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**REPORT TO: MORAY COUNCIL ON 10 MARCH 2021**

**SUBJECT: WELLBEING SUPPORT FOR CHILDREN, YOUNG PEOPLE AND FAMILIES - PROJECT RESOURCES**

**BY: DEPUTE CHIEF EXECUTIVE (EDUCATION, COMMUNITIES & ORGANISATIONAL DEVELOPMENT) AND CHIEF OFFICER, HEALTH AND SOCIAL CARE MORAY**

**1. REASON FOR REPORT**

- 1.1 To ask the Council to approve the recommendation from the Education, Communities and Organisational Development (ECOD) Committee in relation to project management staffing requirements for the revised Children's Services locality planning pilot.
- 1.2 This report is submitted to Council in terms of Section (A)2 of the Council's Scheme of Administration

**2. RECOMMENDATION**

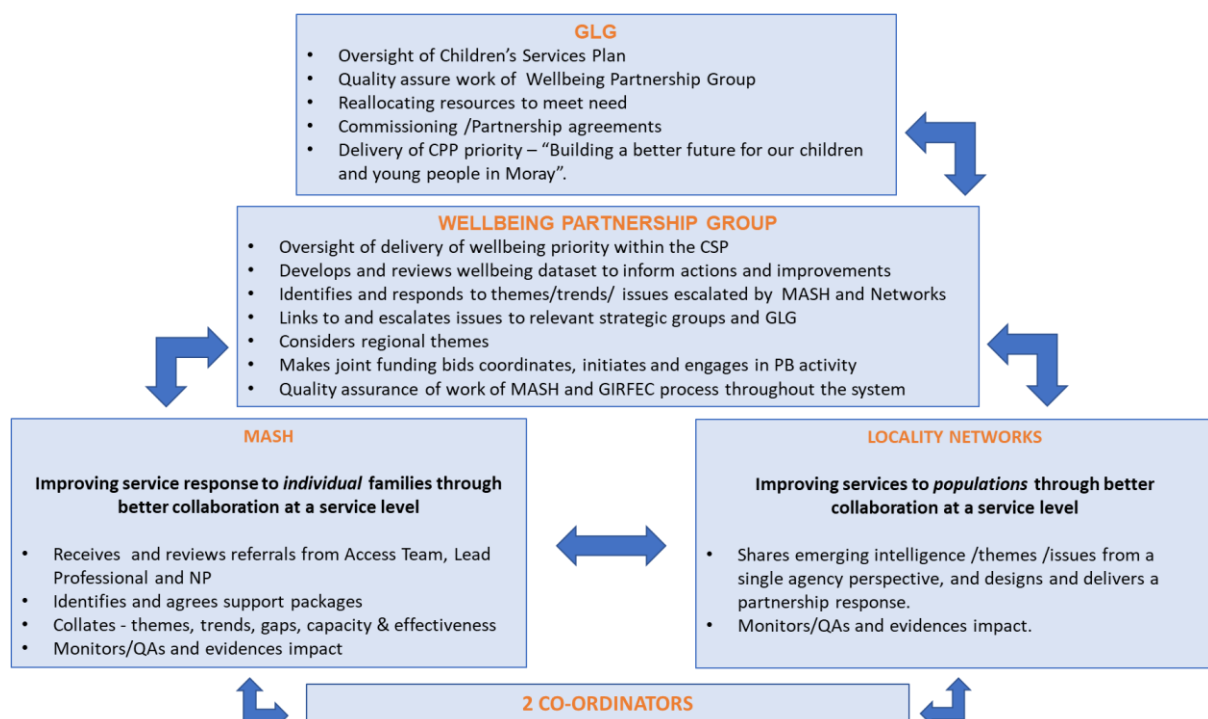
- 2.1 **It is recommended that the Council approves the recommendation from the ECOD Committee to establish a temporary Project Manager post to facilitate the implementation of the revised locality planning pilot. The pilot will operate for an 18-month period.**

**3. BACKGROUND**

- 3.1 On the 3 February 2021 ECOD Committee considered a report which proposed that a streamlined locality planning model be piloted for an 18 month period. This revised model provides an improved infrastructure to deliver an effective integrated system of early intervention health and wellbeing support for children and families.
- 3.2 Public sector staff, commissioned services managers and community organisations from across the Children's Service Partnership are represented on the various groupings within the existing locality planning model. They work in partnership with children and families to ensure their collective resources are effectively deployed to respond to emerging trends and meet population needs in localities
- 3.3 At the start of the COVID19 pandemic, it was recognised that the existing locality planning arrangements were unable to respond quickly to the escalating wellbeing needs of individual children and families. The further

development of locality planning processes was therefore prioritised in order to ensure that Children's Services across Moray could rapidly and effectively plan together to support individual children and their families, focussing on early intervention for the greatest long term impact. A wellbeing workstream, consisting of representatives from across the partnership was established to develop, trial and evaluate a suitable delivery model, based on the GIRFEC staged intervention process.

- 3.4 As a result of the COVID19 pandemic emergency response, two locality planning processes started operating in tandem during the initial lockdown period. Collectively they provided a coordinated partnership approach to identify and address the wellbeing needs of local communities, as well as individual children, young people and families. Whilst these locality planning arrangements were successful in meeting needs across Moray, they are resource intensive and cannot be sustained in the long term.
- 3.5 Both locality models were evaluated by key stakeholders across the Children's Services Partnership to understand the risks and benefits of the two strands. Whilst both strands were seen to be delivering positive outcomes there was a recognition that the arrangements could be better connected
- 3.6 A streamlined model (see fig. 1) has been co-produced with key stakeholders. It incorporates the benefits of the existing approaches and learning from national best practice. The aims are :-
  - More efficient and sustainable model to respond to increasing demand.
  - Co-ordinated packages of early intervention support are delivered in a more efficient and timely manner.
  - Structure and process is in place to identify, quantify, address and escalate gaps in wellbeing provision and capacity issues.
  - Evidence is collated which will assist the partnership to access external funding to design and deliver services and supports which meet the identified needs of children and families.



This streamlined model allows priorities and impact of service provision to be escalated through the system to inform commissioning priorities and the delivery/monitoring of partnership strategic plans i.e. Children's Services Plan (2020-23) and LOIP.

3.7 The ECOD Committee were extremely supportive of the proposal to pilot this model and highlighted its potential to transform the delivery of early intervention support to children and families in Moray. The need to appoint a strategic Project Manager to oversee the implementation and evaluation of the pilot was considered to be critical to its success. The postholder will also undertake the broader GIRFEC functions which link to this model and support the delivery of the Children's Services Plan.

3.8 The key responsibilities of the Project Manager will be :-

- To coordinate the implementation of the locality planning pilot, including the design and delivery of the external evaluation.
- To facilitate the development of the wellbeing dataset.
- To address the issue of lack of access to wellbeing supports for children, young people and families in Moray.
- Line management responsibility for Network Co-ordinators (see fig 1 above).
- To undertake all relevant GIRFEC related responsibilities which link to this model and support the delivery of the Children's Services Plan.

#### 4. **SUMMARY OF IMPLICATIONS**

**(a) Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP))**

This report relates to the following priorities; 'Provide opportunities where young people can achieve their potential to be the best they can be' from the Corporate Plan, 'Improving the wellbeing of children, young people and families' from the Children's Services Plan (2020-23) and 'Building a better future for our children and young people in Moray' from the LOIP.

**(b) Policy and Legal**

No additional policy or legal implications follow from this report.

**(c) Financial implications**

The cost of the Project Manager post at grade 12 is £74,910 for the 18 month pilot period.

£272,000 additional general revenue grant was received in 2020/21 to support the mental health and wellbeing of children, young people and their families. The full amount has not been used and ECOD committee agreed to allocate £200,426 of this slippage to support this pilot. This includes funding for the Project Manager post.

**(d) Risk Implications**

If there is no project management resource in place there is a risk that the pilot will not be implemented and evaluated effectively.

The risks of not progressing the pilot are detailed below

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| Risks to children and families in Moray      | <ul style="list-style-type: none"> <li>• Existing unmet need escalates - existing needs cannot be adequately met with current resource.</li> <li>• Slow response time to emergent need further destabilises family and individual situations.</li> <li>• Slow response to need increases risk.</li> <li>• Inequity of access to resources and supports.</li> <li>• Complex systems are barriers to securing additional support and resources.</li> </ul>   |
| Risks to the children's services partnership | <ul style="list-style-type: none"> <li>• An un-coordinated, silo working approach to delivering and monitoring the Children's Services Plan emerges</li> <li>• Failure to shift resources on a partnership basis to early intervention.</li> <li>• Benefits of the responsive case management in the existing model is lost.</li> <li>• Case practice remains reactive rather than planned and responsive.</li> <li>• Delayed response to emerging intelligence</li> <li>• Areas of unmet need will not be identified in as timely a manner.</li> <li>• Scarce resources will continue to be allocated in the wrong place.</li> <li>• Maximising the potential for leveraging in additional funding based on need is lost</li> </ul> |
| Risks to single agencies                     | <ul style="list-style-type: none"> <li>• Single agency resource continues to fail to meet demand as it remains focused on high level /crisis management.</li> <li>• Burn out of staff.</li> <li>• Single agency priorities/ responsibilities are not met.</li> <li>• Increased demand on adult services as needs continue into adulthood.</li> </ul>   |

**(e) Staffing Implications**

It is proposed to create a temporary Project Manager post for an 18-month period.

**(f) Property**

None

**(g) Equalities/Socio Economic Impact**

None from this report. However, this proposed pilot project will help ensure the needs of children and families are addressed in a systematic and timely way. Gaps in provision and inequitable access to existing provision will be identified and addressed. Learning from the pilot will shape the delivery of equitable early intervention support in the longer term

**(h) Consultations**

The Depute Chief Executive (Education, Communities and Organisational Development), the Chief Officer, Health and Social Care Moray, the GIRFEC Leadership Group and Tracey Sutherland, Committee Services Officer have been consulted and their advice incorporated into this report. There were wider consultations on the report to the ECOD Committee.

**5. CONCLUSION**

- 5.1 The 18 month pilot of the streamlined locality planning system within Children's Services requires to commence at pace to enable the delivery of an effective and efficient integrated system of early intervention health and wellbeing support for children and families across Moray. This cannot be achieved without sufficient resource in place to coordinate the implementation of the pilot and to ensure that all GIRFEC related processes and practice requirements are met.**

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Background Papers: Ref: