

**FALKIRK COUNCIL**

**Subject: DELIVERING SERVICES TO CHILDREN AND FAMILIES -  
IMPLEMENTATION OF THE HUB**  
**Meeting: POLICY AND RESOURCES COMMITTEE**  
**Date: 1 June 2010**  
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WORK AND DIRECTOR OF COMMUNITY SERVICES**

**1. INTRODUCTION**

- 1.1 The purpose of this report is to seek agreement for the mechanism to appoint the Change Manager (previously referred to as Hub Co-ordinator) to the Strategic Co-ordination and Communication (Hub) Team as agreed by Council on 24 June 2009.
- 1.2 The paper will also update members on further developments in relation to Getting it Right for Every Child (GIRFEC) in Falkirk.

**2. BACKGROUND**

- 2.1 It was agreed by Council to establish three key components to meet the needs of children and young people in the Falkirk area. These included:
1. A locality frontline delivery model that provides support for all children and families and includes universal services, targeted services and early intervention.
  2. An overarching strategic co-ordination and communication system (Hub) which also commissions targeted services for the most vulnerable children and young people.
  3. A Crisis Intervention/Intensive Family Support Service.
- 2.2 The Hub will:
- allow the referral of the most vulnerable young people through a single point to the service which meets their needs in an effective and rapid way;
  - regularly review existing targeted services to assess whether they continue to meet changing needs;
  - identify gaps and duplication in service delivery;
  - manage a process of developing existing services so that they will meet needs effectively;
  - gather information which can be used to collectively demonstrate that needs are being met and provide evidence of positive outcomes as part of the national, and local requirements for self-evaluation.
- 2.3 Whilst it is recognised that the Hub will provide a single point of referral it should be noted that any changes agreed to existing pathways for children and young people will be implemented on an incremental basis.
- 2.4 The individual who will fill the Change Manager's post will require to:

- deliver the collective strategic agenda;
- bring a level of challenge, objectivity and independence to the role;
- support the work of the Children's Commission.

2.5 As agreed in principle by Education Committee in August 2009 the lead post for the Hub will be recruited to through a partnership with the third sector. This approach has been adopted to ensure that it is possible to provide the requisite independent Change Manager. The post will only be established for a period of two years. Beyond this period the post will be reviewed and it may be at that stage a more traditional management role is required which could be fulfilled through appointment through Council procedures.

2.6 The Scottish Government recognises that to implement GIRFEC there is a need for significant changes across culture, systems and practice. The Change Manager will facilitate these changes at a strategic level across the Falkirk Council area. They will also support staff to implement changes at an operational level.

### **3. PARTNERSHIP**

3.1 It is proposed that members agree to recruit the Change Manager for a period of two years through a Joint Working Agreement between Falkirk Council and CVS Falkirk and District within the Community Planning Partnership Framework. The Joint Working Agreement will detail the contract between both parties for recruitment to the post and also the arrangements to enable all partners to work constructively throughout the period of the contract.

3.2 Recruiting through the third sector will give enhanced flexibility and increase the options for the development of the Hub. The collaborative development of the Hub will enable it to have its own culture and identity.

3.3 The Change Manager will be employed by CVS Falkirk and District. By necessity they will have day to day management responsibility for Falkirk Council staff however these staff will continue to be employed by Falkirk Council and will therefore be subject to Falkirk's Council policy and procedures. Processes will be established to ensure that the appropriate management support arrangements from Falkirk Council are in place for issues such as disciplinary, grievance, etc.

3.4 The Joint Working Agreement will be developed, implemented, monitored and reviewed by the Children's Commission within the framework for Following the Public Pound.

3.5 As the primary role of the manager is to initiate change throughout all services working with children in the Falkirk Council area it is proposed that the manager be appointed on a temporary contract for two years. Should all the changes required be implemented within the two years the role and purpose of the post can be reviewed.

### **4. GIRFEC DEVELOPMENTS**

4.1 GIRFEC is the Scottish Government's national programme that aims to improve outcomes for all children and young people. Across children's services and central to adult services where the behaviour of the adult impacts directly or indirectly on a child, GIRFEC is the approach which puts the child and young person at the centre.

This approach provides the foundation for all services for children and young people - social work, health, education, police, housing and voluntary organisations - that requires them to take a co-ordinated approach where necessary in an appropriate, proportionate and timely manner. The GIRFEC approach, placing the child and young person at the centre, seeks to ensure the wellbeing of every child and young person in Scotland. The approach reaffirms the commitment to early intervention encouraging early action when there are problems developing in a child's life. The aim is to deliver better outcomes for children and young people. There is an agreement that this approach makes sense and is effective.

- 4.2 The Falkirk Domestic Abuse Pathfinder is a police-led, multi- agency team responding to families with children experiencing domestic abuse and comprises of representatives from Falkirk Council, Education, Housing and Social Work Services, Scottish Children's Reporters Administration, Central Scotland Police, Falkirk and District Women's Aid and Aberlour CLASP. The Pathfinder pilot is operational within Larbert, Stenhousemuir, Carronshore and Airth and covers around 14% of the Falkirk Council area. Pathfinder commenced in November 26, 2007 and officially concluded on 31 March 2010. The pilot was testing out the GIRFEC principles through a single trigger of domestic abuse. The aim was to ensure that the response from all agencies to children experiencing domestic abuse is in accordance with GIRFEC, ie appropriate, proportionate, and timely, and that children get the help they need when they need it. Representatives from each agency have been meeting weekly to share information and discuss the appropriate response to address additional needs for children and families. The agency representatives take time from their normal daily duties to attend the meeting and research information on the families prior to the meeting. The Pathfinder pilot has dealt with and supported 321 families between November 2007 and March 2010, including 465 children (181 pre-school children and unborn children and 284 school age children) within the project area.
- 4.3 The strategy for delivering services to children and families has progressed from the initial agreement in June 2009 by Falkirk Council and other governing bodies to progress this work. The model being implemented takes account of lessons learned from the Domestic Abuse Pathfinder as well as integrated service delivery through New Community Schools and Integrated Learning Communities. Staff are currently being appointed to localities and the Intensive Family Support Service will provide a service from this summer.
- 4.4 The Children's Commission secured additional resources through the Public Social Partnership (PSP) in November 2009 from the Scottish Government. These resources amount to approximately 1.5 days per month from Price Waterhouse Coopers to assist in the development of a robust commissioning framework for services for children throughout the Falkirk Council area. A small project team has been identified to progress this work with support from the Executive Support Group. The project aims to ensure that by April 2011 staff within the third sector and public sector will have the knowledge, skills and capacity to participate as full members in the commissioning process. The framework is being developed through a partnership between CVS Falkirk and District, Falkirk Council and other community planning partners.
- 4.5 Falkirk Council is currently working with partners across the Forth Valley area to agree its approach to Early and Effective Intervention (EEI) to youth justice. The Council is also leading on the Caledonian Programme which deals with adult perpetrators of domestic abuse where there is an impact on children

- 4.6 It is recognised that by Community Planning Partnerships implementing GIRFEC they will accrue benefits in terms of streamlining processes but also there will be a resultant improvement in outcomes for children and young people. The Scottish Government has indicated its interest in the way in which the Falkirk Children's Commission is developing its approach to GIRFEC through its delivery of services to children and families. Discussions are taking place at a national level as to what, if any, conditions might be placed on the award of additional resources. Any additional resources, if secured, would give the Children's Commission some additional capacity to address some of the challenges faced when interfacing with services which work across the Forth Valley area and in particular could allow us to develop a more systematic approach to the PSP, EEI, and the Caledonian Project.

## **5. RESOURCES**

- 5.1 The payment to CVS Falkirk and District to undertake the change management function will be £67,500 per annum.

- 5.2 This represents:

Salary (including on costs)	£60,000
Management fee	£5,000
Operating budget	£2,500

- 5.3 The salary for the post is in line with other similar posts recruited through the third sector and reflects the seniority and experience required to undertake the change management function.

- 5.4 This cost is within the existing resources previously identified for the proposal.

## **6. RECOMMENDATIONS**

- 6.1 It is recommended that committee:

- (i) agree to the proposals to recruit to the post of Change Manager in partnership with CVS Falkirk and District; and
- (ii) note the progress made on implementing GIRFEC.

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### **LIST OF BACKGROUND PAPERS**

1. Report to Falkirk Council 'Delivering Services to Children and Families', June 2009
2. Report to Education Committee 'Delivering Services to Children and Families', August 2009
3. Report to P&R Committee 'Referrals from Education Committee', September 2009