

ABERDEEN CITY COUNCIL

COMMITTEE	Communities, Housing and Public Protection
DATE	21 November 2024
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Family Support Model Implementation Plan
REPORT NUMBER	F&C/24/327
EXECUTIVE DIRECTOR	Eleanor Sheppard
CHIEF OFFICER	Shona Milne and Graeme Simpson
REPORT AUTHOR	Eleanor Sheppard
TERMS OF REFERENCE	General Delegation 8.7

1. PURPOSE OF REPORT

- 1.1 At the Communities, Housing and Public Protection meeting of 5th September 2024 (F&C/2/4240), officers were instructed to present a detailed phased Implementation Plan reflecting plans for internal zoning of the Central Library and testing of the Library and Information Service as an integral part of the emerging model. The report aims to satisfy that instruction.

2. RECOMMENDATIONS

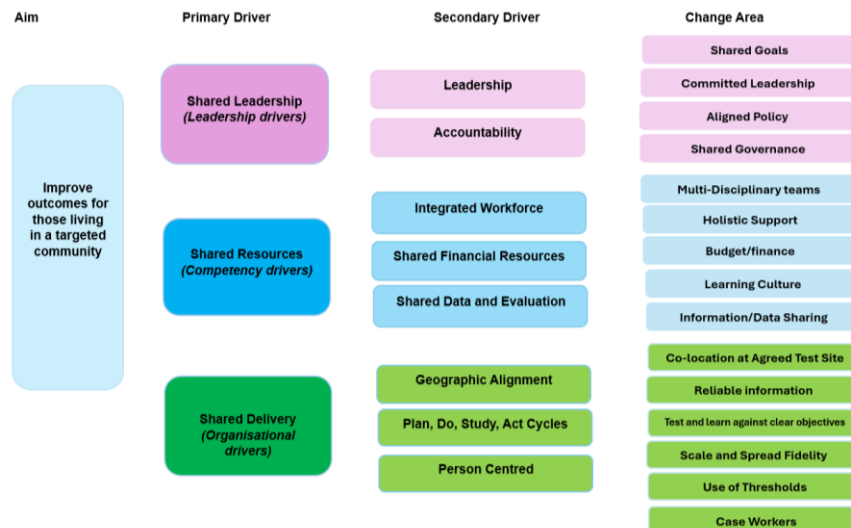
That the Committee:-

- 2.1 Endorse the Fairer Futures Implementation Plan available in Appendix A;
- 2.2 Note the Job Profile for the Fairer Futures Partnership Lead post in Appendix B;
- 2.2 Endorse the aligned Future Libraries Plan in Appendix C;
- 2.2 Recommend to Council the establishment of an Elected Member Working Group for the target locality(ies); and
- 2.4 Instruct the Executive Director Families and Communities to report back on progress within one calendar year and make any reports presented to the Education and Children's Services Committee available to members of Communities, Housing and Public Protection through a Service Update.

3. CURRENT SITUATION

- 3.1 Following the instruction from the Communities, Housing and Public Protection Committee in September 2024, our emerging model of Family Support was named as a Fairer Futures Partnership in the updated Programme for Government.

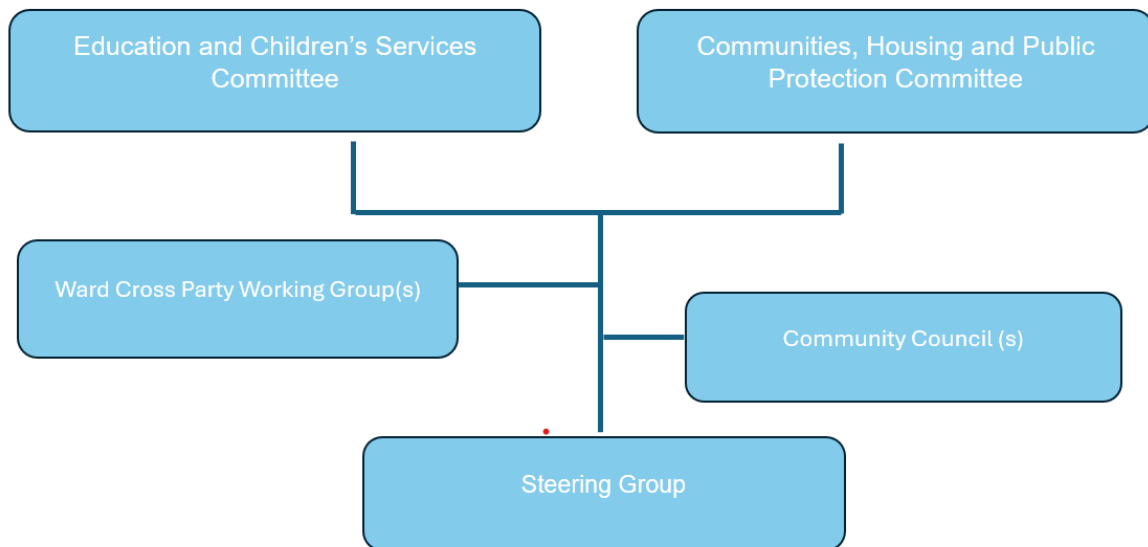
- 3.2 As a result, we will benefit from support and challenge from colleagues nationally and be able to learn from other Partnerships across Scotland.
- 3.3 The theory of change endorsed by the Education and Children’s Services Committee in June 2024 has been slightly amended to reflect the instruction to align work on the Future Libraries Model with our Family Support Model.



- 3.4 In developing this detailed Implementation Plan (Appendix A), consideration has been given to what is known about effective 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 comprehensive planning given the potential scale and impact of the work.
- 3.5 The Community Planning Partnership (CPP) adopted the Institute for Health Improvement (IHI) scientific based methodology for improvement many years ago, and this practice is very 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 firmly embedded at the end of this long term change programme.
- 3.6 A draft of the Implementation Plan was shared with senior officers across the Community Planning Partnership and with Scottish Government links. The Plan has been updated in light of feedback. Officers have progressed plans to appoint a programme lead in keeping with an instruction from the Education and Children’s Services Committee. The job profile is available in Appendix B for noting.
- 3.7 Appendix C provides a linked Plan to illustrate how officers intend to progress the Future Libraries model as part of the Fairer Futures Pathfinder.
- 3.8 Partnership governance will be through Community Planning Aberdeen structures.



- 3.9 The multi-agency Steering Group, including representation from the Community Safety Hub, 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 sighted on progress to ensure that cognisance of progress is taken as partnership plans and reports are developed.
- 3.10 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.
- 3.11 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 (June/July 2025) to outline progress made in the first phase of the programme, and that a further report be made available at the end of the year to the Communities, Housing and Public Protection Committee to offer a further update on progress made. This reporting schedule may have to be amended when the national evaluation timeline is known. Documents prepared by the Steering Group to evidence progress in communities will be shared with the Ward Cross Party Working Groups.



3.12 In order to ensure both Committees are able to scrutinise and inform the change programme, a Ward Cross Party Working Group(s) is proposed for targeted communities. It is proposed that these Groups will meet 4 times a year and at times hear directly from the locality based teams delivering the changes. This will ensure that the valuable insight from Elected Members is utilised to shape the programme.

4. FINANCIAL IMPLICATIONS

4.1 Programme Management resource has been secured from the Tackling Child Poverty & Social Justice Directorate of Scottish Government. Resource from the Whole Family Wellbeing Fund will be utilised and officers will also work to secure appropriate grants.

5. LEGAL IMPLICATIONS

5.1 Under section 163(2) of the Local Government (Scotland) Act 1973, the Council has a duty to secure the provision of adequate library facilities for all persons resident in the Council area.

6. ENVIRONMENTAL IMPLICATIONS

6.1 There are no direct environmental implications arising from the recommendations of this report.

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 that the Fairer Futures Partnership does not deliver against agreed aims to improve outcomes	Research has guided the development of the proposed plan. The use of a 'testing' phase will enable consideration of the effectiveness of the model prior to scaling up.	L	Yes
Compliance	None identified			
Operational	Failure to get operational teams working to a new model restricts impact.	A pre-launch period will enable operational teams to come together around a common purpose and take ownership of implementation.	L	Yes
Financial	Potential for the model to exceed available resource	The use of WFW fund resource will support the testing phase, with opportunities for efficiencies to be realised in the longer term to aid the sustainability of the model.	L	Yes
Reputational	None identified			
Environment/Climate	No significant risks identified			

8. OUTCOMES

COUNCIL DELIVERY PLAN 2023-2024	
	Impact of Report
Aberdeen City Council Policy Statement	<p>This policy would positively contribute to the majority of commitments in the Aberdeen City Policy Statement.</p> <p>Supporting people with the cost of living – through providing access to financial inclusion services through the proposed model.</p> <p>A city of opportunity – through providing access to employability services and support through the proposed model.</p> <p>A vibrant city - through providing access to increased opportunities to be creative and access the cultural offer the proposed model.</p> <p>Building a greener and sustainable city – by exploring co-location which will allow the estate to be rationalised in the longer term.</p> <p>Empowering communities- by giving them a strong voice in what is offered through Community Hub programmes.</p> <p>A prosperous city – by providing employment opportunities.</p> <p>An active city – by providing locally based community services which can be easily accessed.</p> <p>A caring city – by prioritising and supporting those most at risk of poor outcomes</p> <p>A council that listens and works – by working with the Northfield community to design the local offer they need and want.</p>
Aberdeen City Local Outcome Improvement Plan 2016-26	
Economy	Stretch outcome 1 (poverty) and 2 (employment) will be supported through this policy.
Children and young people	All stretch outcomes for children and young people could be positively impacted by delivery of this policy.
Adults	All stretch outcomes for adults could be positively impacted by delivery of this policy
Community empowerment	Stretch outcome 16 (Community Empowerment) will be positively impacted by this policy.

9. IMPACT ASSESSMENTS

Assessment	Outcome
Integrated Assessment	Impact The IIA in place has been reviewed and no changes are required at this stage.

Data Protection Impact Assessment	Not required.
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10. BACKGROUND PAPERS

11. APPENDICES

Appendix A –Implementation Plan

Appendix B – Fairer Futures Partnership Lead Job Profile

Appendix C – Aligned Libraries Plan

12. REPORT AUTHOR CONTACT DETAILS

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