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| Children’s Services Board | |
| **MEETING TITLE:** Children’s Service Board | **MEETING DATE:** 18th of January 2021 |
| **ATENDEES:**  **Chair:**   * Graeme Simpson GS ICS Board Vice Chair/ ACC/ CSO Integrated Families and Children’s Services   **CSB Lead Contact/Minutes:**   * James Simpson JS ICS Lead Contact CPP Performance and Strategy Development Officer   **Statutory and Standing Members Present:**   * Andrea McGill   AMcG     ACC/Children’s Services Manager * Eleanor Sheppard ES     ACC/Chief Education Officer * Nicola Anderson NA AHSCP/ Nursing Service Manager / Lead Health Visitor * Kate Stephen KS Police Scotland/ Superintendent * Kymme Fraser KF ACC/Service Manager * Robin McGregor RM NESCol/ Vice-Principal Curriculum and Quality * Roma Bruce Davies RBD SCRA * Simon Rayner SR ADP/ Team Lead, Operational & Planning Manager - Substance Misuse Services * Tracy Davis TD NHS/ Child Health Commissioner   **Additional Attendees:**   * Michelle Cochlan MC ACC/ Corporate Strategy and Community Planning Service Manager * Sacha Will SW Scot Gov./Improvement Advisor | |
| **APOLOGIES:**   * Dave Humphry DH RGU/Senior Lecturer * Derek McGowan DM ACC/Chief Officer Early Intervention and Community Empowerment * Fiona Michelhill FM AHSCP/Lead Nurse * Maggie Hepburn MH ACVO/Chief Executive * Paula Martin PM ACC/Project Management Officer (Child Friendly Cities | |

| **NO** | **AGENDA ITEM** | **NOTES OF DISCUSSION** | **ACTIONS/ DECISIONS** | **BY WHOM** | **WHEN** |
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| **1.** | **Welcome and Apologies** | GS Welcomed SW and MC to the session and explained the format for the meeting would include a 2-hour workshop on the LOIP refresh.  [*Please note the minute below provide detailed overview of the workshop; other CSB substantive business begins on page 14]* |  |  |  |
| **2i.** | **Minute from Last ICS Board Meeting for Approval** | Approved |  |  |  |
| **2ii.** | **Matters Arising** | JS to Recirculate the Children’s Services Plan (CSP) Link  JS to add link to the Child Poverty Action Plan into the CSP  GS to discuss leadership of the Homelessness Themed Audit with DM |  | JS  JS  GS/DM | ACTIONED  ACTIONED  ASAP |
| **3.** | **LOIP Refresh** | **SW provided an introduction to the LOIP Refresh session:**  The Children and \young People’s Improvement Colabrative has been working with a number of Children’s Services Strategic Leadership Groups across other CPPs and number of shared concerns and priorities have emerged through this work.  CPPs have identified 2 principal related functions of strategic groups such as the CSB:  *Managing the Existing System:* Hierarchical with existing processes and systems in place. This will often involve change which the existing system can achieve. Where a system is good enough but not currently working as well as it should, strategic groups such as the CSB play a role in maximising the systems effectiveness.  *Managing Change:* Where the existing system is not going to be able to affect the changes that will be needed to make the relevant improvements, this requires different structure to the existing system. Developing this can be more difficult as it may require working across agencies and disciplines without a formal structure in place.    Both functions are necessary in any organisation. How do we manage both? We pool from existing resource and people. All public sector must work in both areas. Leader’s need to be able to clearly identify in each situation which area they are working in.  SW outlined Juran’s Trilogy and the importance of have effective systems in each of the below areas in order to affect meaningful change and improvement:  *Quality Control/Assurance:* Systems and processes that allow you to review and effectively identify areas that require improvement.  *Quality Planning:* A system which allows you to plan how you will improve against the areas identified for change, including resource required and ensuring the right structures are in place.  *Quality Improvement:* Systems that allow you to implement the changes and ensure mechanisms are in place to record the impact.  SW reflected that feedback from other CPPs had recognised issues around a loop of quality assurance and quality planning. Reviewing data and identify gaps then developing plans to address these but then going back to the data and developing more plans. In this instance they did not rigorously and robustly implement a quality improvement approach to make the necessary changes to the system.  SW asked if there were gaps in these areas present Aberdeen?  RM NesCol, difficulty with not being part of the local authority is that their strategic drivers and planning come from the Funding Council and Education Scotland and don’t easily link to the LOIP priorities. How can the LOIP help drive the NesCol priorities?  SW noted that ScotGov had discussed they could be less siloed how can they give direction but give autonomy to local leaders to plan locally and be less driven by separate national agenda’s.  ES Haven’t done as much shared collaborative approach to quality assurance or a shared understanding of the various areas/priorities. Need to better understand what different partners understanding of their (and our) shared systems improvement are.  GS There are gaps in each of the 3 areas opportunity in the LOIP refresh to address some of these. We have a lot of data but need to better understand what quality improvement would look like in our shared partnership system. Do we have to follow the Charter model for each area of improvement or are there other mechanisms we could use?  SW final discussion point - Does the CSB as a collective leadership group have a collective understanding about how you are achieving against those 3 areas? Can you articulate this as a partnership to each other and ultimately to the wider workforce and public?    **LOIP Refresh Timelines**  MC Provided an overview of the LOIP refresh timeline [fuller details of this timeline can be found in the 18th of December CSB Minute]   * *Jan-Feb* CSB to review Children’s section of the LOIP/Continue workshops and discussions on priorities. * *End of February* CSB to be ready to propose changes to the LOIP. * *March-April* Wider consultation with stakeholders. * *May* Draft LOIP will be completed/Final consultations. * *July* Final Draft presented to CPA Board.   **Current Priorities**  MC Outlined the current projects the CSB has aligned to it.  *Projects CSB directly lead on:*   * 5 Stretch Outcomes; * 3 Showing measurable improvement; * 30 Project aims; * 23 (77%) of Projects live; * 5 (22%) showing measurable improvement; * 18 (78%) Projects not showing signs of improvement (16 of which, because there is no data against their aims); * 7 (23%) Projects not yet started.   *Projects CSB contributes to:*   * 7 Stretch Outcomes; * 6 Showing measurable improvement; * 14 Project aims; * 6 (43%) of Projects live; * 2 (33%) showing measurable improvement; * 4 (67%)Projects not showing signs of improvement; * 8 (57%) Projects not yet started.   *In Total:*   * 12 Stretch Outcomes; * 6 Showing measurable improvement; * 44 Project aims; * 15 Projects not yet started.   **Emergent Issues Gaps in the PNA**  MC led a discussion with CSB colleagues regarding the emergent issues/ potential priorities indicated by the PNA and asked CSBmembers where thy saw gaps in the data.    *Do you see any gaps/ issues in the Summary and/or broader PNA?*  *Digital Literacy*  ES suggested that there needed to be more explicit detail around the theme/impact of digital literacy. This is a key growth area, but education/training providers are struggling with staffing issues to provide a comprehensive opportunity to upskill individuals in this area. Not explicitly a children specific issue but one which certainly impacts across the economy and future opportunities for young people. Supporting children and families from the earliest age and throughout is essential.  RM also extends into broader areas such as digital wellbeing; how to manage identity; identify and navigate the ‘fake news agenda’; online safety etc.  GS further extends to the Child Poverty agenda with families having access to up to date digital technologies to keep up with the times. Particularly in light of the impact of COVID on home learning and remote working. Could access to digital technology also be linked to our core tenancy offers?  *Children’s Rights*  TD suggested that we should be more specific around how we are supporting the children’s rights agenda. How do we reflect UNCRC in the LOIP?  ES how do we rework the info on the Child Friendly Cities agenda? TD can we use the LOIP to do this?  AMcG need to identify and reflect something more explicit in how we are going to identify and target key groups of children’s and young people to ensure their voices are adequately represented in the service improvement process. Such as those most disengaged due to the impact of poverty and inequality, e.g. Care Experienced Young People or those with disabilities. How do we factor this into the project we take forward?  SW has the Child Friendly Cities programme identified areas where improvement may be best targeted? How can this shape new projects in the LOIP?  *Oral Language Development*  ES Gap in oral langue development is going to be considerable. The pandemic is having a significant impact on the early development of infants. Emerging research supports this. Could ‘*The Best Start in Life’* section make reference to this?  *Remove/Amend Exclusions*  ES identified that the data on exclusions mentioned in the summary was out of date and that in light of policy changes there had been a significant drop in exclusions across the city. MC queried if there was data to support this and ES identified that there was.  *ASN/Disabilities*  KF Identified that case reviews have highlighted that services and supports for this group need to be improved and that this should also be reflected in the PNA/LOIP.  MC noted that this is definitely an area of need but that the CSB would need to be more specific about the targeted areas of most need for this group in the same way as has been identified in Stretch Outcome 5 for Care Experienced Children and Young People.  *Vulnerable 16+*  KF this is a group that also needs to be reflected better in the LOIP.  *Neglect*  KF Noted that this should not just be regarded as a child protection issue as at that stage in the process its almost too late. This also needs to be taken into universal services to identify and tackle neglect before it escalates to a Child Protection issue.  Also need to be aware of how this interfaces with other areas of the LOIP not explicitly regarding children, but having an impact on children such as substance misuse; parental mental health; and domestic abuse.  GS perhaps other areas need to think in terms of a whole family approach.  *Child Poverty*  ES need local intelligence on the local impact of COVID on child poverty as this doesn’t’ necessarily impact on our Localities but in other areas of the city.  TD noted the COVID Response Unit would have some very useful local data that may support this.  GS need agility in the LOIP to adapt to the 11 new legislative/policy changes being developed by Scot Gov  **Review of Improvement Aims and Stretch Outcomes**  *Improvement Aims*  MC noted that other Outcome Improvement Group of the CPA had gone into detail regarding the relevance of key projects in light of the PNA and which are likely to be taken into the refreshed LOIP, which will be removed, revised or remain and which new ones, if any, should be included.  The task of individual CSB subgroups would be to review their existing projects with this lens and that JS would be able to facilitate this.  *Stretch Outcomes*  MC explained that the next task of the CSB was to review the Stretch Outcomes relating to Children and Young People in the LOIP to identify if they were still priorities and/or if the measures were the correct ones  *Stretch Outcome 3*  NA Feels like a very broad outcome.  GS has the group reviewed how this outcome might be measured. Understanding the Group had looked to prioritise the first ‘1000 days’  NA could review the outcome and review the related projects in the LOIP.  JS asked if there was data measured in this way. MC indicated that this should be reviewed by the group as well.  *Need to review measure in light of review of Improvement project aims.*  *Stretch Outcome 4*  TD don’t have data against this outcome. Positive measure but we need to develop a measure. Possibly the Shine Survey could be used here? Would have to be implemented across all areas.  RM NesCol may be able to offer some data on mental wellbeing. Several million pounds has been provided to establish a counselling programme and whilst NesCol may be limited in the specifics it can provide, there may be a future opportunity to provide data on key themes and issues on young peoples mental health.  MC does the Chiders mental health agenda need to be more closely aligned with all age groups could there be a wellbeing stretch outcome that covers all age group rather than separate children  *Need to identify a standard measure*  *Stretch Outcome 5*  GS Care Experience Children and Young People remains a priority group. Need to retain a focus on this group in the LOIP but the Stretch Outcome does not take account of The Promise’. Need to review Stretch Outcome and Improvement Aims with this lens. Also need to better reflect the support and issues for the 16+ cohort mentioned by KF in light of the fact that the authority and wider partnership have responsibility to support the group into adulthood up to the age of 26. Data on this group is more fragmented but there is much evidence regarding where we should focus  *Remain as a Stretch Outcome may need to adjust measure in light of the Promise.*  *Stretch Outcome 6*  ES Still relevant, the pandemic will have impacted across all communities.  MC more on families facing poverty rather than the area they live in. ES agreed, though recognising the priority localities are still likely to be the hardest hit.  GS how do we focus this, ES focus on poverty is a good alternative.  SW Stretch Outcome might need some tweaking but the specific Improvement Aims and target groups might need to change.  *Some adjustment may need to be made to the Stretch Outcome.*  *Stretch Outcome 7*  MC only one aim set against this, is this still appropriate?  ES perhaps need to be more explicit about how we are incorporating children’s rights.  MC noted that they may wish to identify new/more improvement aims against the stretch outcome.  *CSB to Consider additional aims.*  *Stretch Outcome 8*  GS Youth Justice should fall under the remit of the CSB.  AMcG measures we have set for ourselves will not impact of the aim. Counting how young people appear in systems is not appropriate. YJ group needs to have more autonomy and authority to define Improvement Aims. We have already met the stretch outcome, but this does not reflect that there is still considerable work to improve outcomes for this cohort.    GS this cohort is also overrepresented in the Homeless system.  AMcG the Youth Justice group since the last refresh is in a stronger position to identify and lead on these improvement aims.  *Other Stretch Outcomes Involving the CSB agenda*  MC as the LOIP refresh continues there will be further opportunities to revise and improve the links and collaboration of joint projects.  **Common Barrier to Progress**  MC identified several areas across the LOIP that would require improvements in the refresh.   * *Leadership* – ensuring that projects have identified leads from the outset. * *Partnership* – ensuring that projects were true partnership pieces and not single system or single individual’s projects. * *Aims* - clearer understanding of the aims we are trying to achieve from the outset. * *Data* – ensuring we have the data and appropriate measures as well as identified means to measure them. * *Changes* should be innovative and focus on areas of need, not areas of business as usual that we can measure. * *Testing* – need to ensure we have evidence that our proposed system changes will affect real change before rolling out widely.   **Changing the System**  SW In terms of children’s Services – there is good understanding of what needs to change and the willingness among staff to change to improve outcomes for children and young people.  However, we are also working in the context of reduced funding and resource, especially after the impact of COIVD. As such, as project teams are being pulled together it is worth assessing if it is possible to identify measure to track resources. For example, number of hours; number of people involved; cost etc. Other CPP’s have done this.  Improvement Methodology allows you to have a method of evaluation and measure the impact of change. It is essential in evidencing improvement. Transforming systems also requires the evidence to support change as there is a high risk when implementing changes on a wide scale, that they do not have the desired outcome.  The small changes to the existing system, may not necessarily need to be included in the LOIP. With the LOIP where do we need to make fundamental change with an improvement aim in collaboration with partners to change the existing system? Weather a small piece of work or huge transformational piece it is important to have a robust evidence base to support that this will work. This will mean having a clear aim; identifying the right changes; establishing a clear change method; the right measures; the appropriate team members; and a clear spread plan.  MC Project Charter in this context is still an essential document but does not necessarily have to focus on small scale change it can form the basis of an Implementation plan for a large scale piece of transformational change you have confidence and strong evidence to support that it will make a difference. | ES to provide data to JS on exclusions for inclusion in the PNA  Subgroups to review Improvement aims and propose changes to the CSB  Review measure for SO3  Identify a replacement measure for SO4  Consider focus of the SO and related improvement projects relating to the Promise  Review SO wording/ same measure  CSB to consider additional aims  YJ Group to consider other Improvement Aims  CSB to consider inclusion resource measures in their projects. | ES/JS  Sub Groups/JS  Best Start in Life Group  Children’s Mental Health Group  Corporate Parenting Group  Attainment and Transitions Group  CSB  AMcG  CSB | ACTIONED  On the Agenda 1st of March  On the agenda 1st of March CSB  On the agenda 1st of March CSB  On the agenda 1st of March CSB  On the agenda 1st of March CSB  On the agenda 1st of March CSB  On the agenda 1st of March CSB  1st of March CSB |
| **4.** | **QAF Audit 2021** | KF provided an update on the progress of the joint CSB/CPC audit of Neglect  Audit Team is now in place and audit files identified or are being identified and transferred to the Audit Team’s channel.  Training was provided to auditor on the 15th of February  Review of case files will occur across 2 weeks beginning the 8th of February  Audit remit and tool has been prepared. Auditors are pairs and required o review 2/3 cases and confer to provide a joint scoring of the individual cases.  Whole audit team discussion will be held on the 3rd of March, to identify emerging themes.  The Team aims to present the report of findings to the 31st of May CSB for consideration and to the CPC on the 24th of June.  A workforce survey regarding workforce confidence in recognising and responding to neglect has been prepared and went live on the 18th of January, will be live for approximately 6 weeks. |  |  |  |
| **5.** | **GIRFEC Performance and Improvement Group** | GS Provided an update on the GIRFEC Performance and Improvement Group  The GIRFEC Group id still to meet, GS asked that Board members review membership and identify appropriate attendees for the next meeting of the group.  GS will circulate a meeting invite to members with a view to meeting in the next few weeks. GS will lead the first meeting but it is expected that a Chair for the group be identified through the Group | Set up meeting of the GIRFEC Group | GS/JS | ASAP |
| **6.** | **Children’s Services Board Risk Register** | Differed to next CSB meeting. | Send template/email for discussion. | GS | ASAP |
| **7.** | **Children’s Services Board Subgroups on Teams** | JS asked that Subgroup Leads identify, if they have not done so already, weather they have a Teams site. If not, JS has offered to set up a site for each subgroups.  As per the actions of the 2nd of November 2020 it was agreed that all CSB subgroups should have a Teams site to enable transparency of business.  It is asked that each lead completes the template provided in the papers and send to JS | Complete Teams site template | Subgroup Leads | Before1st of March CSB |
| **8.** | **Children’s Services Board 2021 Questionnaire** | GS provided a short update on the CSB 2021 Questionnaire.  GS Explained that in his new role as chair he’s is seeking the views of Board members on areas such as the frequency/content and membership of the CSB meetings for 2021.  GS/JS will be circulating a questionnaire for CSB members to complete. | Questionnaire to be circulated | GS/JS | TBC |
| **9.** | **Key Messages** | None Noted |  |  |  |
| **10.** | **AOCB** | SR – Gave an update on the consultation for the Multi-Agency Framework for Substance Use Prevention & Early Intervention. SR is seeking the views of partners on the content of the frame work as has circulated a link to an online questionnaire | CSB members to provide feedback on the consultation and share the link with colleagues | ALL  JS to Circulate | Respond by the 8th of February  ACTIONED |