



**REPORT TO: EDUCATION, CHILDREN'S AND LEISURE SERVICES
COMMITTEE ON 6 OCTOBER 2021**

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

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

1. REASON FOR REPORT

- 1.1 To seek agreement from the Committee on the proposed amendment for spend in relation to streamlined locality planning model across children's services in Moray.
- 1.2 This report is submitted to the Committee in terms of section III (D) (2) of the Council's Scheme of Administration in relation to the functions of the Council as a Social Work Authority.

2. RECOMMENDATION

- 2.1 **It is recommended that Committee notes the amendments to spend previously approved for the locality planning model at Education, Communities and Organisational Development Committee on 3 February 2021 (para 15 of the minute refers).**

3. BACKGROUND

Statutory responsibilities

- 3.1 Moray Council and NHS Grampian have a statutory duty to produce and implement a Children's Services Plan covering a three-year period and involving all children's and related services provided in Moray. The purpose of the plan is for services to work together to promote the wellbeing of children and ensure that any action to meet needs is taken at the earliest appropriate time and that, where appropriate, action is taken to prevent needs arising in the first place. Services should be as integrated as possible from the point of view of the child and family and constitute the best use of available resources.

- 3.2 Across Moray and other local authority areas locality planning is used to support integrated ways of working to better support children, young people and their families. The streamlined locality planning model provides an improved infrastructure to deliver an effective integrated system of early intervention health and wellbeing support for children and families.
- 3.3 The previously approved locality planning model, including the key functions of each group is outlined below (Fig 2).

Fig 2.



Resources agreed

- 3.4 It was agreed the locality planning model would be piloted over a period of 18 months.
- 3.5 At the Education, Communities and Organisational Development Committee on 3 February 2021 (para 15 of the minute refers) it was agreed to fund a Management Resource Grade 12 to oversee the development and implementation of this model. It is now proposed that a Wellbeing Improvement Officer Grade 10 post is recruited. They will undertake a more operational role and be line managed by the newly established GIRFEC Lead Officer post, which has a remit to ensure compliance with The Promise and GIRFEC across the partnership.
- 3.6 Savings which occur from the reduction in grade above will be utilised to purchase Outcome Star, an evidence based outcome measurement tool. This will allow the effectiveness of the model to be measured cross-partnership in a streamlined and consistent way. This evidence will inform improvements of the model throughout the life of the pilot, as well as providing a clear evidence base to inform future decision making. There is a further requirement to develop a family support database, enabling families and professionals to have clarity around what support is available to them across Moray in an easily accessible way.

3.7 Redistribution of funding is detailed below

Project Manager Grade 12	£112, 366 for 18 month pilot period	Improvement Officer Grade 10	£89,620 for 18 month pilot period
		Outcome star evaluation tool and central repository of supports	£22,746
Total	£112,366		£112,366

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**

There are no financial implications for this change.

(d) **Risk Implications**

There are no risks associated with the redistribution of funding, however the risks of not progressing with the implementation of this model are outlined below.

Risks to children and families in Moray	<ul style="list-style-type: none"> Existing unmet need escalates - existing needs cannot be adequately met with current resource. Slow response time to emergent need further destabilises family and individual situations. Slow response to need increases risk. Inequity of access to resources and supports. Complex systems are barriers to securing additional support and resources.
Risks to the children's services partnership	<ul style="list-style-type: none"> An un-coordinated, silo working approach to delivering and monitoring the Children's Services Plan emerges Failure to shift resources on a

	<p>partnership basis to early intervention.</p> <ul style="list-style-type: none"> • Benefits of the responsive case management in the existing model is lost. • Case practice remains reactive rather than planned and responsive. • Delayed response to emerging intelligence • Areas of unmet need will not be identified in as timely a manner. • Scarce resources will continue to be allocated in the wrong place. • Maximising the potential for leveraging in additional funding based on need is lost
Risks to single agencies	<ul style="list-style-type: none"> • Single agency resource continues to fail to meet demand as it remains focused on high level /crisis management. • Burn out of staff. • Single agency priorities/ responsibilities are not met. • Increased demand on adult services as needs continue into adulthood.

There are also risks in delivering the revised locality model across a partnership structure and these are also detailed below.

Risk	Mitigating Action Required
Senior Managers do not commit the required staff resource to fully engage in the various groupings which make up this model	<ul style="list-style-type: none"> • GLG have committed to prioritise resource to pilot this model of delivery (At their monthly meetings in both December 2020 and Jan 2021)
Lack of understanding of how the model operates and each participants' role and functions within it	<ul style="list-style-type: none"> • Robust induction process • Implementation of multi- agency communication and engagement strategy
Not being able to effectively measure impact	<ul style="list-style-type: none"> • Clear output and outcome reporting process in place • Independent external evaluation • Support from Regional QI Advisor
Insufficient resource allocated to support the pilot	<ul style="list-style-type: none"> • Current resource sustained • Additional resource sought

(e) Staffing Implications

The project management function will be undertaken by the existing grade 12 GIRFEC Lead Officer post supported by a grade 10 Wellbeing Improvement Officer.

(f) Property Issues

There are no property issues.

(g) Equalities/Socio Economic Impact

A multi-agency system to identify and address the wellbeing needs of all children and families experiencing distress will help ensure needs are identified and addressed in a systematic and timely way. Gaps in provision and inequitable access to existing provision will be identified and addressed.

(h) Consultations

Chief Officer Health and Social Care; Katrina McGillivray Senior Human Resources Adviser; Paul Connor, Principal Accountant; Legal Services Manager; Tracey Sutherland, Committee Services Officer, Joanne Shirriffs, Chair of Wellbeing Partnership Group and the Equal Opportunities Officer; have been consulted in the preparation of this report and are in agreement with the content relating to their areas of responsibility

5. CONCLUSION

5.1 The implementation of the 18 month pilot of the streamlined locality planning system within children's services will enable the delivery of an effective and efficient integrated system of early intervention health and wellbeing support for children and families across Moray.

5.2 The redistribution of the budget allows for greater added value. This includes the purchase of Outcome Star, an evidence based outcome measurement tool which can be utilised by all partners to consistently measure impact on the lives of children, young people and families.

5.3 In addition, the availability of a central repository of supports allows children and families to be aware of the supports available and how to access them. This resource would also assist professionals involved in the child's planning processes to be more aware of local services.

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Background Papers:
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