

REPORT TO: POLICY AND RESOURCES COMMITTEE - 26 SEPTEMBER 2011

REPORT ON: LOCALITY BASED MODEL OF INTEGRATED CHILDRENS SERVICES FOR GETTING IT RIGHT FOR EVERY CHILD IN DUNDEE

REPORT BY: DIRECTOR OF SOCIAL WORK

REPORT NO: 405 - 2011

1. **PURPOSE OF REPORT**

To seek agreement from the Policy and Resources Committee to develop, implement and evaluate a locality based model of Integrated Children's Services using the 'Getting It Right For Every Child' approach within the Lochee Community Planning Partnership area and thereafter roll the model out across the city

2. **RECOMMENDATIONS**

The Policy and Resources Committee is recommended to:

- I. approve the establishment of an integrated children's services 'Pathfinder' involving all agencies and practitioners in the development and delivery of services for pre-birth to children up to 5 years within the Lochee Community Planning Partnership area
- II. agree that in order to better coordinate structures and systems and deploy services we need to implement the 'getting it right for every child' approach through culture change, systems change, and service change across the field of pre-birth to 5 years

3. **FINANCIAL IMPLICATIONS**

There are no direct financial implications at this stage.

4. **BACKGROUND**

There has been a considerable amount of work in the lead up to, and following the establishment of Dundee's Integrated Children's Services System which was formally launched in November 2010.

There have been a number of key reports following the launch which have helped further clarify Dundee's approach to Integrated Children's Services and the most relevant for the context of this report are the Integrated Children's Services Conference Report 24 November 2010 (previously circulated to Members) and the annual report (314-2011) on the Integrated Children's Services Plan 2010/2012 which was presented to the DCC Policy and Resources Committee on 13 June 2011.

Those documents are core to the process as they clearly define Dundee's 'vision' for children, young people and their families and that vision is that:

"Children and young people will live in a loving family, a supportive local community and a caring society within a prosperous Dundee".

By the above vision statement we mean that:

- *every child, young person and family in Dundee matters*
- *every child and young person should be safe, healthy, active, nurtured, achieving, respected, responsible and included*
- *the lives of every child and young person should be viewed in the context of their families, local communities and society as a whole*
- *our work is aimed at empowering families, building on the strengths and expertise of parents and extended family members and supporting them to fulfil*

their vital and influential role in the development of Dundee's children and young people.

The vision needs to be backed by action and given the scale and nature of the task it has been agreed that it is entirely appropriate that we 'examine' our Integrated Children's Services approach within a 'manageable' target group and a setting such as a locality 'pathfinder'.

It has long been known that resources and interventions applied at an earlier stage will result in more positive outcomes. This applies across the life pathway for children and young people, but is more apparent within those youngest children ie from pre-birth to 5 years.

Proposal

We will adopt an integrated locality based approach targeting pre-birth to 5 years within the Lochee 'pathfinder' locality which would bring together locality based resources with the aim of better coordinating and deploying services where those services are most needed.

We will bring together all the pre-birth-5 related practitioners and agencies by co-locating and where more appropriate and cost effective through a virtual team approach.

We will apply the Dundee Hierarchy of Need (see Appendix A) within which all children at a point of need will have an entitlement to an assessment which identifies children's needs around being safe, healthy, achieving, nurtured, active, respected, responsible and included. This assessment could then lead on to a single Child's Plan to be coordinated by a Lead Professional.

We will use the early year's indicators as a means to aid self-evaluation and measure outcomes and impact on the child and family.

We will adapt and utilise existing locality based forums for accessing and delivering services ie Joint Action Teams etc. These teams both virtual and actual will be guided and assisted by local fora with knowledge of and access to the community and service users within ie Practitioners Forums, Local Community Planning Partnerships etc.

We will commission Dundee University to formally evaluate the pathfinder and make any necessary recommendations for future development and potential city wide roll out.

There is a considerable amount of work required to make the above happen and we intend to use the experience of the Child Protection Improvement Plan and apply this through the adoption of a Project Management approach.

The Project Management approach will require an infrastructure to support it including a Project Manager and Project Team consisting of those officers responsible for leading the relevant groups with responsibility for implementing the Integrated Children's Service approach and to that end we have developed a project brief (Appendix B) and are working up a project plan to carry this forward.

Location

Dundee has eight Local Community Planning Partnership areas and we believe that in order to robustly examine the potential of our locality based approach we should select one of those areas and develop, implement and evaluate the model. The experience and learning could then be disseminated and where appropriate rolled out across the city.

We have identified the Lochee Community Planning Partnership area as an appropriate site because Lochee itself is a natural hub with a distinct identity for much of the population in that part of the city.

The Local Community Planning Partnership Plan (2008/2011) has highlighted a strong sense of partnership and community spirit and the desire from the community to be more engaged in decision making. The community have also highlighted a number of priority areas which fit with our locality based approach, such as tackling health inequalities and addressing drug misuse issues. The community are also asking for better community facilities, which again fits with our approach

Lochee has a large number of families with children in the 0 to 5 group accessing services currently provided by NHS, Dundee City Council, the voluntary organisations and private sector.

Lochee has a range of services for children 0-5 in the area with a strong presence from NHS through their Community Nursing Staff and local Health Centre, a Social Work Children's Services Locality Team, 2 Family Support Teams, 8 primary schools 2 Nursery Schools, 3 voluntary sector baby and toddlers groups and a raft of other community based organisations including faith groups and private sector facilities such as nurseries.

There is identified space within the new Housing Office for co-location of staff and for that building to act as a 'hub' for activity across the community partnership area.

It is therefore with the above in mind that we are proposing that Lochee is the pathfinder are for developing Dundee's integrated approach to delivering services to children pre-birth to 5 years,

5. **POLICY IMPLICATIONS**

This Report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty and Risk Management. There are no major issues.

An equality impact assessment has been carried out and will be made available on the Council website <http://www.dundee.gov.uk/equanddiv/equimpact/>. There are no major issues.

6. **CONSULTATIONS**

The Chief Executive, Depute Chief Executive (Support Services) Director of Finance, Director of Education and Director of Housing.

7. **BACKGROUND PAPERS**

None

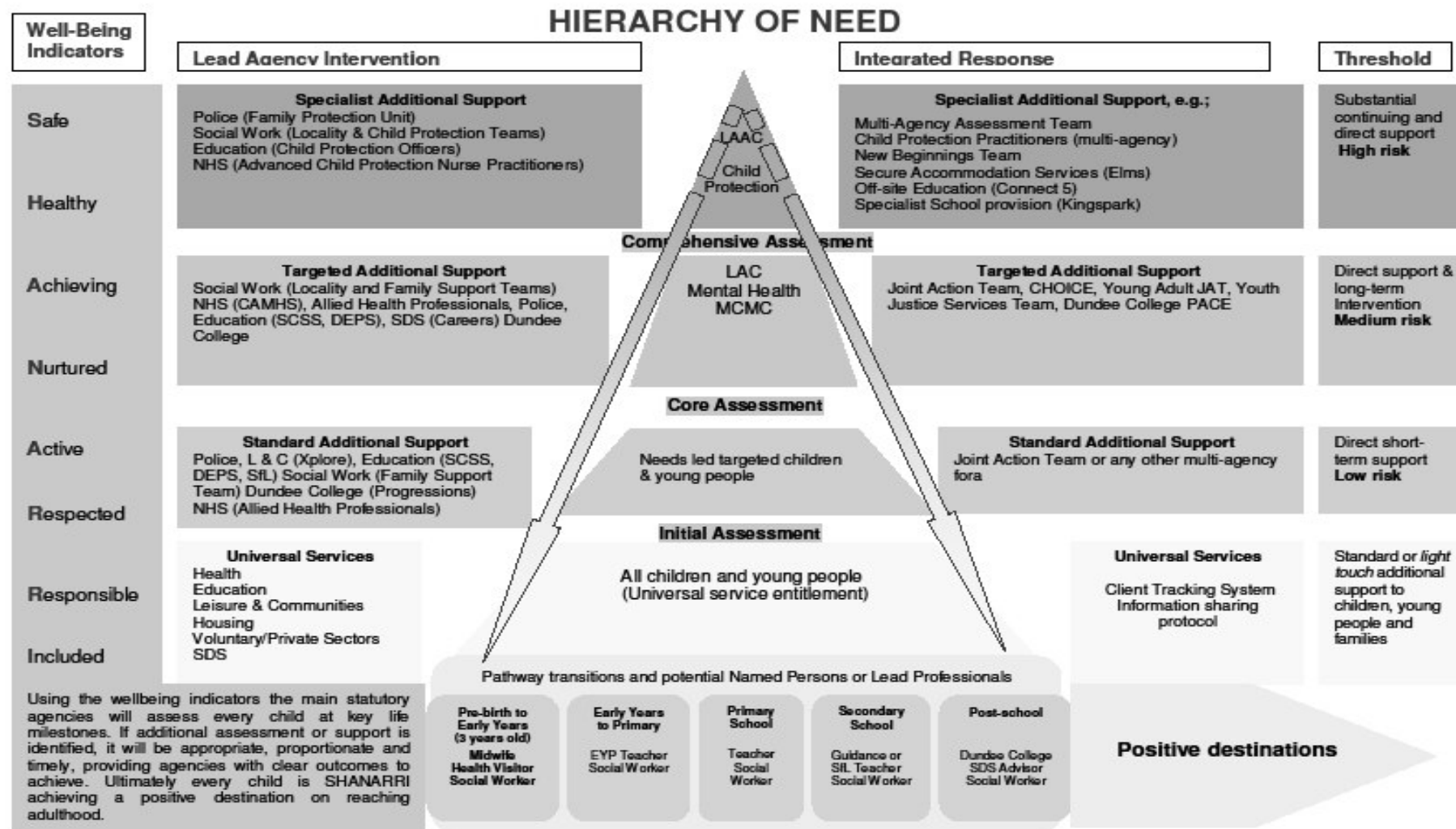
Alan Baird
Director Social Work

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16/09/2011

APPENDIX A

Dundee Integrated Children's Services System



APPENDIX B

INTEGRATED CHILDREN'S SERVICES

PROJECT BRIEF

Project Name	Lochee Ward (Lochee, Charleston, Menzieshill) 0-5 Pathfinder – Locality Based 'Whole System' Model of Integrated Children's Services using the Getting It Right For Every Child Methodology
Originator	Alan Baird/Integrated Children's Services Strategic Planning Group
Project Executive/Sponsor	Andrea Calder
Project Manager	Bert Sandeman
Project Assurance	Integrated Children's Services Strategic Planning Group

Revision History			
Version	Date	Summary of Changes	Author
0.1	26.07.11	First issue	Bert Sandeman
0.2	25.08.11	Aims and Objectives	Karen Gunn

Background
<p>Dundee's Integrated Children's Services Strategic Planning Group has agreed that Dundee's approach to 'getting it right' should start within the early years framework. A task group, led by the ICS Chair, subsequently developed the following locality based, pre birth to 5 years, whole system approach.</p> <p>Proposal</p> <p>It is proposed to test the implementation of "getting it right" for pre birth to 5 years and their parents and carers in the Lochee Ward area. This would look at better coordination and deployment of services and ensure that those services are directed towards where they are most needed in the local community.</p> <p>The pathfinder will:</p> <ul style="list-style-type: none">• Adopt the Dundee Hierarchy on Needs (appendix 1) system which will entitle all children at a point of need to a SHANARRI assessment. Where necessary this may lead to a single Child's Plan, co-ordinated by a Lead Professional.• Use the early year's indicators (appendix 2) as a means to aid self-evaluation and measure outcomes and the impact on the child and family.• Consider how all the 0-5 related practitioners, services and agencies can more effectively work together to improve synergy and reduce any duplication of effort.• Examine how existing locality based fora for planning and delivering services i.e. Joint Action Teams, Local Community Planning Partnership, Practitioners Fora, etc can contribute to the 'getting it right' approach. <p>The pathfinder will apply the experience of the Child Protection Improvement Plan and adopt a Project Management approach which will also include a Total Place study.</p>

Aims

To promote a coherent approach and develop services that meets the needs of children (0-5 years) and families in the Lochee Ward area.

To engage and empower children, families and communities so that they can secure outcomes for themselves.

To develop more effective collaboration between organisations and simplify and streamline service delivery.

Objectives :

1. To map the range of services currently delivered in the Lochee Ward area for the 0-5 years group and their families.
2. To identify effective and efficient models of service delivery across organisations in the Early Years sector.
3. To consider opportunities across agencies for joint working, planning and integration of services within the Lochee LCPP locality.
4. To develop a community engagement strategy to ensure families and the communities are engaged in developing local solutions.
5. To consider the impact of universal provision to deliver preventative and early intervention services.
6. To identify best practice to inform wider implementation of 'getting it right' across the city.

Project Scope :

To meet the above objectives and ensure that the project delivers a working solution the project scope will include:

- 1) all Early Years services provided in the Lochee Ward area
- 2) all children and their families in the area
- 3) all practitioners in the area
- 4) all community groups and voluntary sector provision in the area

Outline Deliverables and/or Outcomes :

1. Development of a co-ordinated locality model that will improve outcomes for children and families and that can be developed within other communities across Dundee.
2. Evaluation information that support the ICS Strategic Planning Group in changing systems, practice and culture within overall GIRFEC agenda.
3. Clearer understanding of how to deliver better services more efficiently.
4. Knowledge of how to build sustainable early years systems matched to the needs of local communities and available resources.
5. Shift in resources and change in working practices across all agencies in the area.
6. Understanding of the current implementation of the Early Years Framework in the Lochee Ward area.
7. Map of current financial and physical resources available to the Early Years sector in the area and an examination into the potential for sharing or re-investing resources.

Exclusions :**To be identified****Interfaces**

The project will, by necessity, align to systems, practices and procedures across the breadth of services and agencies currently operating in the area.

This includes;

- Collaboration with the local community through the Local Community Planning Partnership, Elected Members, local community and faith groups and individual service users.
- Coordination with other current and future developments such as the, Big Lottery Improving Futures proposal, Domestic Violence and Early Years initiative, New Beginnings Service, and the Early Years Action Initiative

Outline Business Case :

To design and implement a 'getting it right' approach in the Lochee Ward area for Early Years provision in line with the Early Years Framework (EYF).

The project will look at developing opportunities for joint working, planning and integration of services for 0-5 years and their families and identify a best practice model for wider implementation across the city.

The project will allow effectiveness of services to be examined by observing the journey of selected families within the Lochee Ward area. This will in turn determine if the provision of services can be improved and be made more efficient.

The project will ensure that there is an effective communications strategy established to involve all key stakeholders throughout the project.

The project will also develop outcomes which will allow services and strategic groups to measure the impact of this work.

Stakeholders :

Name or Interest Group	Agency
ICS Strategic Planning Group	Multi-agency
Early Years Framework Steering Group	Multi-agency
Lochee Community Planning Partnership	

Project Organisation :		
Role	Name	Agency
Project Board	<p>The Project Board is responsible to corporate or programme management for the overall direction and management of the project and has responsibility and authority for the project within the remit (the Project Mandate) set by corporate or programme management.</p> <p>The Project Board is the project's 'voice' to the outside world and is responsible for any publicity or other dissemination of information about the project.</p>	Multi-agency representatives from across Children's Services with a presence in the test site locality
Project Executive/Sponsor	<p>Andrea Calder</p> <p>The Executive is ultimately responsible for the project, supported by the Senior User and Senior Supplier. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering a product that will achieve the projected benefits. The Executive has to ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of business, user and supplier.</p>	Corporate Improvement Manager
Project Manager	<p>Bert Sandeman</p> <p>The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the board</p>	Integrated Children's Services Manager
Senior User	Responsible for the specification of the needs of all those who will use the final product(s), for user liaison with the project team and for monitoring that the solution will meet those needs	Local Community Planning Partnership
Senior Supplier	Represents the interests of those designing, developing, facilitating, procuring, implementing and possibly operating and maintaining the project products.	Early Years Framework Steering Group
Project Assurance	Assurance covers all interests of the project, including business, user and supplier. Project Assurance has to be independent of the Project Manager; therefore the Project Board cannot delegate any of its assurance responsibilities to the Project Manager.	Integrated Children's Services Strategic Planning Group

Quality Expectations :
<p>Improved service provision to children and their families - feedback mechanisms to be established and outcomes to be developed which will allow services and strategic groups to measure the impact of this work. The data gathered will allow partners to challenge their current working practices.</p> <p>It may not be possible to replicate the ICS Strategic Planning Group Early Years model across all the localities due to the 'local' nature of the model however the project will focus on best practice areas being transferred to other localities.</p> <p>The project team will take a flexible approach to allow findings to be implemented.</p>

Known Risks :

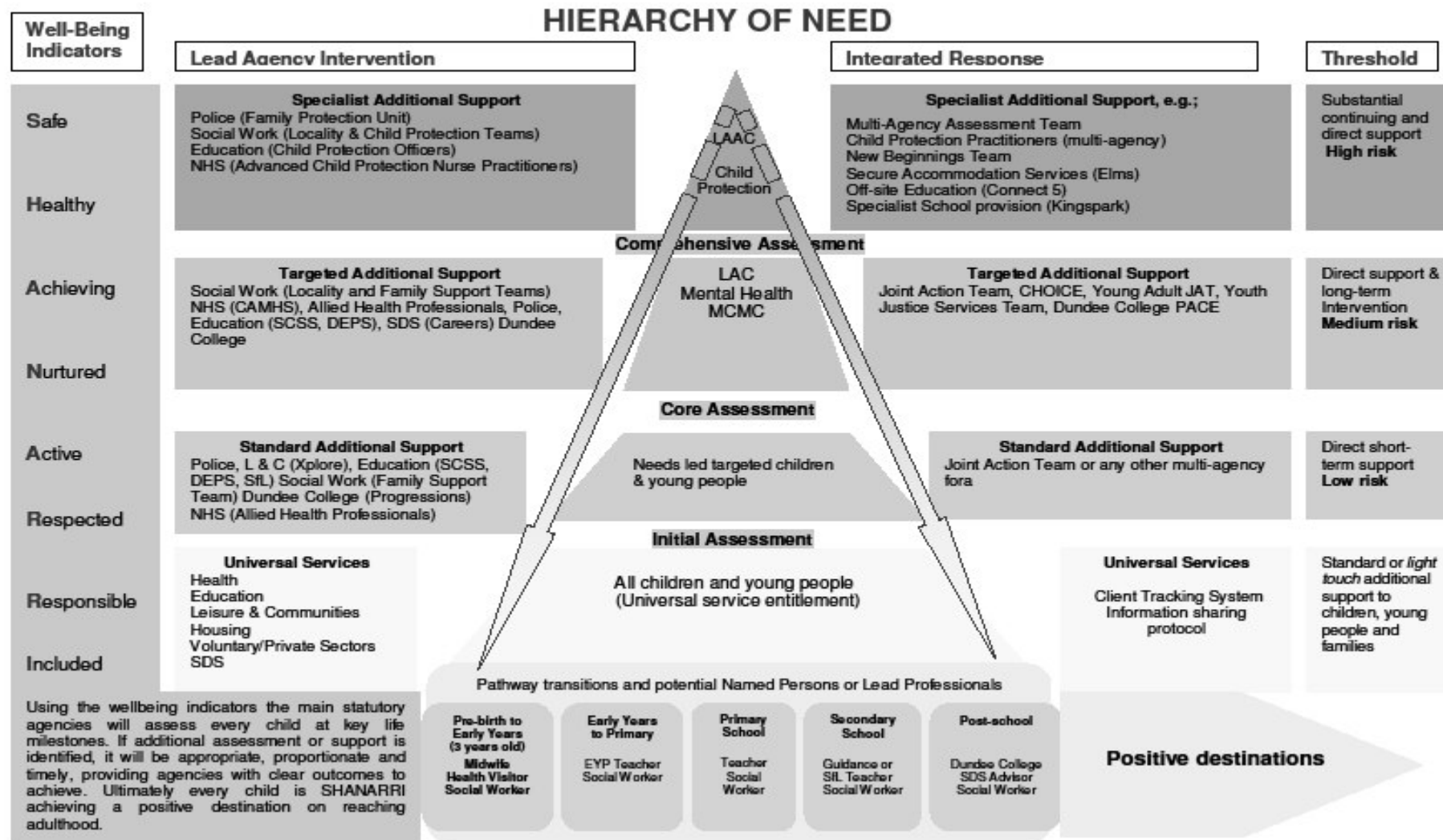
The project requires significant time and dedicated support to progress.
In the current time of austerity different agencies may experience difficulties in signing up to the project at all times. It is vital therefore that there is strategic buy-in from the ICS Strategic Planning Group, Community Health Partnership and Local Community Planning Partnership.

Outline Project Plan :

Project Stage	Description	Start Date	
Stage 1	Start up	July/Aug 2011	
Stage 2	Development	Sept/Oct 2011	
Stage 3	Implementation	Jan 2012	
Stage 4	Evaluation	Dec 2012	
Stage 5	Roll-out	July 2013	

APPENDIX 1

Dundee Integrated Children's Services System



APPENDIX 2

EARLY YEARS INDICATORS

All the indicators below are taken from the Nation menu of indicators with the exception of low weight in Primary 1

We have also reduced the age gap for referrals to the reporter from 8 years to 5 years

1. Number of children being looked after in LCPP
2. % of babies with a low birth weight (both full term and premature).
3. % of babies exclusively breastfed 6 - 8 weeks
4. % of children living in households that are dependent on out of work benefits OR child tax credit (proxy indicator for poverty)
5. % of obese children in Primary 1
6. % of low weight children in Primary 1
7. % of mothers experiencing post natal depression within the first 3 months after giving birth
8. Achievement in literacy and numeracy by P3/P4
9. % of parents who rate a range of play activities as "very important"
10. % of children eligible, who are registered for the ante-pre-school or pre-school year of pre-school education
11. Prevalence rate of Children Affected by Parental Substance Misuse (CAPSM)
12. Teenage pregnancy rate (*pregnancies among under 16 year olds (3 year average per 1000 relevant population)*)
13. % of children with dental decay in P1 (*% of children with dental decay in P1*)
14. Children (pre birth to 5) referred to reporter in on care and protection grounds
15. Number of children on the Child Protection Register in the LCPP