

ITEM No ...4.....

REPORT TO: CHILDREN AND FAMILIES SERVICES COMMITTEE –
24 JUNE 2019

REPORT ON: HUNTER FOUNDATION AND BBC CHILDREN IN NEED

REPORT BY: EXECUTIVE DIRECTOR, CHILDREN AND FAMILIES SERVICE

REPORT NO: 227-2019

1.0 PURPOSE OF REPORT

1.1 Reference is made to Article III of the Minute of the Meeting of the Children and Families Services Committee held on 14 May 2018 (report no. 156-2018 refers), where the committee agreed to provide a 12 month update on work with the Hunter Foundation and BBC Children in Need in relation to children and young people considered to be on the edges of care. As outlined in the last report, it also provides an update on developments relating to a number of aligned initiatives which are being progressed as part of an ambitious Getting It Right for Every Child (GIRFEC) Improvement Programme designed to improve the early identification of family problems and related support in order to prevent matters from escalating.

2.0 RECOMMENDATIONS

It is recommended that Committee:

- 2.1 Note progress made in the last 12 months in building the necessary infrastructure and capacity to support improved outcomes for all children and young people;
- 2.2 Instruct the Executive Director of Children and Families to provide a further update no later than 2 years in 2021, when additional funding for the project is due to end.

3.0 FINANCIAL IMPLICATIONS

3.1 It was noted in the last report that the Hunter Foundation and BBC Children in Need jointly committed to providing up to £1,000,000 inward investment to the city from 2018 to 2021. The purpose of this funding was to provide additional capacity to improve approaches towards children and young people on the edges of care. There are no additional costs to the Council and aligned initiatives under the GIRFEC Improvement Programme were and continue to be progressed through existing resources. Details on how the programme will be sustained are outlined in the body of this report.

4.0 BACKGROUND

4.1 GIRFEC

The national GIRFEC policy promotes a holistic understanding of the health and wellbeing needs of children, young people and families. It encourages a shared partnership focus on jointly identifying problems early to prevent them from escalating; involving children, young people and families in decision making on issues which affect their lives; and delivering services that are integrated, meaningful from their perspective and promote positive outcomes. The roles of both universal and targeted services in assessing concerns, developing plans, engaging with families and coordinating support are therefore central to the approach.

HUNTER FOUNDATION AND BBC CHILDREN IN NEED

- 4.2 The Hunter Foundation works collaboratively with the Scottish Government and other partners by injecting risk capital and developing 'self-sustaining interventions that can solve intractable problems'. It seeks to jointly pilot, independently evaluate and replicate innovation in education, opportunity for all and poverty reduction. Similarly, BBC Children in Need award specific grants to organisations which support disadvantaged children and young people with a view to helping them prevent or overcome associated barriers in their lives.
- 4.3 Together, the Hunter Foundation and BBC Children in Need aim to work with organisations where they have identified a demonstrable leadership commitment and capacity to promote systemic change as opposed to developing isolated or short-term projects which only improve pockets of practice or end when time limited funding ceases. In addition to financial support, capacity building extends to them providing leadership and technical expertise and supporting organisations to make links with partners that have been involved in innovative and successful outcome focused work.

5.0 DEVELOPMENTS

- 5.1 Over the last 12 months, work on the GIRFEC Improvement Programme has involved the further development of all aligned initiatives and some additional work-streams designed to strengthen the overall approach. The edges of care work has been re-branded as 'What Matters to You' to avoid stigmatisation, promote a strengths based approach and reflect the methodology being adopted. To this end, a dedicated Project Coordinator and a Learning Partner have been recruited and are presently working with partners to identify and consult with children, young people and their parents/carers on the type of support they consider would have and still could make a positive difference to their lives.

To facilitate this engagement, Columba 1400 will run value-based Young Person's Leadership Academies (YPLAs) and community based parent leadership sessions. Building on the successful attendance of local Head Teachers at the Columba 1400 Head Teacher Leadership Academies (HTLA's), further HTLA's will be extended to other partners. There will be an alignment between the work with young people, their parents/carers and relevant leaders. In this way, the programme is offering all young people and those who are in their lives an opportunity to jointly understand the nature and extent of barriers to progress and to design and deliver shared responses.

In parallel with this work, a comprehensive process of service mapping is also underway with a range of partners, including the Children and Families Service, Health and Social Care, Neighbourhood Services, Leisure and Communities, NHS Tayside, Discover Opportunities, the Champions Board, Third Sector and national and local charity groups operating in the city. It is anticipated that this will be completed by summer 2019 and that the outcomes will inform the extent to which local services may need to be re-targeted and/or whether and in what form additional capacity, including from Hunter Foundation and BBC Children in Need funding, may be required.

On a day-to-day basis, the Learning Partner will work with services and those receiving support to help to continually evaluate impact and share learning that will help to inform and adapt interventions. This is being complimented by work being carried out by Datalab, which seeks to make more effective use of universally collected child health and education data to better understand the factors that impact on children's wellbeing, development and outcomes and to assess the longitudinal impacts of investing in earlier child and family interventions. As part of the wider GIRFEC Improvement Programme within which these developments sit, updates on aligned work includes:

- **Timeous access to relevant Third Sector support** – the Council and NHS Tayside are working with the Third Sector to develop and test a Fast Online Referral Tracking (FORT) system, which triages referrals on children, young people and families who require some additional support to the most relevant service and monitors outcomes. This system already operates in some other Local Authority areas and a local platform is being developed with testing due to begin in Lochee in summer 2019. A dedicated Barnardo's and Action for Children coordinator is now leading on this work, in partnership with other services.
- **Addressing Neglect and Enhancing Wellbeing (ANEW) Programme** – with support from the Centre for Excellence for Looked After Children (CELCIS), this work continues to focus as a test of change on building the capacity, confidence and competence of Health Visitors and Head Teachers to better identify and assess children with additional support needs who are attending a nursery class and one of 3 Lochee Primary Schools. In the last 12 months, work has focused on developing good practice guides, buddies and improved Team Around the Child processes. Consequently, children and their parents/carers are now:
 1. Invited to meetings by a personal phone call from a familiar Health Visitor or school based staff member rather than a formal letter from someone they do not know
 2. Offered a buddy to provide support before, during and after meetings, rather than automatically being expected to attend the meeting or speak at the meeting on their own behalf
 3. The central focus of meetings which involve solution focused conversations where they are listened to, their strengths are acknowledged and barriers are jointly explored and understood
 4. Fully involved in the formulation and writing of an action plan in these meetings, which families take away with them rather than receiving a formal minute

This work is also being evaluated and initial indications are that it is both reducing bureaucracy to give Lead Professionals the time to provide more effective supports and increasing the meaningful engagement of children and families. Other Head Teachers have already been involved in discussions about the work and have expressed a strong interest in it being extended to their schools. This scaling will be informed by evaluation of its impact and in the next stage, the programme will be mapping the number and nature of early concerns, including referrals to the Multi-Agency Screening Hub (MASH) and Social Work, as well as testing tools to help more fully understand the difference it can make. Measures will include levels of engagement, school attendance and health and wellbeing indicators.

- **Joint work on cross-cutting priorities** – following agreement with the Health and Wellbeing Executive Board on 3 shared priorities of substance misuse, mental health and healthy weight, a range of work is being progressed at regional, city-wide and locality levels. Over the last 12 months, this includes the development of Tayside Substance Misuse, Mental Health, Healthy Weight and Parenting Strategies, each of which will be finalised with implementation plans for approval in autumn 2019.

More immediate examples of joint approaches includes the secondment of Tayside NHS Substance Misuse Nurses to Children and Families Service Social Work Locality Teams; joint work with Child and Adolescent Mental Health Service (CAMHS) relating to young people at risk of secure care; and the Daily 15 in schools. With an emphasis on whole family approaches and best value, the Council and Health and Social Care Partnership will also be exploring joint commissioning opportunities in the second half of 2019.

- **Additional initiatives** – over the last 12 months, additional initiatives have included the Transforming Protecting People Programme (TPPP), which aims to improve practice in relation to carrying out assessments and using chronologies in Adult Support and Protection and Children’s Services. Presently, the work involves 2 teams testing approaches with a view to scaling them to other teams. This is being carried out alongside a programme of improvement specifically within Children’s Services Social Work on Child’s Plans, Chronologies and Advocacy.

5.2 As outlined in the previous report, Lochee was selected as a test site for the GIRFEC Improvement Programme due to the high levels of deprivation in the area, the foundations established by the previous pathfinder, the work of CELCIS with 3 of its 6 primary schools, the motivation of the other 3 Head Teachers to become involved and because it is a distinct Health and Social Care locality area. Going forwards, the evaluation of each aspect of the programme will inform exactly how it is scaled and sustained but based on positive developments over the last 12 months it remains likely that this will involve a combination of:

- Work with Columba 1400 to build partnership leadership capacity and commitment to the whole systems, total place ‘what matters to you’ approach
- Work with the city-wide Head Teacher leadership group to cross-fertilise and cascade the ANEW model into other schools
- Work to rationalise Third Sector commissioned services and ensure a consistent best value focus on key priorities
- Work to extend the operation of the FORT system to all locality areas once it is tested and any practice or functionality issues are addressed

5.3 In general terms, each strand of the GIRFEC Improvement Programme is designed to sit alongside and complement other work being carried out across the city such as the expansion of Early Learning and Childcare services from 600 to 1140 hours, the targeted use of Pupil Equity Funding and our Corporate Parenting Strategy for Looked After Children and Care Leavers. We are aiming to make best use of all available resources to systematically provide early, individualised and proportionate support which prevents problems from escalating further, keeps children and young people safe and healthy and enables them all to realise their full potential.

6.0 POLICY IMPLICATIONS

6.1 This Report has been subject to an assessment of any impact on equality and diversity, fairness and poverty, environment and corporate risk. There are no major issues.

7.0 CONSULTATIONS

7.1 The Council Management Team have been consulted in the preparation of this report.

8.0 BACKGROUND PAPERS

8.1 None.

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