



REPORT TO: MORAY INTEGRATION JOINT BOARD ON 28 MAY 2020

SUBJECT: CHILDREN AND FAMILIES AND JUSTICE SERVICES SOCIAL WORK

BY: CHIEF OFFICER

1. REASON FOR REPORT

- 1.1. To inform the Board of developments in Children and Families and Justice Social Work in relation to the proposed delegation of services to the Moray Integration Joint Board.

2. RECOMMENDATION

2.1. It is recommended that the Moray Integration Joint Board (MIJB):

- i) Note the progress made in relation to the proposed delegation of children and families and justice social work to MIJB; and**
- ii) Note the work undertaken across the Community Planning Partnership to develop the Children's Services Plan 2020-23**

3. BACKGROUND

- 3.1 Moray Council on 27 November 2019 (para 22 of the minute refers) and NHS Grampian on 5 December 2019 (para 11 of the minute refers) agreed to proceed to the next steps of assessing the potential of delegating the above services to the MIJB, within a 12-18 month time frame, with a shadow period being part of this assessment. The ambition is to aim for this to be complete for 1 April 2021, for the new arrangements to align with the start of the financial year. However, this may need to remain open to review, given the current public health situation and resultant change in priorities.
- 3.2 There has been an agreement that the current Interim Head of Children and Families and Justice Social Work will report into the Chief Officer for HSCM, as part of the "shadow arrangement" and be part of the Senior Leadership Team there. This has been in place since April 2020. Nevertheless responsibility for

these services and functions remain with the council's Chief Executive as Head of Paid Service and Moray Council until any revised Integration Scheme has received approval from the Scottish Government. The Chief Social Work Officer retains responsibility and accountability for the professional governance of social work across Moray Council

- 3.3 A meeting has taken place with Alison Taylor, (Deputy Director Integration of Health and Social Care) at the Scottish Government in early May to ascertain the process and time frames required to enable the Integration Scheme to be approved for 1 April 2021 if that is agreed by NHS Grampian and Moray Council. The outcomes of this meeting will now form part of the timeline so that the plan can be developed to ensure the work required can be identified, allocated and progressed.

4. KEY MATTERS RELEVANT TO RECOMMENDATION

- 4.1 To progress the proposal to delegate services to MIJB, the following needs to be addressed:
- 4.2 The allocation of resources from the local authority to enable this work to be completed, including appropriate project management officer time, human resources, organisational development and legal and financial services resources. The council's legal team have consistently advised that the work required to ensure due diligence will be considerable, and this may not be possible to be undertaken within current resources.
- 4.3 The establishment of a project board which will identify who will be involved in making decisions and agreeing changes to the current integration scheme on behalf on the NHS and Council. This will need to include how and to where any risks and issues will be escalated and dealt with and how the final scheme will be agreed prior to submission to the Scottish Government.
- 4.4 Establish work streams to consider the following areas: Joint Resources and Financial Planning; Governance and Accountability; and Staffing and Organisational Change.

5. DAY TO DAY SERVICE OPERATIONS

- 5.1 Since 23 March 2020, and in response to the COVID19 situation, the senior management team (Head of Service, Service Manager for Social Work Services; Service Manager for Justice Services; Service Manager for Commissioning and Corporate Parenting; Consultant Social Work Practitioners) meet on a daily basis. This has enabled the service to respond to the new social circumstances and to ensure social work practice is adapted to ensure legislative responsibilities and expectations are met; that the workforce is supported to work in new ways; that existing multiagency partnerships are able to work as effectively as possible; all government and governance guidance is reviewed and implemented.
- 5.2 There have undoubtedly been challenges from staff having to be able to work from home as far as possible and appropriate. Work continues at pace to

ensure access to resources and technology so that staff can adequately fulfil their roles and professional responsibilities. Weekly reports are provided to the Scottish Government regarding activity around supporting and protecting our most vulnerable children and families.

- 5.3 Monthly Social Work Practice Governance and Performance Management meetings will resume mid-May, as part of the adaption to new the circumstances.
- 5.4 A Children and Families Social work transformational change plan was in the process of being developed to meet the financial challenges faced by the Council. This is currently on hold due to the current COVID situation but will require to be progressed through the Council's Improvement and Modernisation Programme to deliver better outcomes for children and their families at home or as close to home as possible, through a different social work practice model and an improved commissioning model.

6. MORAY CHILDREN'S SERVICES PLAN

- 6.1 While overall responsibility for children's services planning clearly rests with a local authority and its relevant health board, it is expected that they will work collaboratively with other members of the Community Planning Partnership (CPP), as well as with children, young people and their families at various stages of the plan's development and review.
- 6.2 Children and Young People (Scotland) Act 2014 seeks to improve outcomes for all children and young people in Scotland by ensuring that local planning and delivery of services is integrated, focused on securing quality and value through preventative approaches, and dedicated to safeguarding, supporting and promoting child wellbeing. It aims to ensure that any action to meet need is taken at the earliest appropriate time and that, where appropriate, this is taken to prevent need arising.
- 6.3 Within the Getting it Right for Every Child (GIRFEC) approach, the Scottish Government Realigning Children's Services (RCS) programme aims to improve outcomes for children and young people by supporting participating Community Planning Partnerships (CPPs) to make better joint strategic decisions about services for children, young people and their families. It does so, in part, by improving the availability and use of robust evidence about local needs. Moray has been engaged with this programme from September 2018- March 2020.
- 6.4 Involvement in this programme, drawing on data from local and national health and wellbeing surveys has identified groups of children and young people in Moray who are at greater risk of experiencing poorer wellbeing, and identifies some of the key risk factors associated with such outcomes. It also examines some key health behaviours and their links to wellbeing, as well as looking at socioeconomic disadvantage and inequalities in wellbeing.
- 6.5 The Moray Children's Services Plan 2020-23 has this as its strategic needs assessment. This plan has been developed through extensive engagement and consultation, including with children, young people and their families in Moray, and is ready for submission to the Scottish Government.

6.6 The Children's Services Plan will drive forward four key outcomes:

1. The wellbeing of children and young people is improved
2. Children and young people are free from harm
3. The impact of poverty is mitigated
4. Improved outcomes for Looked After and Care Experienced children and young people (delivering on the outcomes of the Independent Care Review).

6.7 An IJB Development Session will be offered in June 2020 on the Children's Services Plan.

7. SUMMARY OF IMPLICATIONS

(a) Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP)) and Moray Integration Joint Board Strategic Plan "Moray Partners in Care 2019 – 2029"

Moray Council Corporate Plan 2020-23 outlines its ambitions to support children and families and communities

(b) Policy and Legal

The legal resource required to undertake any due diligence for amending the Integration Scheme requires to be established. This will be assisted by a clear identification of all services that are in scope for transferring over to the MIJB

Children and Young People (Scotland) Act 2014 (Part 3) sets out a legal framework for children's services planning, including its scope and aims.

(c) Financial implications

Work is required to understand the scope of potential delegated functions and associated budgets. The detail will be presented in a future report for consideration.

(d) Risk Implications and Mitigation

The establishment of a project board to oversee and monitor the proposed delegation of services will enable a full consideration of risks and mitigations.

However, there will be a risk of delay if appropriate staffing resource cannot be allocated for the project management and legal and financial requirements.

(e) Staffing Implications

Additional staffing resources required to support the proposed delegation of services are to be quantified when further detail on the transition plan is available.

(f) Property

No property issues identified at this point.

(g) Equalities/Socio Economic Impact

Not required at this point.

(h) Consultations

Chief Social Work Officer; Chief Financial Officer MIJB, Legal Services Manager (Moray Council); Committee Services (Moray Council); Chief Financial Officer (Moray Council), Head of HR, ICT and Organisational Development (Moray Council) have been consulted.

8. CONCLUSION

- 8.1. To meet the proposed target of delegating additional services to MIJB, it is anticipated additional resource will be required to manage the project and to ensure necessary due diligence and financial planning has been undertaken to the satisfaction of all three bodies (NHS Grampian; Moray Council and MIJB)**
- 8.2. The Moray Children's Services Plan 2020-23 should be welcomed as an ambitious key strategic document drawing together the voices and views of children and families and professionals in Moray to improve outcomes.**

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Justice Social Work
Background Papers: With Author
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