

ABERDEEN CITY COUNCIL

COMMITTEE	Education and Children's Services Committee
DATE	2 July 2024
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Family Support Model
REPORT NUMBER	F&C/24/191
EXECUTIVE DIRECTOR	Eleanor Sheppard
CHIEF OFFICER	Shona Milne, Graeme Simpson and Jacqui McKenzie
REPORT AUTHOR	Eleanor Sheppard
TERMS OF REFERENCE	1.1.1

1. PURPOSE OF REPORT

- 1.1 This report seeks approval to progress a period of co-design to shape the provision of multi-agency family centric support for families facing complex challenges in Northfield.

2. RECOMMENDATIONS

That the Committee:-

- 2.1 note the work undertaken to date to learn from published research and local data
- 2.2 approve the high level Development Plan available in Appendix A; and
- 2.3 delegate authority to the Executive Director Families and Communities to design and recruit a change management team to drive, monitor and report on the development of the Family Support Model.

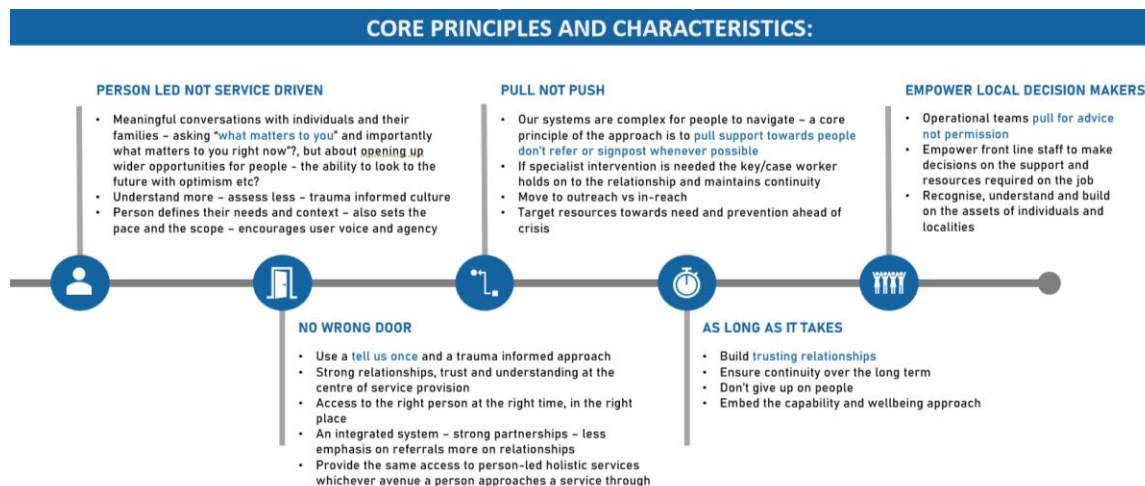
3. CURRENT SITUATION

- 3.1 The Children's Services Annual Report was presented to Committee in February 2024 (CFS/24/046). The Report outlined the need to consider how best to deliver family centric approaches to support families facing complex challenges living in Scottish Index of Multiple Deprivation (SIMD) 1.
- 3.2 The Report highlighted the considerable variation in outcomes at ward level signalling a need to ensure that our approaches reflect the unique context of each community and the complexity of individual families, rather than presume that centrally designed supports will meet needs.
- 3.3 It was proposed that a new approach to support families with complex and multi-faceted challenges be designed and tested to inform our longer term

approach. Officers have identified that the wider Northfield area would have a high proportion of families living in SIMD 1 and that outcomes across a range of multi-agency data sets are of concern. Given poor outcomes and recent education inspection findings, it is thought that the Northfield community should be focussed upon initially.

- 3.4 The Children's Services Board has established a sub group to help shape work on our Family Support Model. The Sub Group has looked carefully at current data and has undertaken a literature review to ensure that our planning benefits from national learning and research. The Sub Group has also considered the learning from our established Fit Like Hubs and Edge of Care Pilots.
- 3.5 Initial analysis suggests that the poor outcomes for those families living in SIMD 1 can be partially attributed to the increasing complexity of challenges families are facing now. There is considerable evidence that 'fitting' families into a generic list of pre-designed targeted and specialist interventions is not supporting families to thrive, moreover it could be argued that these pre-designed interventions are creating long term persistent demand which is financially unsustainable. There is also evidence that the current threshold and eligibility driven approach is doing little to build autonomy, in some cases levels of need are being escalated as families need to 'get worse' to access the supports and help they need.
- 3.6 As a result, families who require the intervention of specialist services tend to require this support for a very long period of time, this support often spans child and adult services and rarely has a clear exit point. This strongly suggests that supports should have been put in place at an earlier stage, or that services should be less rigid in their pre-determined response. The inextricable link between the needs of children and their parents is also clear signalling a need to take a whole family approach.
- 3.7 The ultimate aim of our planned work should be to shift the focus from reactive and risk-based services to upstream and preventative approaches. This will help to improve the level of autonomy families experience and longer term outcomes and also help shape Council and the Community Planning Partnership's approach to the delivery of more preventative services.
- 3.8 Appendix A contains a skeletal Development Plan, based on the findings of the Independent Care Review (2020) and other relevant literature. The research highlighted the importance of partnership working, shared culture and leadership, holistic and person-centred practice, locality-based service delivery, and effective use of data and resources for improving outcomes for children and families. These areas have been built into the Development Plan.
- 3.9 We intend to explore some quite different approaches to the delivery of services and intend to keep the scalability and sustainability of the model at the forefront of our minds whilst taking a test and learn approach. Governance and accountability will be key, as will the need for robust evaluation to evidence the impact of the changes being made.

3.10 The Tackling Child Poverty and Social Justice Directorate of Scottish Government are keen to work in partnership with a small number of Local Authorities who are keen to tackle child poverty through public service reform. Scottish Government wants to foster genuine collaboration and learning and support scale through a national learning programme. The core principles and characteristics of the Scottish Government aspiration is outlined below.



3.11 The ambition of our intent and close alignment of our planned work with the Scottish Government core principles, have resulted in Aberdeen City Council being invited to become a national Pathfinder. Pathfinder status will provide access to national expertise and a network to share learning. This is thought to be of significant value to the Council.

3.12 Following submission of a successful funding bid and the draft Delivery Plan, Scottish Government has agreed to provide £320,000 in change management resource, on a pro rata basis for this financial year and again for the 2025/26 financial year. This resource will help the Council secure a Project Lead, help establish a resource to focus on data and evaluation and also provide sufficient resource to ensure that positive engagement with families and co-design drive our approach.

3.13 Following Committee approval of the skeletal Delivery Plan, it is proposed that the Executive Director Families and Communities design and recruit a change management team to drive the development of the Family Support Model forward. This will ensure that this key area can be progressed at pace.

4. FINANCIAL IMPLICATIONS

4.1 There are no financial implications arising from the recommendations in this report. Resource has been secured from Scottish Government to support the project

5. LEGAL IMPLICATIONS

5.1 All legislative requirements will be taken into account as the project is further developed. Taking a family centric approach will ensure that Human Rights legislation is at the heart of this transformational project.

6. ENVIRONMENTAL IMPLICATIONS

6.1 No negative environmental impacts have been identified.

7. RISK

Category	Risks	Primary Controls/Control Actions to achieve Target Risk Level	*Target Risk Level (L, M or H) *taking into account controls/control actions	*Does Target Risk Level Match Appetite Set?
Strategic Risk	Risk of not changing our local system to reflect changes in national policy.	Taking a test and learn approach will ensure that changes are made in light of emerging data.	L	Yes
Compliance	Risk of not complying with legislation	The project will take account of all legislative duties.	L	Yes
Operational	Risk that there is insufficient resource to drive the project.	Securing additional change management resource from The Scottish Government mitigates this risk.	L	Yes
Financial	Risk that we don't have sufficient resource to test new approaches.	The resource from Scottish Government and partnership Whole Family Wellbeing funding will help enable the project.	L	Yes
Reputational	Risk that we don't prioritise those in greatest need.	Mitigated by prioritising a community with a high proportion of families living in SIMD 1.	L	Yes
Environment / Climate	No risks identified			

8. OUTCOMES

<u>COUNCIL DELIVERY PLAN</u>	
	Impact of Report
Aberdeen City Council Policy Statement	
<p><i>Recognise that citizens and communities – rather than the City Council - are best placed to say what services they require and how these are provided and seek to give greater control over appropriate services and facilities to local communities.</i></p>	<p>Voice will feature strongly as we develop our Family Support Model. Funding has been secured to employ an officer to capture lived experience.</p>
<u>Aberdeen City Local Outcome Improvement Plan</u>	
<p>LOIP stretch outcome 4: 95% of children (0-5 years) will reach their expected developmental milestones by the time of their child health reviews by 2026</p> <p>LOIP stretch outcome 5: 90% of children and young people will report that their experiences of mental health and wellbeing have been listened to by 2026</p> <p>LOIP stretch outcome 6: As corporate parents we will ensure 95% of care experienced children and young people will have the same levels of attainment in education, health and emotional wellbeing, and positive destinations as their peers by 2026.</p> <p>LOIP stretch outcome 7: 95% of all our children, including those living in our priority neighbourhoods, will sustain a positive destination upon leaving school by 2026</p> <p>LOIP stretch outcome 8: 30% fewer young people (under 18) charged with an offence by 2026</p> <p>LOIP stretch outcome 9: 95% of our children with disabilities will experience a positive transition to adult services by 2026</p>	<p>This project could make a positive contribution to all stretch outcomes for children and families.</p>
Regional and City Strategies	
<p>Prevention Strategy</p>	<p>The project prioritises prevention and sits at the heart of our</p>

Children's Services Plan	Children's Services Plan.
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9. IMPACT ASSESSMENTS

Assessment	Outcome
Integrated Impact Assessment	New Integrated Impact Assessment has been completed.
Data Protection Impact Assessment	No
Other	None

10. BACKGROUND PAPERS

10.1 None

11. APPENDICES

11.1 Appendix A

12. REPORT AUTHOR CONTACT DETAILS

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