

Education, Children and Families Committee

10am, Tuesday, 3 March 2015

Integrated Children's Services

Item number	7.8
Report number	
Executive	
Wards	All

Executive summary

This report provides a further update on the good progress made towards the Integration of Children's Services in Edinburgh and proposes a model of governance for the process from April 2015 onwards.

Links

Coalition pledges	P1 – P6
Council outcomes	CO1 – CO6
Single Outcome Agreement	SO2, SO3

Integrated Children's Services

Recommendations

- 1.1 The Committee is asked to note the significant progress which has been made in the development of Integrated Children's Services in Edinburgh
- 1.2 The Committee is asked to note the proposed remit for the Integrated Children's Services Board and to request a review of its effectiveness in March 2016
- 1.3 That this report is forwarded to Council for approval and for the appointment of elected members to The Integrated Children's Services Board

Background

- 2.1 Since May of 2014, work has been underway to agree a shared approach, with NHS Lothian, to the delivery and management of Integrated Children's Services for the City of Edinburgh. The overall purpose of this is to enable senior management within children's health, education and social work in Edinburgh to improve outcomes for children, young people and their families in the city through the delivery of more efficient, effective and coherent services and resources.
- 2.2 Significant engagement with staff and service users (including children, young people, parents and carers) has taken place and was previously reported to [Committee in September 2014](#).
- 2.3 The principles and practice of Integrated Children's Services reflects feedback and learning from Total Craigroyston, Total Neighbourhood East and the Wester Hailes Healthy Living Centre as well as information gathered as part of the design of locality service delivery as part of the BOLD programme

Main report

- 3.1 Over the last 9 months the variety of engagement activities which have been undertaken to gain feedback from staff and service users about the proposal to better integrate services have demonstrated clear support for this approach, considering it to be an appropriate and logical way to progress. This next step in integration complements the development of the Integrated Joint Board for adult health and social care services and is entirely consistent with the principles within "Organise to Deliver" and the associated business cases for locality working and shared services.
- 3.2 The **Integrated Children's Services Board (ICSB)** would operate on a consensual basis, similar to the former Joint Board of Governance for adult services in Edinburgh.

It would build on and support the work of the successful Children's Partnership and its associated Chief Officer Group and have oversight of all children's services within the city of Edinburgh in line with the Community Plan and Integrated Plan for Children and Young People.

- 3.3 With the impending dissolution of Edinburgh's Community Health Partnership, this paper proposes the establishment of an Integrated Children Services Board (Appendix 1). This Board will support the ongoing implementation of the integration process and the associated changes in reporting and accountability and oversee and monitor the implementation of the city's Integrated Plan for Children, Young People and their families. Whilst this Board will be established by April 1st 2015 it is not likely to meet until early June for the first time to for proper recruitment and preparation work to take place with members.
- 3.4 At a locality level, Integrated Children's Services will build on the effective work to date of multi-agency Children's Services Management Groups and respond to further changes which will occur as a result of the agreement between community planning partners to work within coterminous boundaries in the city and the current consultation by the BOLD team about resource distribution and locality management of CEC services. The principles which apply to this process will serve the further development of integrated services well and every effort will be made, going forward, to explore opportunities for collocation, shared learning and development, jointly funded posts and pooled budgets to facilitate collaborative working and achieve budget efficiencies.
- 3.5 Firm proposals for an Integrated Children's Service (including management structures for NHS Lothian staff formerly within the CHP) are currently being finalised and will be submitted to the Scottish Government along with the paper which sets out the integrated adult health and social care arrangements within the city.
- 3.6 Accountability for health visiting and school nursing services will rest with the General Manager of Women's and Children's Services within NHS Lothian.
- 3.7 It is anticipated that the Child and Adolescent Mental Health Service and Family Nurse Partnership – both Lothian wide resources – will sit within the same management structure although the details associated with this have to be finalised.
- 3.8 Any changes for CEC staff will take place as part of Organise to Deliver implementation and as part of the redesign work which will follow

Measures of success

- 4.1 The Integrated Children's Plan, the Children and Families Service Plan and the NHS Lothian Children and Young People's Health and Wellbeing Strategy outline the areas of activity which will maintain and improve outcomes for children, young people and their families in Edinburgh. The existing performance framework which supports these plans will be reviewed and further developed to acknowledge Integrated

Services. The Board will monitor progress in all these key areas and would expect to see improvements in the identified priority areas. We would also expect that feedback from staff would demonstrate the added value of further integration through the introduction of greater co-location, shared infrastructure resources and improved communication and information sharing

Financial impact

- 5.1 The development of Integrated Services will be managed within existing Children and Families and NHS Lothian budgets and we would anticipate that efficiencies can be achieved through the development of more shared resources and business support functions.

Risk, policy, compliance and governance impact

- 6.1 A Risk Register will be developed to support the development of Integrated Services and highlight areas that the Integrated Children's Services Board needs to take account of, and monitor, during the development process

Equalities impact

- 7.1 An Integrated Impact Assessment of the proposed structure will be undertaken when the details of the first stages are formally agreed and by the end of March 2015 at the latest. This will be jointly led by NHS Lothian and CEC's equalities staff and we expect that this will provide both some objective scrutiny of the process and also identify areas of Equalities and Rights for particular attention as we move into the more detailed planning phase.
- 7.2 However, we believe that the development of better Integrated Services for children, young people and families should help us address the causes and impact of inequality more effectively and efficiently.

Sustainability impact

- 8.1 Developing models of collocation and shared services will have a positive effect in terms of property use and associated energy requirements and the development of more integrated working practices should produce more sustainable services in the longer term.

Consultation and engagement

- 9.1 This proposal to develop Integrated Children's Services builds on – and will be supported by - the very positive work of the multi-agency Edinburgh Children's Partnership and its Chief Officer group.
- 9.2 We expect to continue the process of information sharing, consultation and engagement that has already taken place and to use the feedback from children, young people, their families and our staff to develop a programme of continuous improvement as we take forward integration.

Background reading/external references

[Organise to Deliver](#)

[BOLD Business Cases; delivering a lean and agile Council](#)

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Coalition pledges	<p>P1 – Increase support for vulnerable children, including help for families so that fewer go into care</p> <p>P2 – Hold the maximum P1 class size at 25 and seek to reduce class sizes in line with Scottish Government recommendations</p> <p>P3 – Rebuild Portobello High School and continue progress on all other planned school developments, while providing adequate investment in the fabric of all schools</p> <p>P4 – Draw up a long-term strategic plan to tackle both over-crowding and under use in schools</p> <p>P5 – Seek to ensure the smooth introduction of the Curriculum for Excellence and that management structures within our schools support the new curriculum</p> <p>P6 – Establish city-wide co-operatives for affordable childcare for working parents</p>
Council outcomes	<p>CO1 – Our children have the best start in life, are able to make and sustain relationships and are ready to succeed</p> <p>CO2 – Our children and young people are successful learners, confident individuals and responsible citizens making a positive contribution to their communities</p> <p>CO3 – Our children and young people in need, or with a disability, have improved life chances</p> <p>CO4 – Our children and young people are physically and emotionally healthy</p> <p>CO5 – Our children and young people are safe from harm or fear of harm, and do not harm others within their communities</p> <p>CO6 – Our children’s and young people’s outcomes are not undermined by poverty and inequality</p>
Single Outcome Agreement	<p>SO2 - Edinburgh’s citizens experience improved health and wellbeing, with reduced inequalities in health</p> <p>SO3 – Edinburgh’s children and young people enjoy their childhood and fulfil their potential</p>
Appendices	<p>1. Draft remit – Integrated Children’s Services Board</p>

Integrated Children's Services Board

Purpose and Remit

The **Integrated Children's Services Board (ICSB)** would operate on a consensual basis, similar to the former Joint Board of Governance for adult services in Edinburgh. It would build on and support the work of the successful Children's Partnership and Partnership Chief Officer Group and have oversight of all children's services within the city of Edinburgh in line with the Community Plan and Integrated Plan for Children and Young People.

Through the development of appropriate management structures and reporting and monitoring processes, the ICSB will ensure a holistic view of all children's services in Edinburgh from universal to specialist and acute services and including transition arrangements for young people moving into adult services.

The ICSB will hold senior management within children's health, education and social work in Edinburgh accountable for the delivery of efficient and effective services and improved outcomes for children, young people and families in line with the requirements within the Children and Young People (Scotland) Act 2014

The work of the ICSB will strengthen existing partnership working arrangements by:

- Maintaining clear oversight of the shared vision for children's services and delivery of the Integrated Plan for Children and Young People
- Ensuring a corporate approach across CEC and NHS Lothian to the delivery of children's health, social work and education services in Edinburgh
- Ensuring compliance with the statutory responsibilities within the Children and Young People (Scotland) Act and fulfilling the expectations of the Care Commission and Joint Inspectorate
- Developing a reporting framework to ensure the accountability of senior managers for their leadership of integrated service delivery across children's health, social work and education services
- Propose and monitor resource allocation - within the budgetary resources available to NHS Lothian and CEC - to meet joint service targets and statutory responsibilities in accordance with the Integrated Plan and to meet the requirements of the Children and Young People (Scotland) Act 2014

- Building on – and extending - the important interface with adult treatment and care services in terms of improving transition for young people into adult services and better supporting families
- Ensuring effective and efficient co-production and joint commissioning processes are in place to support service delivery.

Membership:

Membership of the ICSB will be as follows:

City of Edinburgh Council:

- 3 x Elected Members
- Director of Children and Families
- Chief Social Work Officer

NHS Lothian:

- 3 x Non-Executive Members
- General Manager for Children's Services
- Child Health Commissioner

In attendance:

Voluntary Sector representative (through EVOC) (1)

Police Scotland representative (1)

Lead Officers from NHS Lothian and CEC by agreement

Meeting Structure:

- The Chair will be agreed by the membership and will rotate annually between NHS Lothian and CEC
- Meetings will be held quarterly
- Secretariat functions will be jointly provided through CEC and NHS Lothian

Structural Relationships:

