

## ABERDEEN CITY COUNCIL

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<b>COMMITTEE</b>	Social Care and Wellbeing
<b>DATE</b>	22 April 2010
<b>DIRECTOR</b>	Fred McBride/Annette Bruton
<b>TITLE OF REPORT</b>	Review of Integrated Children's Services Strategic Planning Governance Structure
<b>REPORT NUMBER:</b>	ECS/10/036

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### 1. PURPOSE OF REPORT

In 2009, the Children and Young Peoples Strategic Partnership undertook a review of the planning and governance to support the delivery of integrated children's services. The purpose of the report is to seek committee's approval for the proposed future planning and governance arrangements to strengthen the delivery of integrated children's services in the City.

### 2. RECOMMENDATION(S)

It is recommended that Committee agree:

- i) That the integrated children's services strategic planning structure should be designed around key outcomes.
- ii) That the number of planning and working groups within the structure and the membership there of, should be significantly slimmed down in order to assist an outcome focused approach.
- iii) For committee to approve the revised strategic planning structure and membership at Appendix 1.
- iv) To note that a recommendation has been made to the Corporate Policy and Performance Committee that the Integrated Children's Services Partnership replace the Children and Young Peoples Strategic Planning Group as a Challenge Forum of The Aberdeen City Alliance to lead and coordinate the delivery of local improvement objectives to improve outcomes for children and young people within the Single Outcome Agreement.

### 3. FINANCIAL IMPLICATIONS

Whilst there are no direct financial implications associated with this report, the revised planning structure and membership will reduce overlap and duplication by reducing the number of groups, reducing the number of people attending groups (including those who attend more than one or several groups) and there by free up time and capacity to concentrate on managing and delivering required changes to frontline services and better outcomes for children.

#### **4. SERVICE & COMMUNITY IMPACT**

The recommendations within the report will ensure robust governance and planning to support an integrated approach to service delivery within children's services and across the wider Single Outcome Agreement priorities. The recommendations will support the delivery of the Council's commitments set out within 'Vibrant, Dynamic and Forward Looking', with particular reference to actions 1-13 under Education and 1-14 under Health and Care.

The developments outlined within this report also support progress towards meeting the national outcomes outlined within the Single Outcome Agreement, with particular reference to the following:

- National Outcome 4 – Our young people are successful learners, confident individuals, effective contributors and responsible citizens.
- National Outcome 5 – Our children have the best start in life and are ready to succeed.
- National Outcome 8 – We have improved the life chances of children and young people and families at risk.

Specifically, Aberdeen City Council is committed to strengthening the leadership and governance to deliver the Integrated Children's Services Plan within our local Protecting Vulnerable Children Multi-Agency Action Plan in response to HMIE Inspection Reports.

#### **5. OTHER IMPLICATIONS**

The major implications of these proposals is that Elected Members would be freed up to challenge and scrutinise the work undertaken by the various groups within the strategic planning structure rather than being directly involved in operational work.

#### **6. REPORT**

6:1 In 2009, the Children and Young People's Strategic Planning Group (CYPSPG) undertook a review of the governance and planning to support the delivery of integrated children's services in the City. The review considered the governance and resource management arrangements in place locally to deliver the Integrated Children's Services Plan (ICSP) 'For Aberdeen's Children'. The approach taken was to offer structured one-to-one interviews with all members of the CYPSPG and Children and Young People's Services Management Group (CYPSMG) using questions from a self evaluation tool designed to review partnership arrangements. A total of 20 people participated and included representation from Elected Members, Aberdeen City Council's Education, Culture and Sport and Social Care and Wellbeing Directorates, NHS Grampian, Grampian Police, and Aberdeen Council of Voluntary Organisation (ACVO) who represent the Third Sector. The report set out recommendations across the following key areas:

- Improve outcomes for children and families;
- Overseeing the effective use of resources;

- Roles and accountabilities of partners in delivering improvements set out in the ICSP;
- Effective consultation, engagement and involvement of key stakeholders;
- Supporting local capacity building and capability development;
- Governance and principles of the partnership; and
- Managing risks and exercising controls.

This report relates specifically to the recommendations to improve the leadership and governance of the Partnership.

- 6:2 Currently the Children and Young People's Strategic Planning Group, which is the highest level group within the current strategic planning structure, has potential membership of almost forty people including eight Elected Members. The Children and Young People's Service Management Group, the next group in the planning hierarchy has potentially more than twenty members. Whilst not all members attend every meeting, the potential size of these groups is not conducive to effective task-orientated strategic planning (appendix 1: Current Governance Structure).
- 6:3 A significantly smaller group of representatives from key agencies met to discuss the recommendations of the report and consider how the strategic planning of integrated children's services could be made more effective. This smaller group comprised senior representatives from NHS Grampian, Grampian Police, ACVO, the Authority Children's Reporter, Aberdeen Youth Council, the Director of Education, Culture and Sport, the Director of Housing and Environment and the Director of Social Care and Wellbeing at Aberdeen City Council. There was unanimous agreement that governance and membership of the strategic planning structure should be designed around key outcomes and that membership should be at a more senior level within the strategic planning group, with the management group taking a more task-focused approach to the delivery of key processes such as Getting it Right for Every Child (GIRFEC) and that the partnership would remit work programmes to a small number of focused delivery sub-groups. The delivery sub-groups themselves would be focused on the following key outcomes:
- Getting the Best Start in Life;
  - Achieving their Potential;
  - Responsible Citizens;
  - Safe and protected;
  - Successful transitions to adulthood.
- 6:4 There was also unanimous agreement that the proposed strategic planning structure will be fit to take forward key messages emanating from the Getting It Right For Every Child (GIRFEC) pathfinder model being developed in Highland Council in order to drive forward practice change, culture change and a focus on improved outcomes for children (See Appendix 2: Proposed Governance Structure). This will further develop our local approach and ensure learning from best practice is embedded within the future change programme for GIRFEC.

Some of the key messages which were agreed to be important in driving forward these changes are as follows.

- 'Getting it Right' approach should also be followed in Child Protection cases.
- A more proportionate response is needed by Police and Social Work to concerns.
- Social Work, schools and health should produce fewer reports for the children's reporter.
- An assessment and plan is put in place more quickly for those who are not referred to the reporter but for whom concerns still exist that may require additional or multi-agency support.
- There should be a greater emphasis on engaging young people in the planning process.
- There should be significant decreases in exclusions from schools.
- Staff development should be provided on a multi-agency basis within localities wherever appropriate.
- There is a need to further develop our approach to ensure there is a lead professional where there is multi-agency involvement in a child's life.
- Lead professionals and others have the skills and the tools to engage effectively with children and young people, particularly those under eight.
- That universal services are seen as the appropriate providers of support for children and young people with a range of additional needs.
- To develop the alignment of social work, education, health and police delivery teams at a locality level.

In order to deliver these key messages to a wide range of staff within integrated children's services, it was agreed by senior agency representatives that a series of seminars led by the proposed Integrated Children's Services Partnership and Management Group would be an appropriate and effective vehicle for leading the proposed changes. It is envisaged, with committee's approval, that these will be developed in early 2010 and delivered by the end of June 2010.

- 6:5 It was further envisaged that there would one large event then further events based around teams within localities/ associated school groups. This will begin to embed the practice and culture change at frontline locality level. It will also provide an opportunity to engage practitioner, managers and chief officers across all partner agencies in robust self evaluation to determine local priorities for the development of the Integrated Children's Services Plan 2010-2013 and to identify local improvement objectives and outcomes to inform the development of The Aberdeen City Alliance Single Outcome Agreement.
- 6:6 Detailed terms of reference, role and remit documents will be developed for all governance groups within the Integrated Children's Services Structure and made available on the Community Planning Website under the TACA Challenge Forums.

## **7. REPORT AUTHOR DETAILS**

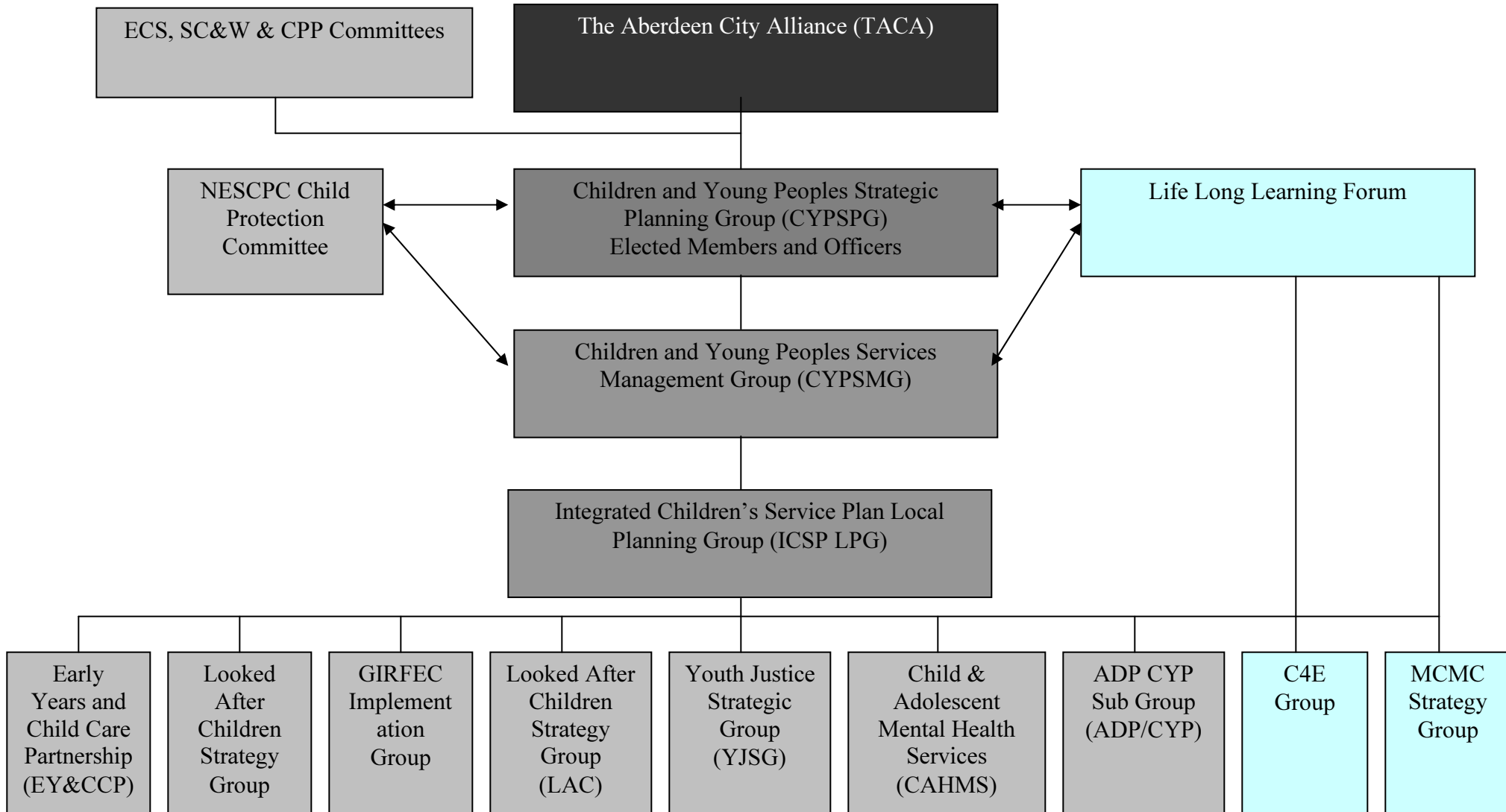
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## **8. BACKGROUND PAPERS**

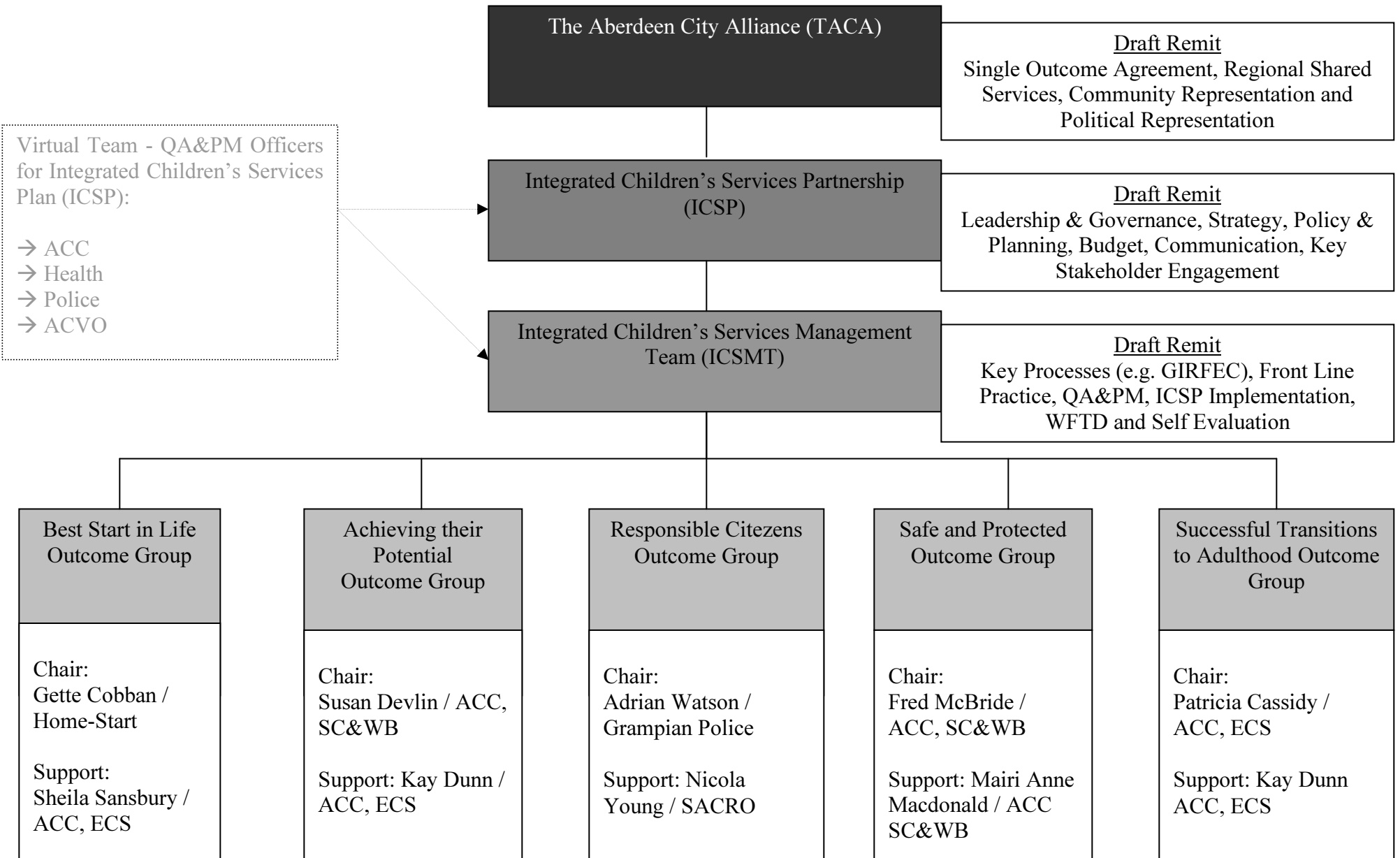
Self Evaluation Report : Aberdeen City - Children and Young People's Strategic Group 'Improving the Governance and Planning for the delivery of Integrated Children's Services in Aberdeen City' July 2009.

An Evaluation of the Early Implementation Phases of GIRFEC in Highland 2006-2009 'Changing Professional Practice and Culture to Get it Right for Every Child', November 2009.

## Appendix I: Current Governance Structure for Integrated Children's Services



## Appendix II: Proposed Governance Structure for Integrated Children’s Services



## **Appendix III: Proposed Membership for Governance Structure for Integrated Children's Services**

### **Membership of Children and Young Peoples Strategic Partnership**

Aberdeen City Council (ACC)	Director of Social Care and Wellbeing
ACC	Director of Education Culture and Sport
ACC	Director of Housing and Environment
ACC	Strategist for Integrated Children's Services
NHS Grampian	Deputy General Manager Aberdeen Community Health Partnership (CHP)
Grampian Police	Chief Superintendent
Scottish Children's Reporter Association (SCRA)	Authority Children's Reporter
Aberdeen Council of Voluntary Organisations (ACVO)	Chief Executive
Children's Hearing System	Chair of the Children's Panel
Aberdeen Youth Council (AYC)	Chair of AYC

### **Membership of Integrated Children's Services Management Team**

Aberdeen City Council (ACC) ECS	Head of Service Education, Culture and Sport Directorate
ACC ECS	Strategist for Integrated Children's Services
ACC SC&WB	Head of Service Social Care and Wellbeing
ACC SC&WB	Strategist Social Care and Wellbeing
ACC H&I	Head of Service Housing and Environment
NHS Grampian	Strategic Coordinator Child Health (Children's Commissioner)
NHS Grampian	Lead Nurse Aberdeen Community Health Partnership
Grampian Police	Chief Inspector
ACVO	Voluntary Sector Children and Young Peoples Network Officer
ACVO	Assistant Director of Barnardos Aberdeen
Home-Start	Chair of 'Best Start in Life Outcome Group
ACC ECS	Chair of 'Achieving their Potential' Outcome Group
Grampian Police	Chair of 'Responsible Citizens' Outcome Group
ACC SC&WB	Chair of 'Safe and Protected'
ACC ECS	Chair of 'Successful Transitions to Adulthood' Outcome Group
VSA	Director of Children and Families Services (Young Carers)



**Appendix IV: Proposed Council Officer Committee Lead and Elected Member Scrutiny**

