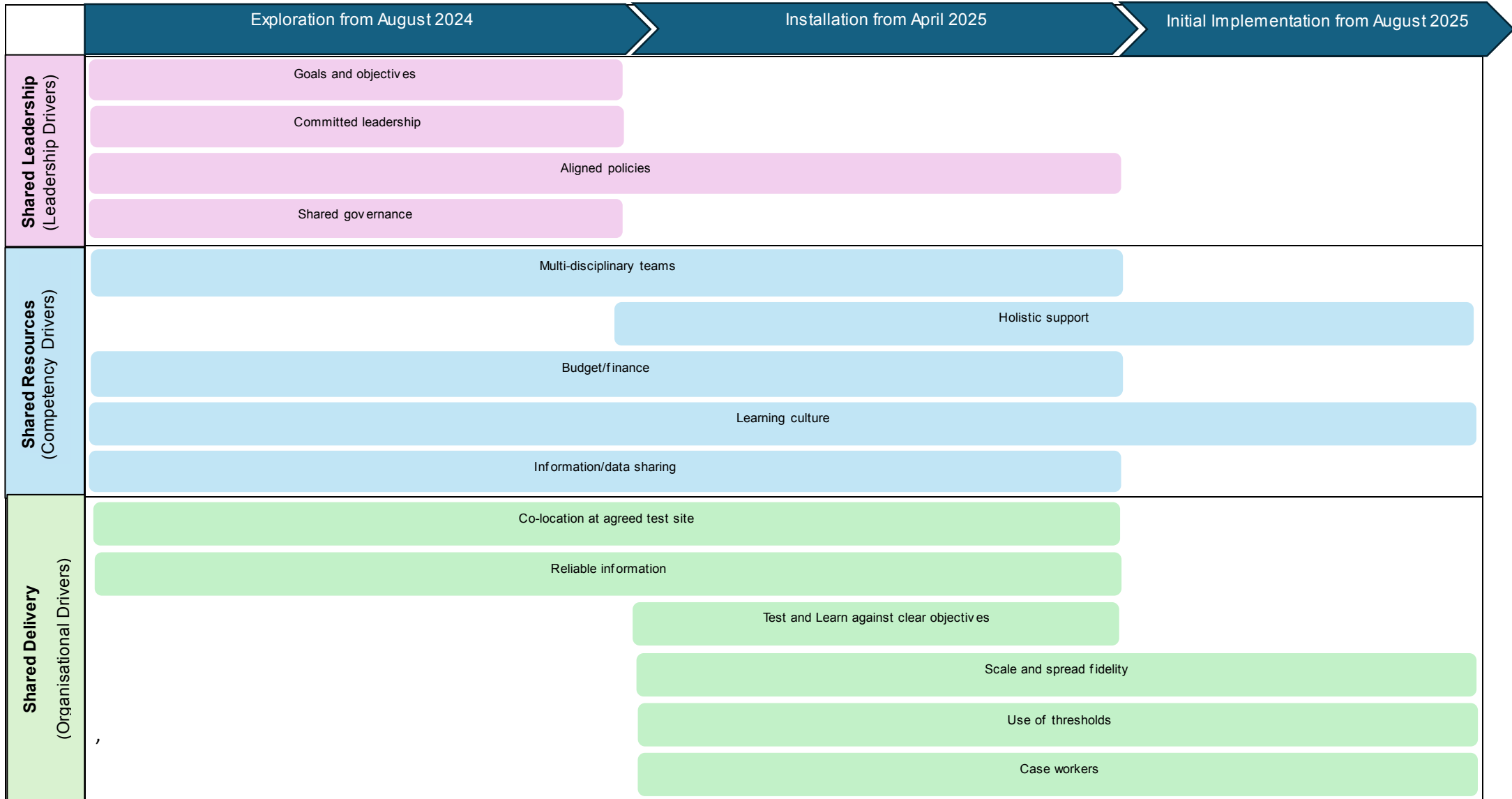
The Leadership Drivers (technical, adaptative) to help lead the programme.

Organisational and Leadership drivers establish new organisation roles, functions and structures to eliminate barriers and to support the use of competency drivers and the use of innovation with fidelity by practitioners.

Changes (or innovations) must be defined and operationalised so they are teachable, learnable, doable and assessable if they are to be scaled to produce socially significant outcomes. Usable innovations require to have an 'assessment of fidelity' that directly links the innovation to highly correlated intended outcome data. Plan, Do, Study, Act (PDSA) cycles require to be continually employed to identify and resolve problems and assure steady progress towards the next set of goals. IHI methodology is well embedded across the Community Planning Partnership and will be utilised. There will be a need to consider how we record our learning through the testing phase to ensure that it is 'teachable' and can be scaled up and spread with fidelity, from one part of the city to another. We will, of course, have to recognise that each community is distinct and different.

National and local policies, funding requirements, accreditation and certification standards, professional association standards, oversight routines and so on have been established to support the current model of delivery. Systemic change includes practice-policy communication cycles to change the current arrangements in order to improve their suitability for current and future needs. There will be a need for widespread engagement with a range of key stakeholders as we consider the changes required to policies, funding, standards and oversight routines. The inclusion of our work within the Scottish Government Fairer Future's pathfinder programmes, provides a vehicle for discussion with key national stakeholders

High level Overview



Shared Leadership (Core team: CEOs, E Sheppard, M Murchie, Programme Manager and OD Lead)

Outcome	Actions	Evaluation evidence	Stage of implementation
Prevention & Early Intervention Goals and objectives formally agreed by the Community Planning Partnership	<ul style="list-style-type: none"> All partners to secure commitment to the pathfinder through single system governance arrangements Multi Agency Transformation Management Group (MATMG) support to be secured CPA Management Group and Board support to be secured 	Agreed goals and objectives in place and informing the evaluation framework	Exploration. From August 2024.
Implementation Architecture in place Lead: E Sheppard	<ul style="list-style-type: none"> Partners to sign off the Programme Plan Explore and agree elected member governance, and how ward members will be involved in supporting the work in communities as well as providing appropriate oversight Partners to identify members of a Steering Group to help shape the Programme Plan and monitor progress. Establish 'Lived Experience' architecture to guide the work of the pathfinder in collaboration with the HDRC Terms of Reference for the Steering Group to be drafted. Members of the Steering Group to document linkage back into single system governance arrangements to ensure arrangements are in place to address blocks and emerging risks. Steering group to review the adequacy of the Plan at each meeting of the Group to ensure its responsiveness Agree and appoint an Implementation Team and have agreed Programme Management arrangements (including reporting arrangements and schedule of reporting) in place. Agree how the team will be freed up to work on reform. Agree reporting frequency and arrangements, including to our test communities Explore and agree community governance, how will the community hold us to account? 	Effective and adaptive governance and programme management arrangements are in place and progress is being made against the programme plan. External validation of arrangements secured.	Exploration From November 2024.
An evaluation framework is in place Lead: Programme Lead	<ul style="list-style-type: none"> Establish a baseline of data for targeted community against macro/micro position to enable tracking of progress Secure support from the HDRC/CELCIS to provide evaluation from an agreed baseline and agree interface with Scottish Government commissioned resource Agree how best to measure progress against individual wants and needs, the health determinants and public protection data sets and consider the 	An agreed evaluation framework and associated baseline is in place with agreed data collection schedule.	Exploration From November 2024

	<p>implications of this on our tracking of individuals (ensure we are capturing voice, progress and agency and the cultural shift in staff)</p> <ul style="list-style-type: none"> Document an evaluation framework (and associated baseline) and seek approval from Scottish Government 	External validation of framework secured.	
<p>Good awareness of our goals, aspirations and learning</p> <p>Lead: Programme Manager/ E Sheppard</p>	<ul style="list-style-type: none"> Steering Group to develop and deliver a communications and engagement plan to raise awareness of the changes we are trying to make at community, system and city level to secure commitment and collaboration Face to face engagement to explore the themes of the health determinants, public protection trends, rights based practice and the need for a sustainable model of support for our citizens. Use of service design principles/co-design tools to explore the art of the possible with multi-disciplinary staff, communities (and community groups) and targeted SIMD 1 groups. 	<p>Communications and engagement Plan in place and being delivered against.</p> <p>Pulse surveys of workshop participants</p>	<p>Exploration</p> <p>From January 2025.</p>
<p>Leaders are committed to the pathfinder and remove blocks</p> <p>Lead: E Sheppard</p>	<ul style="list-style-type: none"> The work of the pathfinder is detailed in single system and multi-agency plans Escalation mechanisms are developed by the Steering Group and through single system governance arrangements to ensure that blocks are captured and escalated where they cannot be addressed locally Explore how leadership will be visible through the course of the pathfinder and gain commitment to visible leadership 	<p>Published plans outline the pathfinder.</p> <p>Escalation procedures in place and tested, test successfully removed block.</p>	<p>Exploration</p> <p>From March 2025.</p>
<p>A learning culture is established</p> <p>Lead: Programme Manager/M Crombie/ OD Lead</p>	<ul style="list-style-type: none"> Leaders (and members of the Steering Group) undertake a workshop to agree how best to utilise 'radical candour' to ensure there is clarity on how to address blockages (top down support to address bottom up issues) Programme of learning to be developed and delivered to explore what we know about taking a creative person centric approach After each Test of Change, consider...what have we learned? What does this mean for our policies? Agree how we will share our learning (positive and negative) widely in order to model a Learning System (to include Chief Officers Group for Public Protection, Corporate Parenting Board, Alcohol & Drug Partnership and Child Protection Committee) 	<p>Pulse check of leaders</p> <p>Arrangements for sharing our learning are documented and arrangements being followed.</p>	<p>Exploration</p> <p>From February 2025</p>
<p>Policies are aligned to enable the pathfinder</p> <p>Lead: G Simpson/Programme Manager</p>	<ul style="list-style-type: none"> Secure agreement through the Steering Group on the flexibilities we will permit (financial, resources and thresholds) Consider any implications on our current policies in the short term What needs to be done to ensure that those in need only have to tell their stories once? Work through the implications of this. 	<p>Agreement in place and being adhered to.</p> <p>The linkage with Locality Plans documented.</p>	<p>All phases</p> <p>From February 2025 and on-going</p>

	<ul style="list-style-type: none"> • Explore how our agreed Locality Plans are aligned with this work and align evaluation and monitoring where possible to do so • Agree and document mechanism for triggering a review of single system policies as a result of shared learning from the pathfinder. 		
<p>Our innovations are 'teachable'</p> <p>Lead: Programme Manager</p>	<ul style="list-style-type: none"> • Steering group to agree our test of fidelity in advance of installation to ensure we have a 'teachable' innovation • Steering group to agree approach to the recording of written procedures and document how these will be approved through single system and multi-agency governance structures 	Teachable innovations are successfully spread and scaled with no impact on their fidelity.	<p>Installation and Initial Implementation</p> <p>From August 2025</p>
<p>Shared governance arrangements in place and kept under regular review</p> <p>Lead: Chief Executives</p>	<ul style="list-style-type: none"> • Leaders across the Community Planning Partnership are committed to the programme • ToR for the Steering Group is agreed through single systems and thought multi-agency governance structures • Workstream ToR are agreed through single systems and through multi-agency governance structures • Mechanism agreed to report preparedness and progress though single systems and multi-agency governance arrangements. • Shared commissioning governance is reviewed 	Governance structures are agreed and effective	<p>Exploration.</p> <p>From November 2024</p>

Shared Resources (Core team: Steering Group. Members to include HDRC, Programme Manager, Scottish Government, CO Aberdeen Health and Social Care Partnership, CO Social Work and Adults, Education and lifelong Learning, Housing and Public Health, Community Safety and City Warden Manager).

Outcome	Actions	Evaluation evidence	Stage of implementation
<p>Multi-disciplinary teams established and preventing risk and harm to our citizens</p> <p>Lead: Programme Manager and Steering Group Members</p>	<ul style="list-style-type: none"> • Programme of learning to be delivered to explore what we know about taking a creative person centric approach and the baseline data to build a strong and compelling reason (and vision) for change • As a CPP, explore bias, the research and local evidence to support the change as part of our reporting progress • Align work currently being progressed by the Community Safety Hub and this Partnership Plan to ensure cohesion • Seek expressions of interest from operational teams serving agreed target community to help drive the change • Secure agreement on how to ensure the Operational Team have the capacity to drive the pathfinder with partners • Identify and engage with local members, Third Sector organisations and active organisations supporting identified communities and secure their collaboration. 	<p>Common understanding of the traits we need in the Operational Team</p>	<p>Exploration and installation</p> <p>From February 2025</p>
<p>Skilled operational team in place</p> <p>Lead: Programme Manager and Steering Group Members</p>	<ul style="list-style-type: none"> • Appoint person centred operational team and ensure that they have the time to focus on the reform and good access to leaders • Ensure a highly effective feedback loop is in place (to the operational team and the communities they are serving) • Explore personas with Operational Team to challenge perceptions, bias and start to scope what change might look like • Secure IHI learning and development for the Operational Team • Establish suitable line management and coaching support for Operational Teams (including some support from Public Health) • Steering Group to make recommendations to single system HR departments around the skills required so that job profiles can be amended to support change in the longer term • Operational Team to explore and agree means of tracking their own job satisfaction and growth 	<p>A skilled and well connected Operational Team are in place.</p>	<p>Installation</p> <p>From April 2025</p>

	<ul style="list-style-type: none"> • Work with the Operational Team to determine how they will capture the voices of the community to build relationships at local level and take account of Lived Experience. 		
<p>Clear vision of what holistic support being realised will look like</p> <p>Lead: Programme Manager and Steering Group Members</p>	<ul style="list-style-type: none"> • Develop and deliver a programme of learning and development based on self-reported needs and to cover the health determinates, public protection learning, national research and local evidence • Develop and deliver learning and development opportunities to encourage creativity and ‘unlearning’ of some institutional norms • Establish a clear vision of holistic support aligned to our Future Libraries Model...what is our working hypothesis? • Encourage creative means of capturing voice and co-design output • Ensure alignment with the evaluation framework in place 	A clear working hypothesis is agreed with those we are serving.	<p>Installation and initial implementation</p> <p>From April 2025</p>
<p>Procedures in place to enable the testing of more holistic support</p> <p>Lead: Programme Manager and Steering Group Members</p>	<ul style="list-style-type: none"> • Agree skeletal procedures for testing on the ground and mechanisms to trigger a review (seek some support and challenge from Internal Audit around the procedures) • Ensure Operational Team has access to an improvement coach • Ensure that effective changes are recorded in an agreed format to ensure fidelity • Ensure 1-1 arrangements are in place and help the Operational Team to feel well supported and empowered to, ‘be the change’ • Ensure effective arrangements are in place to capture the learning from the operational team, both good and bad! • Agreed governance around innovations with fidelity – at what point do we bank a successful approach (end the Test of Change), maintain it and move onto the next? • Decide when we will know there are sufficient interventions with fidelity to enable preparation to scale and spread • Utilise the Operational Team to help repeat all stages in the second targeted community 	The learning from Tests of Change are providing a blueprint for scaling and spread	<p>Installation and initial implementation</p> <p>From October 2025</p>
<p>Budget/ finance in place to support the pathfinder</p> <p>Lead: CFOs</p>	<ul style="list-style-type: none"> • Agree multi-agency change management resources • Identify test site (building linked to our Future Libraries Model) and gain agreement on how to resource the team and any adaptations to the building • Agree financial flexibilities required to enable the pathfinder and document arrangements with CFOs following sign off with Internal Audit • Seek support and challenge from Internal Audit on proposed approach and document procedures 	Appropriate flexible financial arrangements are in place and approved by Internal Audit.	<p>Exploration and installation</p> <p>From November 2025</p>

<p>Confidence in assumptions made to support longer term resourcing</p> <p>Lead: CFOs</p>	<ul style="list-style-type: none"> • Baseline costs and impact of current delivery model • Establish CFO group to ensure that questions are answered through the pathfinder • Ensure evaluation framework monitors resource and impact of resource, and the value of co-location on use of finance • Establish mechanisms for routinely reporting financial impact 	<p>Learning from the pathfinder is supporting longer term financial planning</p>	<p>Installation</p> <p>From August 2025</p>
<p>Multi-agency buildings serving communities</p> <p>Lead: Programme Manager and Estates Leads</p>	<ul style="list-style-type: none"> • Establish baseline of costs from current single system approach to estate • Convene estate leads to align estate strategies where possible to find the common ground for this pathfinder (include ALEOs) • Agree location of first Community Hub, and agree practicalities of using a shared resource (including learning from those who have already co-located through Fit Like, Links Hub and Bairns Hoose) • Explore the need for any required formal documentation and action • Identify a single building in our targeted community to support the first phase of this pathfinder • Identify and explore any light adaptations required and commission the work to the first Community Hub • Establish mechanism to openly air challenges with Co-Location so that issues can be resolved timeously (huddles?) • Report progress on a 6 monthly basis to estates leads so that the Estates Leads can consider the implications of the pathfinder on longer term plans and quantify benefits 	<p>Co-location is informing longer term financial planning</p>	<p>Installation</p> <p>From January 2025</p>
<p>A learning culture is established and can be evidenced.</p> <p>Lead: Programme Manager/E Sheppard</p>	<ul style="list-style-type: none"> • Encourage engagement with Human Learning Systems research and professional learning opportunities • Encouragement and celebration of curiosity and candour • Design pulse surveys to help measure the cultural change (eye on the prize of institutional change) • Secure comms resource to help document and routinely push out the learning • Work with comms teams to regularly and routinely report our learning (good and bad) through more creative means 	<p>Notable shift in culture evident</p>	<p>All phases</p> <p>From November 2024</p>
<p>Our story is clearly documented</p> <p>Lead: Programme Managers and HDRC</p>	<ul style="list-style-type: none"> • Work with Scottish Government colleagues to determine how best to capture our journey and the role of the HDRC in supporting our use of a Human Learning Systems approach • Work with Scottish Government to share our journey and our story • Attend nationally coordinated events linked to the Fairer Futures Partnerships 	<p>Clear articulation of our journey in place</p>	<p>All phases</p> <p>From November 2024</p>

<p>Effective information/data sharing arrangements are in place</p> <p>Lead: HDRC and Digital & Technology</p>	<ul style="list-style-type: none"> • Secure commitment to roll out D365 across the Operational Team • Work with data controllers to map and align data sources • Work with data controllers to develop operational and strategic data dashboards • Formalise any data sharing agreements • Establish a blog post • Explore further opportunities to link data to act as an early warning system • Ensure sufficient levels of data literacy in the operational team and Steering Group and common interpretation of language • Establish a mechanism to report cultural transformation and capture incidental learning • Develop a visual and accessible rationale for change • As soon as possible, develop a visual representation of triangulated impact data to help build confidence and appetite for scale and spread. 	<p>Effective data sharing arrangements in place and helping to mitigate risks</p>	<p>Exploration and installation</p> <p>From November 2024</p>
<p>Establish a more responsible allocations approach</p> <p>Lead: Chief Officer Social Work/E Sheppard/Programme Manager</p>	<ul style="list-style-type: none"> • Amend request for assistance processes to ensure it enables the provision of wider family support • Establish outcome data dashboard (strategic and operational) to help monitor the impact of changed arrangements • Agree mechanism (broadly based on Newport example) with leaders and confirm the flexibilities that will be afforded to pilot • Take a test and learn approach to the development but working on one areas of challenge, banking fidelity and then moving onto the next. • Document procedures to enable spread and scale • Articulate the relationship between the Hub and our new allocations approach 	<p>Effective arrangements are in place and helping to mitigate risks. There is evidence that outcomes are improving.</p>	<p>Exploration and installation</p> <p>From November 2024</p>
<p>Aligned reporting arrangements in place</p> <p>Lead: Chief Officer Social Work</p>	<ul style="list-style-type: none"> • Align criminal justice partners to work together in its decision making to ensure all decisions are consistent with holding the risk and supporting the family rather than punishing family. • Consider the implications of reporting to COG, CPC etc...how can we limit duplication? • How will progress of this programme be efficiently and effectively reported to all interested parties? 	<p>Effective and streamlined arrangements are in place.</p>	<p>Exploration and installation</p> <p>From November 2024</p>

Shared Delivery

Outcome	Actions	Evaluation evidence	Stage of implementation
<p>Partners Co-locate at agreed test site</p> <p>Lead: HDRC/Programme Manager</p>	<ul style="list-style-type: none"> • Identify test site based on need and prevalence of SIMD 1 (linked to our Future Libraries Model) • Explore any physical adaptations required to enable partnership delivery in an accessible space • Commission Corporate Landlord and Capital to make the adaptations required • Work with community to help shape the internal feel of the building (furnishings) to ensure a welcoming space • Collate baseline data for community 	<p>Test site agreed and adaptations made</p>	<p>Exploration and installation</p> <p>From November 2024</p>
<p>Programme is co-created with the community</p> <p>Lead: Programme Manager</p>	<ul style="list-style-type: none"> • Engage with communities (including Community Council, active organisations and community groups to establish appropriate community oversight of the programme and access appetite for change • Engage with all parties active across the community (schools, groups, churches etc) to co-construct a high level ambition to be realised • Engage with ward Members to gain their insight into the challenges facing the community • Raise awareness of the pathfinder across the community and establish focus groups based on data to explore wants and needs • Establish the best means of the community shaping the programme(participatory budgeting) • Consider the use of Community navigators to help citizens navigate the supports available • Establish mechanisms to enable local people to raise local issues, help devise solutions and deliver on a local plan • Generate programme based on needs and wants (and linked Locality Plan) • Advertise programme and monitor engagement. • Take an agile approach to making adaptations based on local intelligence 	<p>Programme for delivery is co-created with the community</p>	<p>Exploration and installation</p> <p>From November 2024</p>
<p>Multi-agency partners working together to address identified</p>	<ul style="list-style-type: none"> • In collaboration with the Health Improvement team, Sport Aberdeen, Aberdeen Sports Village and community representatives, consider the reliable information needed at both the Central Library and in the first Community Hub, including planned programmes of support (for example diabetes, healthy diet). 	<p>Means of improving health literacy in place in the Central Library</p>	<p>Exploration and Installation</p>

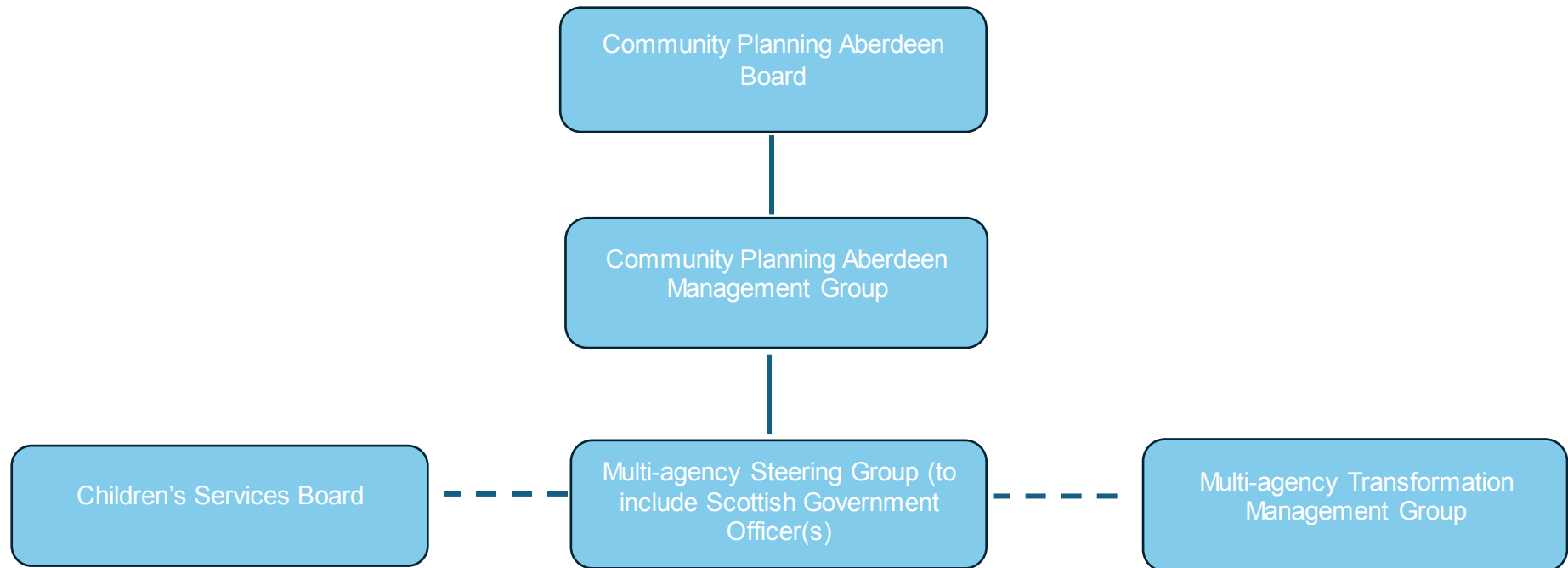
<p>health needs at community level</p> <p>Lead: NHS Grampian and Public Health</p>	<ul style="list-style-type: none"> • Consider a shared approach to enablement and reablement • Consider and develop the digital information to support universally and consider how to overcome barriers to digital access • Develop and secure agreement on an Implementation Plan • Implement plans • Agree what can be spread and scaled with fidelity 	<p>and targeted community</p>	<p>From November 2024</p>
<p>Multi-agency partners working together to address healthy weight through taking a whole system approach</p> <p>Lead: Public Health and NHS Grampian</p>	<ul style="list-style-type: none"> • All 6 phased on the whole system approach to healthy weight in place: Phase 1: set up Phase 2: building the local picture Phase 3: mapping the local system Phase 4: action Phase 5: managing the system network Phase 6: reflect and refresh 		
<p>Multi-agency partners working together to address isolation and build agency at community level</p> <p>Lead: CEO Aberdeen Performing Arts, CO ACHSCP and Chief Officer Education and Lifelong Learning</p>	<ul style="list-style-type: none"> • In collaboration with Community Learning and Development, consider how best to build frequent opportunities to connect with others to build agency, voice and a sense of control both universally in the Central Library and in a more targeted way in our Community Hub (collaboration with Third and voluntary sector). • Consider and develop the digital information to support universally • Work with Cultural partners to explore how we can use creativity and culture to build agency in our central library and first Community Hub. and the insight gleaned used to inform the local programme, develop participation and a sense of community connection/activism. • Develop and secure agreement on an Implementation Plan • Implement plans • Agree what can be spread and scaled with fidelity 	<p>Means of reducing social isolation in place in the Central Library and targeted community</p>	<p>Exploration and Installation</p> <p>From November 2024</p>
<p>Multi-agency partners working together to address mental health and wellbeing</p> <p>Lead: Chief Officer ACHSCP, Police Scotland and SAMH</p>	<ul style="list-style-type: none"> • In collaboration with community partners, take account of current provision of mental health and wellbeing support to help strengthen through a universal offer in the Central Library and in our first targeted Community Hub (consider the linkage with Link workers) • Consider and develop the digital information to support universally • Develop and secure agreement on an Implementation Plan • Implement plans • Agree what can be spread and scaled with fidelity 	<p>Means of improving access to mental health and wellbeing support in place in the Central Library and targeted community</p>	<p>Exploration and Installation</p> <p>From November 2024</p>
<p>Multi-agency partners working together to</p>	<ul style="list-style-type: none"> • In collaboration with Education partners, consider the education and skills information, support and programmes, with a particular focus on literacy and 	<p>Means of improving health literacy in place</p>	<p>Exploration and Installation</p>

<p>address identified education and skills needs at community level Lead: CO Education and Lifelong Learning</p>	<p>digital skills, for universal delivery in the Central Library and in our first targeted Community Hub.</p> <ul style="list-style-type: none"> • Consider and develop the digital information to support universally • Develop and secure agreement on an Implementation Plan • Implement plans • Agree what can be spread and scaled with fidelity 	<p>in the Central Library and targeted community</p>	<p>From November 2024</p>
<p>Multi-agency partners working together to address identified employability needs at community level Lead: SDS</p>	<ul style="list-style-type: none"> • In collaboration with employability partners, consider the information, support and programmes required to deliver universal support in the central library and more targeted support in our first Community Hub. • Consider and develop the digital information to support universally • Develop and secure agreement on an Implementation Plan • Implement plans • Agree what can be spread and scaled with fidelity 	<p>Means of employability in place in the Central Library and targeted community</p>	<p>Exploration and Installation From November 2024</p>
<p>Multi-agency partners working together to address income maximisation needs at community level Lead: Financial Inclusion</p>	<ul style="list-style-type: none"> • In collaboration with income maximisation partners, consider the information, support and programmes required to deliver universal support in the central library and more targeted support in our first Community Hub. • Consider and develop the digital information to support universally • Develop and secure agreement on an Implementation Plan • Implement plans • Agree what can be spread and scaled with fidelity • 	<p>Means of improving income maximisation in place in the Central Library and targeted community</p>	<p>Exploration and Installation From November 2024</p>
<p>Multi-agency partners working together to address identified housing needs at community level Lead: CO Housing</p>	<ul style="list-style-type: none"> • In collaboration with housing partners, consider the information, support and programmes required to deliver universal support in the central library and more targeted support in our first Community Hub. • Consider and develop the digital information to support universally • Develop and secure agreement on an Implementation Plan • Implement plans • Agree what can be spread and scaled with fidelity 	<p>Means of improving housing support in place in the Central Library and targeted community</p>	<p>Exploration and Installation From November 2024</p>
<p>Long term implications for the library and information service known Lead: CO Education and Lifelong Learning</p>	<ul style="list-style-type: none"> • As programmes emerge, explore the implications on the stock and offer from the library and information service • Programme of professional learning in place to take account of programmes being delivered • Exploration of the need for a Central Library and community navigator • What does this mean for services such as the home service, for example the offer for residents in care homes etc. 	<p>Means of improving health in place in the Central Library and targeted community</p>	<p>Exploration and Installation From November 2024</p>

<p>Access to reliable information is increased</p> <p>Lead: Public Health</p>	<ul style="list-style-type: none"> • In collaboration with the Health Improvement team and community representatives, consider the reliable information needed at both the Central Library and in the first Community Hub, including planned programmes of support (for example diabetes, healthy diet). • Consider and develop the digital information to support universally • Develop and secure agreement on an Implementation Plan • Implement plans • Programme of professional learning for staff • Test and learn new arrangements • Remove excess information • Strong digital presence ...info in GP practice etc. • Agree what can be spread and scaled with fidelity • Consider implications for Job profiles and staffing model in the longer term 	<p>Means of improving health literacy in place in the Central Library and targeted community</p>	<p>Exploration and Installation</p> <p>From November 2024</p>
<p>Reimagined central library providing universal support</p> <p>Lead: Library Service</p>	<ul style="list-style-type: none"> • Establish a group of library users and mixed stakeholders to review the floor plan of the central library with a view to rezoning the space in order to build agency and establish a Civic Hub, provide more family friendly and welcoming social spaces, spaces to encourage creativity and spaces to support partnership delivery. • Translate the work of the group into a costed plan and consider the staging of implementation • Explore funding streams and secure approvals • Explore the appetite for a community Navigator in the Central Library • Establish a proposed programme of activity and support for delivery • Implement the programme and monitor impact carefully to inform next steps. 	<p>Operational programme in place at the Central Library</p>	<p>Exploration and Installation</p> <p>From November 2024</p>
<p>Strong digital universal offer of support to families</p> <p>Lead: Library Service, Digital Lead</p>	<ul style="list-style-type: none"> • Convene digital expertise to explore the art of the possible with regard to a dynamic on-line offer that supports improvement across all of the health determinates, including training opportunities, signposts to support and clarifies how the supports in the central library (and Community Hub) dovetail. • Develop an implementation plan for approval • Following approval, implement the plan 	<p>Dynamic digital platform in place</p>	<p>Exploration and Installation</p> <p>From November 2024</p>
<p>Test and learn against clear objectives</p>	<ul style="list-style-type: none"> • Agree documentation that will be used to support our tests of change • Ensure sufficient understanding of IHI methodology is in place • Establish the first tests of change with operational team 	<p>Effective test and learn approach in place</p>	<p>Installation</p> <p>From April 2025</p>

Lead: Programme Manager and M Crombie	<ul style="list-style-type: none"> • Be agile in the length of tests...when we have confidence record to ensure fidelity • Consider feedback loop to communities with communities 		
Scale and spread fidelity Lead: Programme Manager and M Crombie	<ul style="list-style-type: none"> • Agree protocols around fidelity...how will we know when it is good enough to spread? • Ensure effective arrangements are in place to support the Learning and development needs of the operational team and effective supervision 	Agreed approach in place to guide spread and scale	Installation and initial implementation From April 2025
Use of thresholds Lead: CO CSW/E Sheppard/CO ACHSCP	<ul style="list-style-type: none"> • Test allocation process through a test and learn approach • Amplify the voices of social work teams • Track a small number of cases to capture the learning • Consider the implications for policies as we get ready to spread with fidelity 	Agreed approach in place	Installation and initial implementation From April 2025
Case workers Lead: CO Education and Lifelong Learning	<ul style="list-style-type: none"> • Commission Community Learning and Development to develop (community capacity building) peer support programme designed to build agency (including community navigators, befriending and volunteering, networks and Peer roles) and establish appetite for the establishment of Community Case workers • Establish training programme for Case Workers and effective supervision arrangements • Start small, one case each for case workers and capture the learning • Document arrangements to help inform a Case Workers Handbook 	Case Workers in place with evidence of impact on those they support	Installation and initial implementation From April 2025

Partnership Governance

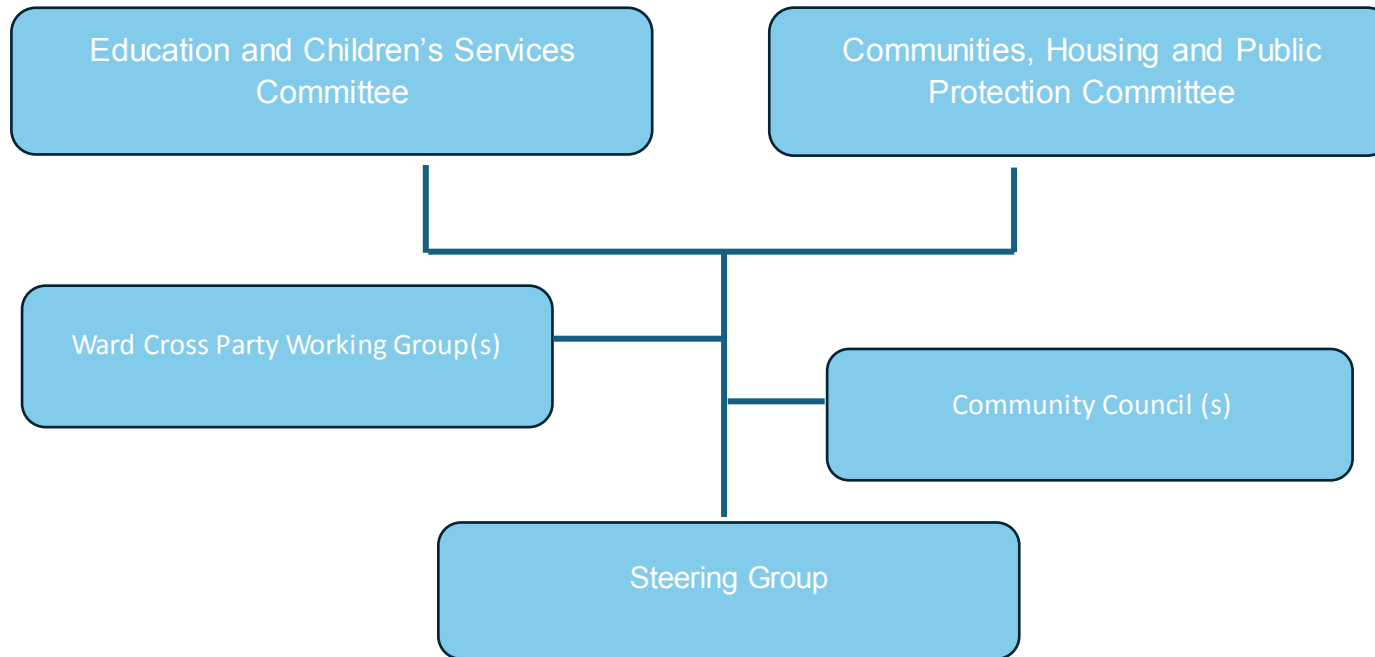


Partnership governance will be through Community Planning Aberdeen structures.

The multi-agency Steering Group will drive this ambitious change programme and ensure that the Children's Services Board (who will continue to drive improvement in the current paradigm) are signed on progress to ensure that cognisance of progress is taken as partnership plans and reports are developed. There will be some cross over in the membership of these two groups.

The Steering Group will also report progress (including any risks and issues) to the Multi-agency Transformation Management Group to enable the rapid removal of barriers and blocks.

ACC Governance



Given that both the Education and Children's Services Committee, and the Communities, Housing and Public Protection Committee will have a keen interest in the programme, dual reporting is proposed. It is proposed that a yearly report on progress be provided to Education and Children's Services immediately before the summer recess, and that a further report be made available at the end of the year to the Communities, Housing and Public Protection Committee. This reporting schedule may be amended when the national evaluation timeline is known.

In order to ensure both Committees are able to scrutinise and able to inform the change programme, a ward cross party working group is proposed for targeted communities. These groups will meet 4 times a year and will at times hear directly from the locality based teams delivering the changes.