



Item No: 27

Meeting Date: Wednesday 20th September 2017

Glasgow City Integration Joint Board

Report By: Susanne Millar, Chief Officer, Planning, Strategy & Commissioning / Chief Social Work Officer

Contact: Mike Burns, Head of Strategy (Children’s Services) / Ann-Marie Rafferty, Head of Operations (North East)

Tel: 0141 276 5671

**SERVICES FOR CHILDREN AND YOUNG PEOPLE IN GLASGOW MAY 2017 -
REPORT OF A JOINT INSPECTION**

Purpose of Report:	To advise the Integration Joint Board of the recent inspection into children’s services in Glasgow, confirm the evaluated indicators of quality and provide a draft HSCP action plan in anticipation of the integrated and endorsed action plan for the city.
---------------------------	---

Recommendations:	The Integration Joint Board is asked to: a) note the evaluated indicators of quality; b) note the HSCP action points/ draft plan (Appendix 2); c) note that the integrated action plan will be overseen by the Children’s Service Executive Group (CSEG); d) note the intention to report the inspection findings into the Children’s Champion Board; e) note the communication to Front Line Staff and feedback through the 6 staff events across the Partnership; and f) note the communication to Front Line Staff from the Chief Officer (Appendix 1).
-------------------------	--

Relevance to Integration Joint Board Strategic Plan:

The integrated inspection has reiterated and endorsed the transformational agenda set out by the Integrated Joint Board and strategic plan. This seeks to build upon the solid foundations in the city and shift the balance of care from high cost to greater investment in local communities with family support available to support care at home and provide greater practical assistance to parents, carers and children/ young people. The plan seeks to radically improve outcomes and secure positive destinations for all.

Implications for Health and Social Care Partnership:

Reference to National Health & Wellbeing Outcome:	The inspection has benchmarked the Partnership across a range of national indicators and outcomes.
Personnel:	N/A
Carers:	N/A
Provider Organisations:	The integrated inspection and feedback has promoted the need for greater investment in prevention, earlier support and the role of the Third Sector.
Equalities:	Our pre-inspection submission included a range of activities which we are pursuing in Glasgow to promote equality, reduce inequalities, tackle discrimination and to re-design services to meet the needs of those children, young people and their families who have barriers to accessing services; this was highlighted by the Chief Executive of the Care Inspectorate: "Our inspectors saw a real focus on nurture and actively addressing inequality, which was leading to real benefits for many vulnerable children and young people, including those living in deprived areas".
Financial:	Dovetails and coordinates with our financial and strategic plan.
Legal:	N/A
Economic Impact:	N/A
Sustainability:	N/A
Sustainable Procurement and Article 19:	N/A
Risk Implications:	The implementation of the action plan will remain critical, as will our need to ensure there is continuous improvement and the immense challenges for Glasgow continues to be addressed.
Implications for Glasgow City Council:	The inspection will require a robust action plan to ensure that the integrated arrangements not only secure learning from the inspection process but ensure that the in all areas there is continuous improvement in practice and leadership.
Implications for NHS Greater Glasgow & Clyde:	As above.

Direction Required to Council, Health Board or Both	Direction to:	
	1. No Direction Required	✓
	2. Glasgow City Council	
	3. NHS Greater Glasgow & Clyde	
	4. Glasgow City Council and NHS Greater Glasgow & Clyde	

1. The Background/Context of Inspection

- 1.1 The joint inspection of services for children and young people in the Glasgow Community Planning Partnership took place between 22 November 2016 and 27th January 2017. It covered the full range of partners in the area that have a role in providing services for children, young people and families. The inspection recognised that a preventative or early intervention approach to service delivery can bring the greatest benefit to the people of Glasgow.
- 1.2 The inspection was coordinated through the Community Planning Partnership which delegates the task of planning and delivery of services for children and young people in the City to the Children's Services Executive Group (CSEG)

2. The Glasgow Context

- 2.1 The inspection took place over 27 weeks through to the final report. The inspection involved an additional week of focus groups within Glasgow and in total involved 6 full weeks of focus groups and discussions with front line staff. The inspection team endeavoured to fully consider the scale and challenge within the city. In particular, the inspection made reference to the following context.
- 116,343 children and young people under 18
 - 19% from ethnic minority backgrounds
 - 119 languages spoken in our schools
 - 11,190 do not have English as their first language
 - 33% of Glasgow children reported as living in poverty
 - 28,000 live in households where no adults work
 - 5,283 children estimated to be affected by parental alcohol or drug misuse
 - 10% of children have one or more long term health conditions
 - Life expectancy is the lowest in Scotland
 - Crime figures significantly higher compared to the National average

3. The Glasgow Scorecard

- 3.1 The full inspection report is available through the following link
<http://www.careinspectorate.com/index.php/publications-statistics/28-inspectionreports-local-authority/inspection-reports-joint-inspections-of-children-s-services>

3.2 In particular the outcome of the inspection with respect to the evaluated indicators of quality is as follows –

- **How well are the lives of children and young people improving?**

Improvements in the wellbeing of children and young people	Very Good
Impact on children and young people	Very Good
Impact on families	Good

- **How well are partners working together to improve the lives of children, young people and families?**

Providing help and support at an early stage	Good
Assessment and responding to risks and needs	Adequate
Planning for individual children and young people	Adequate
Planning and improving services	Good
Participation of children, young people, families and other stakeholders	Good

- **How good is the leadership and direction of services for children and young people?**

Leadership of improvement and change	Very Good
--------------------------------------	-----------

4. The Positives

4.1 Karen Reid, Chief Executive of the Care Inspectorate said: “Strong leadership and an ambitious vision for services across the city meant that the lives of many children and young people growing up in Glasgow were improving.

“Our inspectors saw a real focus on nurture and actively addressing inequality, which was leading to real benefits for many vulnerable children and young people, including those living in deprived areas.

“We were pleased to note this valuable development of a nurturing ethos across a range of services, especially for those who were looked after and care leavers.

“Services which all children use, like health and education, showed a clarity of purpose in tackling deprivation which we strongly welcome.

“Where children need specialist support, we found a responsive approach with very good examples of targeted services like homework clubs for kinship carers, and bespoke support to the Roma community. “Glasgow demonstrated particular strengths in supporting unaccompanied children and young people seeking asylum.

“We have highlighted some areas in which we are confident partners can make further improvements. These are aimed at using the inspection findings to ensure consistently high standards of support across the city.”

- 4.2 The inspection recognised the constructive partnership with the third sector, which has already played an important role in effective prevention and early intervention and promised to be a key part in the planned redesign of children's services
- 4.3 Significant comment was made about the success of the Healthier Wealthier Children Programme which targets pregnant women and families with young children, living in or at risk of poverty. It was noted that since its inception in 2010, cumulative financial gains of over £11.7m had been achieved for more than 11,000 families.
- 4.4 The responsive approach to providing appropriate targeted services to meet a wide range of specialist need, for example, vulnerable young people procedures, homework clubs for kinship carers, work with unaccompanied asylum seeker children and bespoke support to the Roma community.
- 4.5 Perhaps of greatest note and feedback was the comment of a senior and very experienced Care Inspector, who remarked that the most impressive impact of the whole inspection was the dedication, commitment and enthusiasm of the front line staff.

5. Areas for Improvement

- 5.1 The inspection provided comprehensive feedback in terms of both strength and of course areas of improvement. In particular, the inspection team noted the need for improvement in the following -
- Stable and caring environments are secured for looked after children and young people through improved care planning
 - A thorough dynamic assessment of need across the City is matched to the availability of services across the different localities
 - Consistently high standards of work are delivered through improved quality assurance processes
 - Care planning is meaningfully informed by an appropriate assessment of risk and need and children's plans are regularly reviewed

6. Draft Action Plan

- 6.1 Further work is required across the integrated partnership to conclude the action plan from the inspection and for the integrated partnership. Nevertheless, the HSCP has identified the critical points for focus and improvement;
- Management of Risk - the use of data analysis, the child's plan, chronologies, strengthening reviews and managing the volume of need.
 - Strengthening the role of family support and Third Sector and the interface between city wide strategic and local implementation. Again will be absorbed into our refreshed and renewed Children Service Executive Group (CSEG) family support strategy
 - Independent Advocacy - connected to our refreshed family support strategy and utilising both self-directed support and direct payments. Also highlighting support to parents / carers and improved contact facilities for Looked After children and their families.

- Reviewing and strengthening governance across the single integrated city planning arrangements (CSEG) and locality implementation. Already in progress following the inspection.

7. Communication with Staff

- 7.1 During the last two weeks of June, the Children and Families Senior Management Team met with over 1000 frontline staff and managers at six events held over three days. A further mop-up session is planned for September.
- 7.2 The content of the sessions covered the findings of the Inspection, and the significant and challenging transformation projects and initiatives that are underway to continue to both improve outcomes for children and young people and to redirect resource into earlier intervention family support approaches within the city.
- 7.3 Opportunities were taken both at these sessions and by direct communication to all staff from the Chief Officer of the HSCP to acknowledge the significant contribution of frontline staff to achieving the grades awarded to Glasgow H.S.C.P. from this inspection.

8. Recommendations

- 8.1 The Integration Joint Board is asked to:
 - a) note the evaluated indicators of quality;
 - b) note the HSCP action points/ draft plan (Appendix 2);
 - c) note that the integrated action plan will be overseen by the Children's Service Executive Group (CSEG);
 - d) note the intention to report the inspection findings into the Children's Champion Board;
 - e) note the communication to Front Line Staff and feedback through the 6 staff events across the Partnership; and
 - f) note the communication to Front Line Staff from the Chief Officer (Appendix 1).

Dear Colleague

You may be aware of the recent joint inspection of Children's Services in Glasgow, carried out by the Care Inspectorate from November 2016 – January 2017 with input from education, health, social work and the police. The inspection looked at how our services are led, planned and organised, and most importantly, delivered by staff from all organisations involved in the lives of children in the city.

The inspection covered all aspects of services for children and families in the Glasgow Community Partnership area and the difference that we are making to the lives of the city's children, young people and their families.

The partners include Glasgow City Council, NHS GCC, Police Scotland, Scottish Fire & Rescue Service and the third sector.

This very positive and encouraging inspection report has now been published and can be found [here](#)

The key finding of the report, to assess how well we are working with partners to make a difference in children's lives, is that services for children and young people in Glasgow are improving lives and having a positive impact.

We are extremely pleased that inspectors have highlighted the effectiveness and major strengths of numerous joint services - covering education, health and wellbeing across the city - that are delivering better outcomes for our children, young people and their families.

Across nine key indicators of performance, three were evaluated as 'very good' – including securing improvements in the wellbeing of children and young people, the impact our services are having on children and young people, and the leadership of improvement and change.

Inspectors also made special mention of our services strong leadership that's driving an ambitious vision to improve the life chances of all our children and young people in the city through early intervention and prevention.

Our commitment and aim will always be to improve the life chances of every child in the city and the joint inspection report clearly demonstrates this vision is shared by all partners in the city.

We will continue to focus our attention on this vision and look at the areas for improvement that have been raised.

We were particularly pleased that our ambition to be the Nurturing City was recognised across a range of services.

We did question inspectors over two areas of the evaluation in relation to the assessing and responding to risk and need and planning which they assessed as 'adequate'. Our view is that they took too narrow a focus.

Having said that, there is always room for improvement and we will of course pay particular attention to improvements in these areas.

We want our children to stay safe, live healthy and active lives and achieve to the very best of their ability.

Our dedicated staff will continue to work with partners, improving our services so we are identifying and meeting the needs of every Glasgow family.

Thank you to each and every one of our colleagues for the pride you take in making a difference to the lives of our children and their families and thank you for your continued commitment and dedication.

David Williams
Chief Officer Glasgow City HSCP
Commonwealth House
32 Albion Street
Glasgow
G1 1LH



Services for Children & Young People in Glasgow

No	Improvement Area	Action	Progress
1.	<i>Management of Risk</i>	The use of data analysis, the child's plan, chronologies, strengthening reviews and managing the volume of need. Coordination between midwives and health visitors. A focus on continuity of care placements. Addressing levels of absconding.	
2.	<i>Strengthening the role of family support and Third Sector and the interface</i>	Between city wide strategic and local implementation. Again will be absorbed into our refreshed and renewed Children Service Executive Group (CSEG) family support strategy. Equity of family support services. Support to Kinship Carers with teenagers. Development of personalised support.	
3.	<i>Independent Advocacy</i>	Connected to our refreshed family support strategy and utilising both self-directed support and direct payments. Also highlighting support to parents / carers and improved contact facilities for Looked After children and their families. Strengthening of LGBTi strategy. Strengthening advocacy in residential care.	
4.	<i>Reviewing and strengthening governance across the single integrated city</i>	Planning arrangements (CSEG) and locality implementation. Already in progress following the inspection. Review of CPC and Children's Champions Board. 6 sessions with front line staff.	