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**REPORT TO: CHILDREN AND YOUNG PEOPLE'S SERVICE COMMITTEE ON  
23 AUGUST 2017**

**SUBJECT: UPDATE ON JOINT CHILDREN'S SERVICES INSPECTION**

**BY: CORPORATE DIRECTOR (EDUCATION AND SOCIAL CARE)**

**1. REASON FOR REPORT**

- 1.1 To inform the Committee of action taken in response to the joint inspection of services for children and young people in Moray published in February 2017.
- 1.2 This report is submitted to Committee in terms of Section III, D (2) of the Council's Scheme of Administration relating to exercising the functions of the Council as Social Work Authority.

**2. RECOMMENDATION**

- 2.1 **It is recommended that Committee scrutinises and notes the contents of this report and the action taken in respect of governance arrangements to date to address the issues highlighted by the inspection.**

**3. BACKGROUND**

- 3.1 A joint inspection of services for children and young people in Moray under the auspices of Moray's Community Planning partners was carried out between August and November 2016, led by the Care Inspectorate with input from other inspection agencies. The report can be accessed from the following link:  
<http://www.careinspectorate.com/images/documents/3689/Moray%20services%20for%20children%20and%20young%20people%20joint%20inspection%20report%20February%202017.pdf>
- 3.2 The report submitted to Moray Council by Chief Officers on 16 March 2017 (paragraph 2 of the minute refers) outlined the initial immediate actions taken following feedback from the Care Inspectorate and on receipt of their report. The accompanying Improvement Plan outlined a number of actions to be taken in respect of clarifying the governance arrangements for Children's Services in Moray.
- 3.3 As a result of implementing the initial stages of the Improvement Plan the number of strategic groups has been reduced, the membership, function and roles and responsibilities of Chairs and members of the groups have been agreed as per **APPENDIX 1**. This new structure replaces any previous

governance structures for Children's Services in Moray and has been agreed by the Community Planning Partnership and Moray Chief Officers Group.

- 3.4 In addition to this, three key improvement priorities have been identified and a strategic improvement plan has been developed to ensure absolute focus on these areas. This plan is attached at **APPENDIX 2**.
- 3.5 Moray Chief Officers Group have also overseen the development of Moray Children's Services Plan 2017 – 2020 which can be accessed from the following link:  
<http://www.moray.gov.uk/downloads/file112627.pdf>

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

**(a) Moray 2026: A Plan for the Future and Moray Corporate Plan 2015 - 2017**

This report is in line with Moray 2026 Plan – Ambitious and confident young people and Council priority 3 – More of our children have a better start in life and are ready to succeed.

**(b) Policy and Legal**

This report outlines how the Council is responding to the outcome of the joint inspection of services for children and young people in Moray.

The Children and Young People (Scotland) Act 2014 requires Moray Council and NHS Grampian to produce a joint children's services plan.

**(c) Financial implications**

Given the capacity issues in all partner organisations and the improvement agenda required, there may be additional resources required. The scope of this is unknown at present.

**(d) Risk Implications**

Whilst the single most important fact is that the inspection found that no children were at risk, there can be no complacency about the findings. Significant improvements are required to improve the approaches to collaborative working in terms of public confidence in services and of outcomes for children, young people and families.

**(e) Staffing Implications**

Staff are working at and beyond capacity and there are significant staff shortages in some areas of children's services which has an impact on staff workload and morale. There is a risk that failure to recruit staff in certain key areas will continue to have an adverse impact on performance in services. Current workload allocations have been looked at, this is the subject of a separate report on this Committee's agenda.

**(f) Property**

There are no direct property implications associated with this report.

**(g) Equalities**

The inspection report requires partners to continue and improve the collective focus on specific groups of children and young people, including those who are looked after, Lesbian, Gay, Bi-sexual and Transgender, young carers and those who live in rural areas.

**(h) Consultations**

Senior Officers within Education and Social Care, Katrina McGillivray, Senior Human Resources Adviser, Deborah Brands, Principal Accountant, the Legal Services Manager (Litigation & Licensing), the Business Continuity Officer, the Equal Opportunities Officer and the Democratic Services Manager 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 This report outlines the new governance arrangements put in place in the wake of the joint inspection of services for children and young people in Moray, informs Committee of the three strategic improvement priorities and provides the link for the Moray Children's Services Plan 2017 – 2020.**

Author of Report: Susan Maclaren

Background Papers:

Ref:

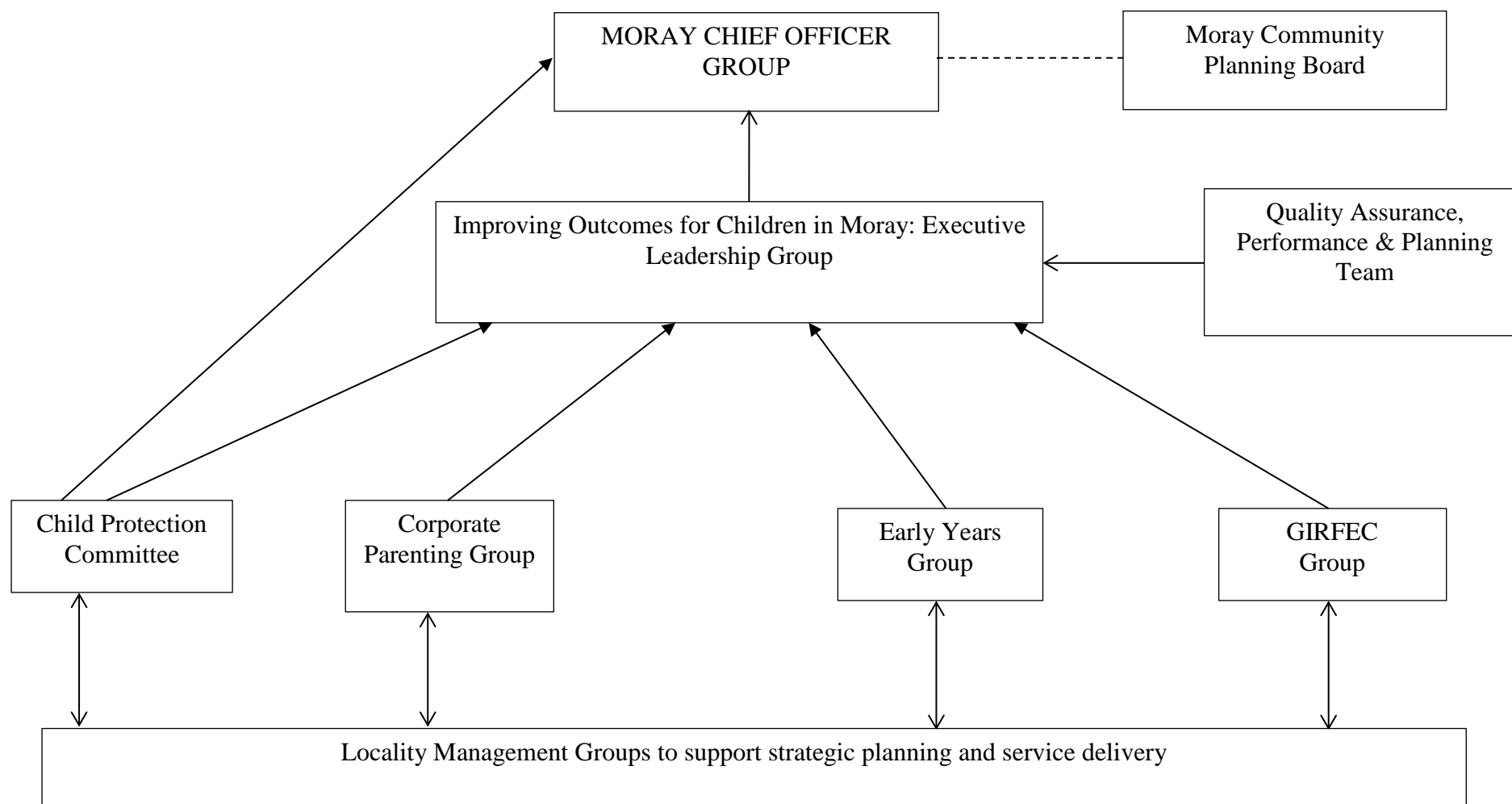
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**APPENDIX 1**

**MORAY CHILDREN'S SERVICES GOVERNANCE STRUCTURE**

**MORAY CHILDREN'S SERVICES GOVERNANCE STRUCTURE**



**Introduction**

This document aims to strengthen the governance, leadership and accountability arrangements for integrated children's services within the Moray area among relevant community planning partners. These groups will be central to ensuring we can demonstrate measurable improvements in outcomes for children, young people and their families.

**Role of the Chairperson**

The Chairperson of each group will be expected to;

- Work closely with the Executive Leadership, reporting regularly on performance, progress and barriers to improvement
- Exercise delegated authority from the Executive Leadership Group to progress the work of the groups
- Set agendas for meetings and ensure all partners are appropriately represented
- Ensure the group works to their agreed remit
- Clearly directs the work of the group
- Ensure all partners have the opportunity to contribute effectively to the work of the group

**Role of group members**

Regular attendance is required by all group members and substitutes can be sent as appropriate and this should be agreed by each individual group. As far as possible people should not sit on more than two groups. All members of groups are expected to;

- Be an active participant of the group
- Represent the views of their services from both a strategic and operational perspective
- Agree and adhere to the remit of the group
- Be prepared to undertake pieces of work as directed by the group
- Carry the authority to make decisions on behalf of their service/organisation as appropriate
- Be willing and able to make changes to achieve shared goals
- Take responsibility and implement decisions taken by the group
- Feedback to their own organisation/service
- Respect and listen to the views of all members

**Sub groups**

The groups below are, able to set up any sub-group or working group with additional members as required to deliver their strategic plans. However, the following factors should be taken into account;

- There should be a clear focus and work plan for each sub group
- Where possible sub groups should be time limited
- Sub groups should not be used as an opportunity for officers to be involved in more than two strategic groups, unless their involvement is required and will add benefit.
- Where group chairs identify a cross cutting issue which affects all groups a sub group should be considered, however when establishing such a group there should be clarity of purpose, membership and governance which will be communicated to the ELG.

**Moray Children's Services Groups: Remits and membership**

<b>Group:</b>	Moray Chief Officers' Group (MCOG)
<b>Reports to:</b>	Moray Community Planning Partnership Board NHS Grampian Police Scotland Moray Council
<b>Areas of accountability/responsibility:</b>	<ul style="list-style-type: none"> <li>• To deliver the vision that Moray should be the best place in Scotland in which to grow up</li> <li>• To provide clear direction and priorities for children's services in Moray</li> <li>• To oversee the commissioning of all child and adult protection services</li> <li>• To promote a culture of quality assurance and self-assessment</li> <li>• To ensure a corporate approach to child and adult protection</li> <li>• To have strategic responsibility for the Child and Adult Protection Committees</li> <li>• To promote effective collaborative working in relation to all Child and Adult Protection Services</li> <li>• To maintain oversight, scrutiny and governance in all areas of public protection</li> <li>• To implement a comprehensive communications strategy to promote community, public and staff confidence and reassurance</li> </ul>
<b>Membership:</b>	Director of Public Health, NHS Grampian – Chair Chief Executive, NHS Grampian Chief Executive, Moray Council Divisional Commander, Police Scotland (Superintendent as substitute) Chief Executive, tsiMORAY  Senior Officers from partner agencies will be in attendance to support MCOG
<b>Meeting frequency:</b>	Monthly



- The main focus of MCOG in early 2017 is to oversee improvements in integrated children's services further to the 2016 joint inspection. By September 2017, MCOG will have further developed to ensure it holds a wider remit for public protection in Moray

**Moray Children's Services Groups: Remits and membership**

<b>Group:</b>	Executive Leadership Group
<b>Reports to:</b>	Moray Chief Officers' Group
<b>Areas of accountability/responsibility:</b>	<ul style="list-style-type: none"> <li>To lead, develop and drive forward the joint services agenda for children, young people and families in Moray</li> <li>To promote and lead the shared vision for children and young people in Moray through the implementation of the Children's Services Plan</li> <li>To promote effective and meaningful communication and engagement at all levels and with all stakeholders and partners</li> <li>To set and monitor budgets for integrated working</li> <li>To provide sound governance and performance management arrangements at a local level</li> <li>To oversee the implementation of the Children and Young People (Scotland) Act 2014 and the effective delivery of the Children's Services Plan</li> <li>To lead shared planning and joint self-evaluation of services</li> <li>To provide strategic direction to and oversight of working groups and to remit specific pieces of work to these groups as required</li> <li>To promote solution oriented approaches to integrated working at all levels</li> </ul>
<b>Membership:</b>	<p>Corporate Director (Education and Social Care, Moray Council – Joint Chair  Chief Officer (Health and Social Care Integration) – Joint Chair  Head of Integrated Children's Services, Moray Council  Chief Social Work Officer , Moray Council  Head of Service, Moray Health and Social Care Partnership  Head of Schools and Curriculum Development, Moray Council  Superintendent, Police Scotland (Chief Inspector as substitute)  Representative for tsiMoray</p>
<b>Meeting frequency:</b>	Weekly

**Moray Children's Services Groups: Remits and membership**

<b>Group:</b>	Quality Assurance, Performance and Planning Team
<b>Reports to:</b>	Executive Leadership Group
<b>Areas of accountability/responsibility:</b>	<ul style="list-style-type: none"> <li>• To support and monitor the effective delivery of the Children's Services Plan</li> <li>• To further develop the Profile of Moray's Children in order to inform future strategic needs assessments</li> <li>• To develop appropriate routine procedures for joint self-evaluation of all integrated services and for future planning requirements</li> <li>• To maintain a robust joint planning and quality assurance/self-evaluation calendar for children's services in Moray</li> <li>• To develop an improvement agenda based on relevant frameworks for evaluating services for children and young people and ensure an overview of relevant improvement methodology programmes such as CYPIC etc.</li> <li>• To provide regular performance reports to the Executive Leadership Group and the Chief Officers' Group</li> <li>• To support working groups with planning, joint self-evaluation and continuous improvement and performance reporting</li> <li>• To maintain an overview of local and national reports and inspections and advise on implications for services in Moray</li> </ul>
<b>Proposed Membership (still under consideration):</b>	<p>Team Manager (tbc)</p> <p>Continuous Improvement Officer, Moray Council</p> <p>Quality Improvement Officer, Moray Council - need to add how many days/what the commitment is</p> <p>Partnership Officer (GIRFEC), Moray Council</p> <p>Performance and Evaluation Support Officer, Moray Council</p> <p>Detective Sergeant, Police Scotland – again what will this look like</p>
<b>Meeting frequency:</b>	Monthly

**Moray Children's Services Groups: Remits and membership**

<b>Group:</b>	Child Protection Committee
<b>Reports to:</b>	Executive Leadership Group Moray Chief Officers' Group
<b>Areas of accountability/responsibility:</b>	<ul style="list-style-type: none"> <li>• To carry out the roles and responsibilities as outlined in the part 2 of the national guidance for Child Protection Committees.</li> <li>• To exercise the three core functions of providing public information, securing continuous improvement and strategic planning in relation to child protection.</li> <li>• To provide the Chief Officers' Group (COG) with regular reports on the performance of local inter-agency child protection services.</li> <li>• To provide challenge to members with a view to ensuring good outcomes for children.</li> </ul>
<b>Membership:</b>	tbc – Chair Head of Integrated Children's Services, Moray Council / Chief Social Work Officer Head of Schools and Curriculum Development Head of Housing Head of Service, MHSCP Councillors (x3) Detective Chief Inspector, Police Scotland NHS Grampian (Moray representative) tsiMoray representative Scottish Children's Reporter representative Armed Forces representative
<b>Meeting frequency:</b>	Quarterly

**Moray Children's Services Groups: Remits and membership**

<b>Group:</b>	Corporate Parenting Group
<b>Reports to:</b>	Executive Leadership Group
<b>Areas of accountability/responsibility:</b>	<ul style="list-style-type: none"> <li>• To lead the implementation of Moray's Corporate Parenting Strategy</li> <li>• To ensure Moray is fully undertaking its duties with regards the Children and Young People (Scotland) Act 2014 with regards those in care and care leavers</li> <li>• To provide support and guidance as required to all corporate parents</li> <li>• To ensure Moray meets its corporate parenting duties</li> <li>• To engage fully with care experienced young people in Moray to ensure we are continuously seeking to improve our approaches to corporate parenting</li> <li>• To oversee arrangements for transitions to life beyond care for young people including ensuring future housing, employment and educational needs are fully supported as well as their health and wellbeing needs</li> <li>• To ensure a strong relationship with Moray Champions Board</li> </ul>
<b>Membership:</b>	<p>Corporate Parenting and Commissioning Manager – Chair  Housing Services Manager  Service Manager - Children and Young People, NHS Grampian  Local Inspector, Police Scotland  Continuing Support Services Manager  Adult Services Manager  Quality Improvement Officer  tsiMORAY</p>
<b>Meeting frequency:</b>	Six weekly

**Moray Children's Services Groups: Remits and membership**

<b>Group:</b>	Early Years Group
<b>Reports to:</b>	Executive Leadership Group
<b>Areas of accountability/responsibility:</b>	<ul style="list-style-type: none"> <li>• To lead the delivery of the outcomes in the Moray Early Years Strategy</li> <li>• To lead Moray's involvement in the Children and Young People's Improvement Collaborative and to locally develop the stretch aims of the programme</li> <li>• To promote joint services which support parents and to oversee the development of strategic approaches to parenting support within Moray</li> <li>• To ensure partners are kept up to date with the plans for early learning and childcare expansion within Moray and the potential implications of this for further partnership working</li> </ul>
<b>Membership:</b>	Health and Wellbeing Lead and Programme Manager CYPIC – Chair Quality Improvement Officer ICS Strategy Manager Corporate Parenting and Commissioning Manager Principal Librarian ELCC Expansion Manager tsiMORAY
<b>Meeting frequency:</b>	Six weekly

**Moray Children's Services Groups: Remits and membership**

<b>Group:</b>	GIRFEC Group
<b>Reports to:</b>	Executive Leadership Group
<b>Areas of accountability/responsibility:</b>	<ul style="list-style-type: none"> <li>• To develop consistent approaches to GIRFEC across all agencies and partners in Moray, including culture, processes and procedures at a local level</li> <li>• To promote joint training for staff working with children and young people</li> <li>• To provide leadership and direction to Locality Management Groups (LMGs) in relation to local implementation of GIRFEC</li> <li>• To provide oversight to the work of LMGs and report on progress and performance at a local level to the Executive Leadership Group</li> <li>• To work closely with the Quality Assurance, Performance and Planning Team to ensure rigorous joint self-evaluation is embedded in culture and practice at strategic and local levels</li> <li>• To constantly review and update as required all Moray GIRFEC guidance, paperwork and procedures in light of national and local changes</li> <li>• To support local networks of practice in relation to GIRFEC</li> </ul>
<b>Membership:</b>	Quality Improvement Officer – Chair Partnership Officer (GIRFEC) Children's Wellbeing Manager Housing Services Manager Service Manager, Adult Services Primary Head Teacher Secondary Head Teacher Service Manager - Children and Young People, NHS Grampian tsiMORAY
<b>Meeting frequency:</b>	Six weekly



# Moray CPP Strategic Improvement Plan

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2017 - 2018

Following the recent joint inspection of Moray's Community Planning Partnership's children's services, 6 areas for improvement were identified by the Care Inspectorate, as highlighted below.

1	Improve standards of operational practice, by setting clear expectations for staff and strengthening approaches to quality assurance and staff supervision.
2	Improve initial risk assessment of, and response to, vulnerable children and young people at risk of, or experiencing neglectful parenting, or cumulative harm.
3	Strengthen collective vision and collaborative leadership, to direct the delivery of integrated children's services. It should be underpinned by a strategic needs assessment and robust performance information and demonstrate measurable improvements in outcomes for children, young people and families.
4	Strengthen the governance, leadership and accountability of the child protection committee.
5	Implement a framework of joint self-evaluation, ensuring a clear focus on improved outcomes for children and young people, including those in need of protection.
6	Strengthen the approach to corporate parenting, participation and children's rights to deliver improvements at pace.

Recognising the length of time necessary to drive forward these improvements, the following priorities have been identified by members of the Moray Community Planning Partnership, including the Local Authority Education and Social Work, NHS Grampian, **tsi**Moray and Police Scotland. The tasks for the priorities contain elements of the six areas for improvement, but given this is a high level plan they do not specify everything which will be attended to on an operational basis.




A	To protect children and young people from the risk of neglect and cumulative harm.
B	To strengthen performance management, self-evaluation and quality assurance to demonstrate improved outcomes for children and young people.



C	To improve operational practice through strengthening support and supervision of staff.
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This high level overarching plan will provide the platform of work required; below which, will sit a robust operational plan across the partnership to outline in more detail, how these outcomes will be met.

Progress in respect of each improvement area will be monitored using the Red, Amber and Green (RAG) system of project management and status reporting. Each area will be assigned an appropriate colour code recorded within the Progress column. This will be subject to continuous monitoring by the Quality Assurance Performance and Planning Team to ensure that identified timescales are met.

			<p><b>Red (trouble):</b> At risk to miss scheduled completion date. Immediate management action required.</p> <p><b>Amber (danger):</b> At risk if issues are not addressed. Attention required.</p> <p><b>Green (all good):</b> On track to meet scheduled dates</p>
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A	To protect children and young people from the risk of neglect and cumulative harm						
No	Development Area What Do We Need to Do?	Action How Will We Do It?	Lead	Timescale Short Term 0-6 months, Medium Term 6-18 months, Long Term 18 months +	Progress	Evidence of impact. How Will We measure Improved outcomes for children and young people?	Red Amber Green
1	Identify current assessment processes, collective understanding and approach to neglect across Moray and build upon this to improve early identification of neglect and cumulative harm	Establish a Moray Neglect Working Group who will create and oversee action plan.	Chair, Child Protection Committee	Short term - June 2017		Earlier identification of neglect and cumulative harm  Earlier support for children, young people and families	Green
Identify and address the barriers to improve and increase good working practices		Medium Term			Improved outcomes for children and young people  Structured multi agency feedback	Amber	
Identify and share relevant good practice		Ongoing process			Feedback from children and families  Appropriate information sharing for children takes place in a timely manner, using agreed processes	Red	

		<p>Improve professional relationships by giving staff the tools and confidence to support and challenge each other to identify neglect and cumulative harm through:</p> <ul style="list-style-type: none"><li>- multi agency training and guidance</li><li>- strengthened supervision</li><li>- strengthened information sharing guidance and processes</li></ul>		Medium Term		Evidenced by multi agency case file audit	Amber
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<b>B</b>	<b>To strengthen performance management, self-evaluation and quality assurance to demonstrate improved outcomes for children and young people</b>							
<b>No</b>	<b>Development Area What Do We Need to Do?</b>	<b>Action How Will We Do It?</b>	<b>Lead</b>	<b>Timescale Short Term 0-6 months, Medium Term 6-18 months, Long Term 18 months +</b>	<b>Progress</b>	<b>Evidence of impact. How Will We measure Improved outcomes for children and young people?</b>	<b>Red Amber Green</b>	
1	Develop and put in place a robust Partner strategic performance management and quality assurance framework in place	Develop a strategic performance management and quality assurance framework	Quality Assurance Performance and Planning Team	Short Term		Strategic performance management and quality assurance framework in place	Green	
	,	Work with staff across the partnership to introduce and embed a quality improvement methodology and practice as part of 'core business'.		Ongoing process		Quality improvement methodology and practice is embedded as part of 'core business'.  Evidence of quality assurance practice is evident across all	Green	

		Engage with staff across the partnership to develop processes and to embed quality improvement methodology and practice.		Ongoing process		groups	Green
		Develop and invest in first line managers around their critical role and responsibility in recognising and delivering effective self-evaluation and quality assurance activities		Ongoing process		Relevant data is produced to support improved outcomes for children, from single and multi agency teams and groups	Green
2	Have a robust training and professional development programme in place to support effective self-evaluation and quality assurance practice	Develop a training and professional development programme to support effective self-evaluation and quality assurance practice	Quality Assurance Performance and Planning Team	Short Term		Evaluation of delivery and impact of training and professional development	Green
		Deliver a training and professional development programme to all staff, to support effective self-evaluation and quality assurance practice across all levels		Medium Term		Evidence of the quality improvement methodology being applied in practice, and being used to inform our performance management and quality assurance framework reporting	Green

						systems	
		Develop capacity across the partnership to support the embedding of quality improvement methodology and practice		Ongoing process			Green
3	Establish and sustain a strong learning ethos across the partnership	Identify the elements of a Partnership learning organisation	Chair, Chief Officers Group  Chair, Executive Leadership Group	Short Term		Learning will be captured and shared and improvements will be implemented  Success will be acknowledged and celebrated	Red
		In partnership with staff develop a Partnership Learning Organisation strategy		Medium Term		Continuous improvement from case file reviews and audits will be evident  Improved outcomes will be evident for	Red

		Implement and embed the Partnership Learning Organisation strategy		Long Term		children and young people through earlier recognition and response to need  Improved standards of record keeping	Red
		Develop a systematic approach to reviewing action plans and recommendations from case reviews and audits.	Quality Assurance Performance and Planning Team	Medium Term			Amber
4	Have in place a robust process and plan to ensure meaningful engagement and consultation	Develop and implement a delivery plan to co-ordinate consultation, participation and engagement with stakeholders eg children, young people, parents and carers.	Quality Assurance Performance and Planning Team	Medium Term		Evidence of children, young peoples, parents and carers views being sought and reflected in policy strategy and service development	Amber
		Develop a LAC Champions Board	Chair , Corporate Parenting Board	Short Term August 2017	Champions Board launch took place 7 June 2017.	Evidence of stakeholders views shaping strategy, policy and service development	Green

5	Have in place a clear leadership and governance structure which is understood by Partners and their staff	Review current governance structures and arrangements to strengthen lines of accountability	Chair, Chief Officers Group	Short Term		Governance structures and arrangements are in place and are effective	Amber
		Develop a partnership communication policy that includes: <ul style="list-style-type: none"> <li>- Governance structure</li> <li>- Roles/remit of Groups</li> <li>- Reporting arrangements</li> <li>- Information sharing</li> </ul>	Chair, Executive Leadership Group	Short Term		Partnership Communication policy is in place	Red
6	Agree a suite of Key Performance Indicators shared across the partnership, to support a consistent approach to improving outcomes for children and young people	Identify current national and local KPIs	Quality Assurance Performance and Planning Team	Short Term		Effective and relevant KPIs are in place to monitor and evaluate that outcomes for children and young people are being improved	Green
		In partnership develop a suite of KPIs making sure monitoring and evaluation systems and arrangements are fit for purpose		Short Term			Green



		Develop an annual reporting schedule		Short Term			Green
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C	To improve operational practice through strengthening support and supervision of staff							
No	Development Area What Do We Need to Do?	Action How Will We Do It?	Lead	Timescale Short Term 0-6 months, Medium Term 6-18 months, Long Term 18 months +	Progress	Evidence of impact. How Will We measure Improved outcomes for children and young people?	Red Amber Green	
1	Ensure staff are supported, supervised and accountable in their work with children, young people and families	Review current supervision policies and processes across the partnership	Chair, Chief Officers Group  Chair, Executive Leadership Group	Short Term		Clear supervision processes are in place  The practice and impact of supervision will be audited and improved across the partnership  Consultations with staff and case reviews, will demonstrate improved outcomes for children and young people  Training and professional development has been delivered and	Red	

						evaluated and the impact is measured	
		Develop and implement single and multi agency supervision policies and processes to ensure regular, high quality supervision is in place	Children's Wellbeing Manager	Medium Term			Red
		Develop and invest in all levels of staff to promote effective supervisory relationships through: <ul style="list-style-type: none"><li>- training and professional development</li><li>- single agency supervision</li><li>- peer supervision</li><li>- multi agency supervision</li></ul>	Children's Wellbeing Manager	Long Term			Amber

		Monitor and evaluate single agency and multi agency supervision via identified KPIs	Quality Assurance Performance and Planning Team	Medium Term			Amber
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