



**EAST AYRSHIRE CHIEF OFFICERS GROUP: 22 JUNE 2010
EAST AYRSHIRE CHILD PROTECTION COMMITTEE
GOVERNANCE FRAMEWORK**

1. PURPOSE

- 1.1 To inform the Chief Officers Group of the development of a Governance Framework for the East Ayrshire Child Protection Committee (EACPC) and to request that consideration be given to endorsing the use of the Governance Framework.

2. BACKGROUND

- 2.1 The EACPC fully implemented the guidance in relation to the operation of CPCs in Scotland. This framework sets out the role and function of the EACPC, its reporting and accountability arrangements, its approach to self evaluation, performance management and the planning and connections of the committee.
- 2.2 The EACPC approved the Governance Framework at the Committee Meeting on 9 March 2010.

3. RECOMMENDATIONS

- 3.1 The Chief Officers Group is asked to:-
- (i) endorse the implementation of the Governance Framework
 - (ii) note the contents of the report.

**Susan Taylor
Chair of the Child Protection Committee**

15 June 2010

Report prepared by Elaine Wright, Child Protection Co-ordinator



EAST AYRSHIRE CHILD PROTECTION COMMITTEE

GOVERNANCE FRAMEWORK

Date: September 2009

Approved by EACPC: 9 March 2010

Reported to Chief Officer's Group: 22 June 2010

Date for Review: March 2011

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2. Reporting and Accountability Arrangements
3. Self Evaluation
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1. ROLE AND FUNCTION OF THE CHILD PROTECTION COMMITTEE

- 1.1 The core functions of the East Ayrshire Child Protection Committee (EACPC) relate to :
- Strategic planning;
 - Continuous improvement; and
 - Public information.
- 1.2 The Committee has fully implemented the guidance in respect of the operation of child protection committees in Scotland (Scottish Executive, 2005). In addition, each agency operates within clear governance frameworks reflecting the principles set out in “Good Governance Standard for Public Services (2004) (appendix 1).
- 1.3 The EACPC has a constitution which sets out the aims and objectives; roles and responsibilities; membership; reporting and accountability and resource support arrangements. The constitution was most recently reviewed in June 2009.

2. REPORTING AND ACCOUNTABILITY ARRANGEMENTS

- 2.1 The EACPC reports directly to the East Ayrshire Chief Officers Group (EACOG), which retains a strategic overview of all public protection matters (child protection, adult protection and multi-agency public protection arrangements (MAPPA)).
- 2.2 The role of the EACOG is to provide high level support and leadership and to ensure:
- A collective strategic overview
 - Effective planning and performance, particularly in respect of risk assessment and risk management
 - Appropriate resourcing; and
 - Clear and appropriate public reporting, including a robust approach to public relations.
- 2.3 As a key part of the accountability arrangements, the EACPC Chair directly reports to the Chair of the EACOG. This ensures clear linkages between the Committee and Chief Officers. This reporting arrangement is set out in appendix 2a and 2b, clearly outlining that the multi-agency role of the current Chairs of the EACPC and EACOG, as distinct from their roles and responsibilities on a single agency basis.

3. SELF EVALUATION

3.1 The EACPC is committed to ongoing self evaluation, and has promoted the use of the quality indicators as a framework for evaluating practice since they were published by HMIE in 2005.

3.2 The Committee has adopted a rigorous approach to self evaluation, with reflection, learning and improvement being central to this activity. We recognise that self evaluation is an evolving process which take place at all levels – at a strategic level, at a management level and at an operational level. For this reason, we have a multi method approach to self evaluation; with a strong focus on change, process and service outcomes, all of which contribute to improved outcomes for children.

3.3 Our approach consists of these distinct elements: -

- **Multi Agency Self Evaluation Activity in respect of Specific Areas of Focus**

Multi agency self evaluation activity takes place on a continuous basis in respect of specific areas of focus. These reflect the priorities for the Committee as they are focused on our improvement activity.

- **Multi Agency Self Evaluation using Quality Indicators**

Multi agency self evaluation also takes place across the range of quality indicators, but with a specific focus on the quality indicators where a need for improvement has been identified, either through external scrutiny or through organisational learning at local level.

- **Single Agency Self Evaluation using Quality Indicators**

Single agency self evaluation continues to ensure that individual agencies are aware of the quality of their own practices and how this impacts and enhances partnership working. This will continue to be central to our self evaluation approach, with each agency evaluating in a proportionate way, recognising existing strengths and needs.

3.4 A key element of self assessment is the need for evidence. The EACPC continues to be committed to demonstrating improvement and development, with clear evidence which: -

- confirms that the improvement is delivering results;
- confirms that the results are contributing to/achieving improved outcomes for children and young people.

3.5 Examples of supporting information which demonstrates points 3.1 – 3.4 includes: -

- Self Evaluation 2007/2009 Activity: GIRFEC Group
- Self Evaluation 2008/09 Activity: Initial Response Teams
- Self Evaluation 2009: Summaries of Single Agency Proportionate Activity.

4. PERFORMANCE MANAGEMENT ARRANGEMENTS

4.1 Performance management refers to a range of activity which all agencies undertake on a single agency and multi-agency basis to get the right things done successfully. Our focus is on improving outcomes for children and young people through achieving results, paying attention to developing people and improving processes.

4.2 Our performance management framework reflects a strong commitment to: -

- A commitment to improving the lives of children and young people
- Strong values and principles, which inform our actions and decision.
- A clear strategic direction
- Clearly defined organisational structures and planning frameworks
- Effective leadership and management arrangements
- Strong operational delivery on a partnership basis
- A joint commitment to promote cultures which support reflection, learning and development
- The meaningful engagement and participation of children, young people and families

4.3 The EACPC has developed a performance cycle which provides a conceptual framework for the work which takes place in each financial year. Central to our performance cycle is our commitment to improving outcomes for children and young people. The strengths include planning; doing; reviewing and revising (appendix 3).

4.4 Our performance cycle is evident in our annual calendar of activities (appendix 4): -

- Production of a three year business plan, which is aligned with our children's service planning arrangements.
- Production of an annual action plan (within the framework of our three year business plan), also adopting a SMART approach;
- Quarterly progress reporting against key priorities and actions (at Child Protection Committee via sub group reporting);
- Annual planning, development and review sessions (EACPC and EACOG) at least twice per year, noting achievements, progress and action required;

- Production of annual report at the end of the final year, noting achievements, progress (and reasons for lack of progress, if required).
- 4.5 The EACPC sub group structure is central to progressing action and coordinating effort. The Chair of the EACPC meets with the subgroup chairs on a quarterly basis, between meetings of the EACPC. This ensures clear communication and monitoring of activity and workloads.
- 4.6 The CPC Coordinator post holder plays a pivotal role in retaining an overview of all the work taking place and in ensuring connectivity across action planning arrangements. The post holder reports directly to the Chair of the EACPC, which ensures ongoing oversight by the Chair of the work of the Committee.
- 4.7 The EACPC ensures that regular management and performance information reports are provided to the Committee. In addition, regular consideration is given to overall patterns and trends (for example via seminars).
- 4.8 Further enquires and audits are commissioned by the EACPC where particular issues are identified. In addition, independent research and evaluations are also undertaken in respect of key priority areas.
- 4.9 Significant development work has taken place in implementing the Corvu electronic system, which consolidates a range of approaches and systems for collating management and performance data. This system is operational and ensures that local authority chief officers can access information relating to key indicators. Information relating to child protection has been a priority in the implementation of the system, and will enable improved reporting to the EACPC.

5. PLANNING CONNECTIONS

- 5.1 In response to the requirements set out in the Concordat of November 2007, which committed local and national government to develop a single outcome agreement for each local authority area, and as a result of the status of the Community Plan – “One Council, One Plan”, all planning partners took a collective view from the outset that a community planning partnership single outcome agreement would be developed for the local area, covering the three year period from 1 April 2008 to 31 March 2011.
- 5.2 The EACPC and EACOG structures operate within the context of this strong community planning partnership and associated arrangements. Our overarching Community Plan has a lifespan of 12 years, effective from 1 April 2003. Action plans are in place for the period 2009/2011 covering the themes of: improving health and wellbeing; promoting lifelong learning; delivering community regeneration and improving community safety. The latter provides a new emphasis and clarity about the importance about community safety. The Improving Health and Wellbeing sub group reports to both the Officer

Locality Group for Children and Young People and the Officer Locality Group for Adults (see later).

- 5.3 Our new Community Health Partnership (CHP) structure was approved in 2008. The arrangements for the Community Health Partnership Officer Locality Groups are now well established. Chairing is carried out on a joint basis between the local authority and the health service.
- 5.4 As part of the CHP structure, the Officer Locality Group for Children and Young People (OLG) has replaced the previous Children and Young Person's Service Plan Steering Group and has therefore taken on the lead role in terms of developing, monitoring and reviewing the statutory Children and Young Person's Service Plan. This group has also contributed to the development of the NHS Ayrshire & Arran Child Health Strategy, which has recently been out for consultation. One of the key priorities within this strategy is the protection of children.
- 5.5 The OLG has a number of sub groups which reflect the change in national and local policy landscape. These will support the further improvements in the delivery at an operational level. The sub groups include:
 - Early Years Early Intervention (Early Years Framework)
 - GIREFC/IAF
 - Support for young people
 - Community Safety
 - Corporate Parenting
- 5.6 The EACPC and the OLG operate in parallel with each other, ensuring that child protection continues to be given prominent focus within children's services. Consequently, the Integrated Children's Service Planning and Child Protection Annual Report and Business Planning arrangements are aligned. (appendix 5)
- 5.7 Across Ayrshire, the Strategic Alliance meets, involving East Ayrshire Council, North Ayrshire Council, South Ayrshire Council and NHS Ayrshire and Arran, to take forward common developments. Work is focused on maximising the use of resources via the development of the integrated resource framework.
- 5.8 The Ayrshire Data Sharing Partnership (DSP) operates across agencies and is developing arrangements for e-care. On an interim basis, there is an information sharing system in place via the Council's portal – for the GIRFEC Group.
- 5.9 Across Ayrshire, the three Child Protection Committee Chairs (facilitated by Health) meet to identify common areas of interest, to share learning and to maximise resources. Action has been agreed to progress joint initiatives.
- 5.10 To ensure a connection between the strategic function of the Committee and the operational delivery of services, a Practitioners Forum is in place. This provides an opportunity to hear directly from practitioners about how child

protection services are working and how they can further improve. This is fed into the Committee via the sub group structure.

Susan Taylor
Chair of Child Protection Committee

1. Good governance means focusing on the organisation's purpose and on outcomes for citizens and service users

- 1.1 Being clear about the organisation's purpose and its intended outcomes for citizens and service users
- 1.2 Making sure that users receive a high quality service
- 1.3 Making sure that taxpayers receive value for money

2. Good governance means performing effectively in clearly defined functions and roles

- 2.1 Being clear about the functions of the governing body
- 2.2 Being clear about the responsibilities of non-executives and the executive, and making sure that those responsibilities are carried out
- 2.3 Being clear about relationships between governors and the public

3. Good governance means promoting values for the whole organisation and demonstrating the values of good governance through behaviour

- 3.1 Putting organisational values into practice
- 3.2 Individual governors behaving in ways that uphold and exemplify effective Governance

4. Good governance means taking informed, transparent decisions and managing risk

- 4.1 Being rigorous and transparent about how decisions are taken
- 4.2 Having and using good quality information, advice and support
- 4.3 Making sure that an effective risk management system is in operation

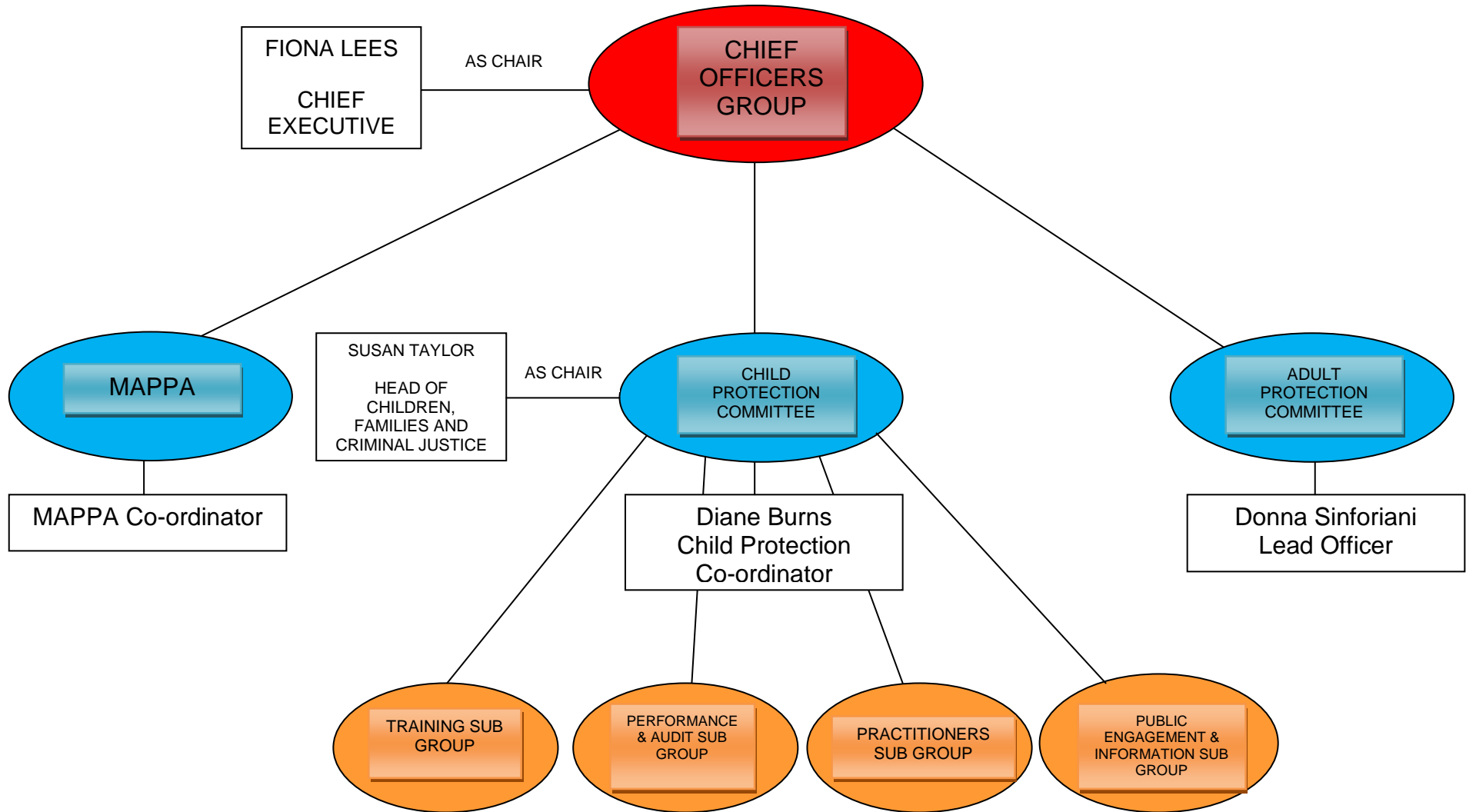
5. Good governance means developing the capacity and capability of the governing body to be effective

- 5.1 Making sure that appointed and elected governors have the skills, knowledge and experience they need to perform well
- 5.2 Developing the capability of people with governance responsibilities and evaluating their performance, as individuals and as a group
- 5.3 Striking a balance, in the membership of the governing body, between continuity and renewal

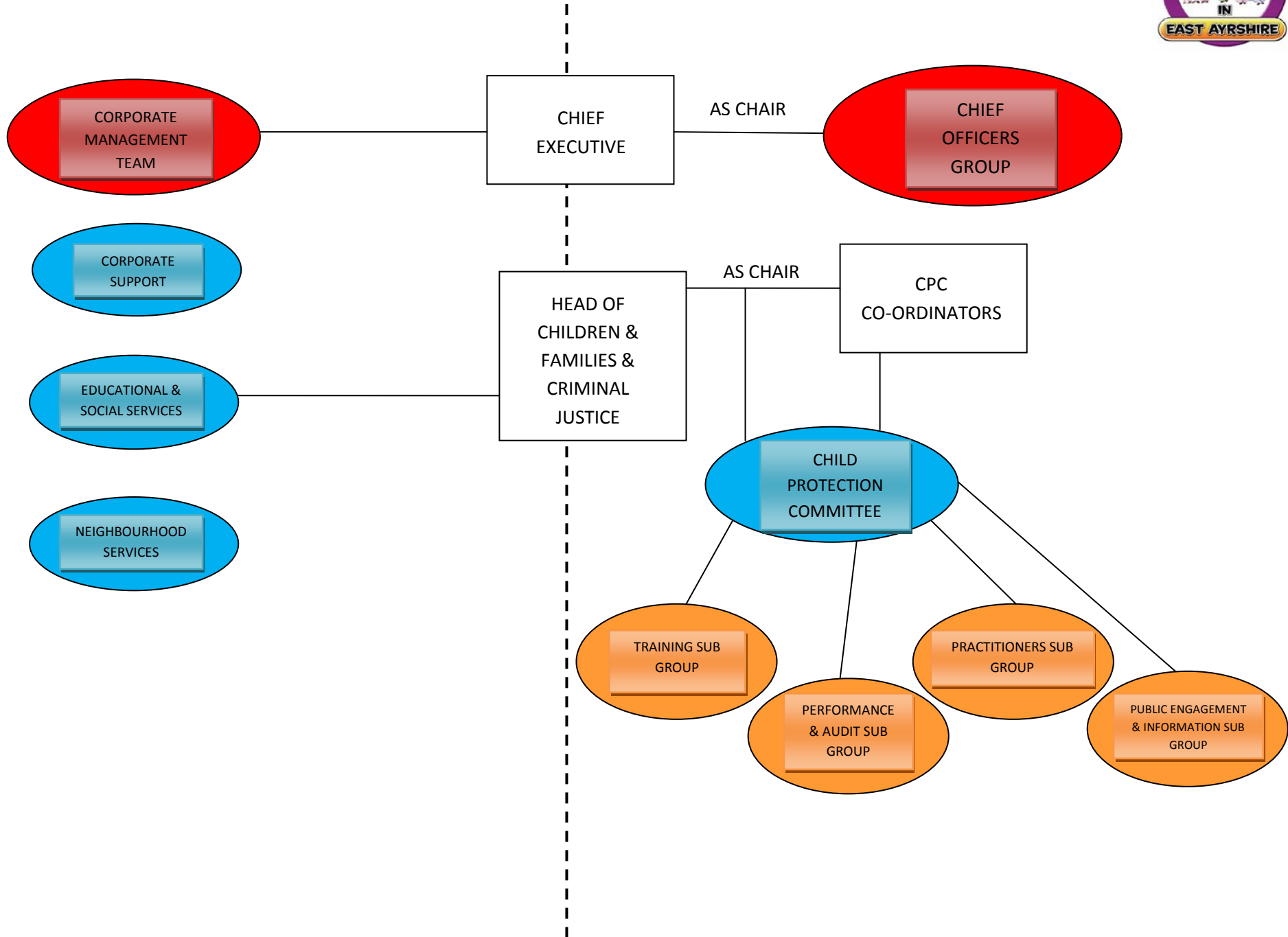
6. Good governance means engaging stakeholders and making accountability real

- 6.1 Understanding formal and informal accountability relationships
- 6.2 Taking an active and planned approach to dialogue with and accountability to the public
- 6.3 Taking an active and planned approach to responsibility to staff
- 6.4 Engaging effectively with institutional stakeholders

CHILD PROTECTION: GOVERNANCE AND REPORTING



CHILD PROTECTION: GOVERNANCE AND REPORTING





OUR PERFORMANCE CYCLE

- Identifying, prioritising and planning for improvement
- Use feedback from all stakeholders to inform our approach



- Learning to change what we do and how we do it
- Seek views/opinions about what may need to change

- supporting staff/services to achieve better performance
- Engage children and families in delivering the right support / service for better outcomes

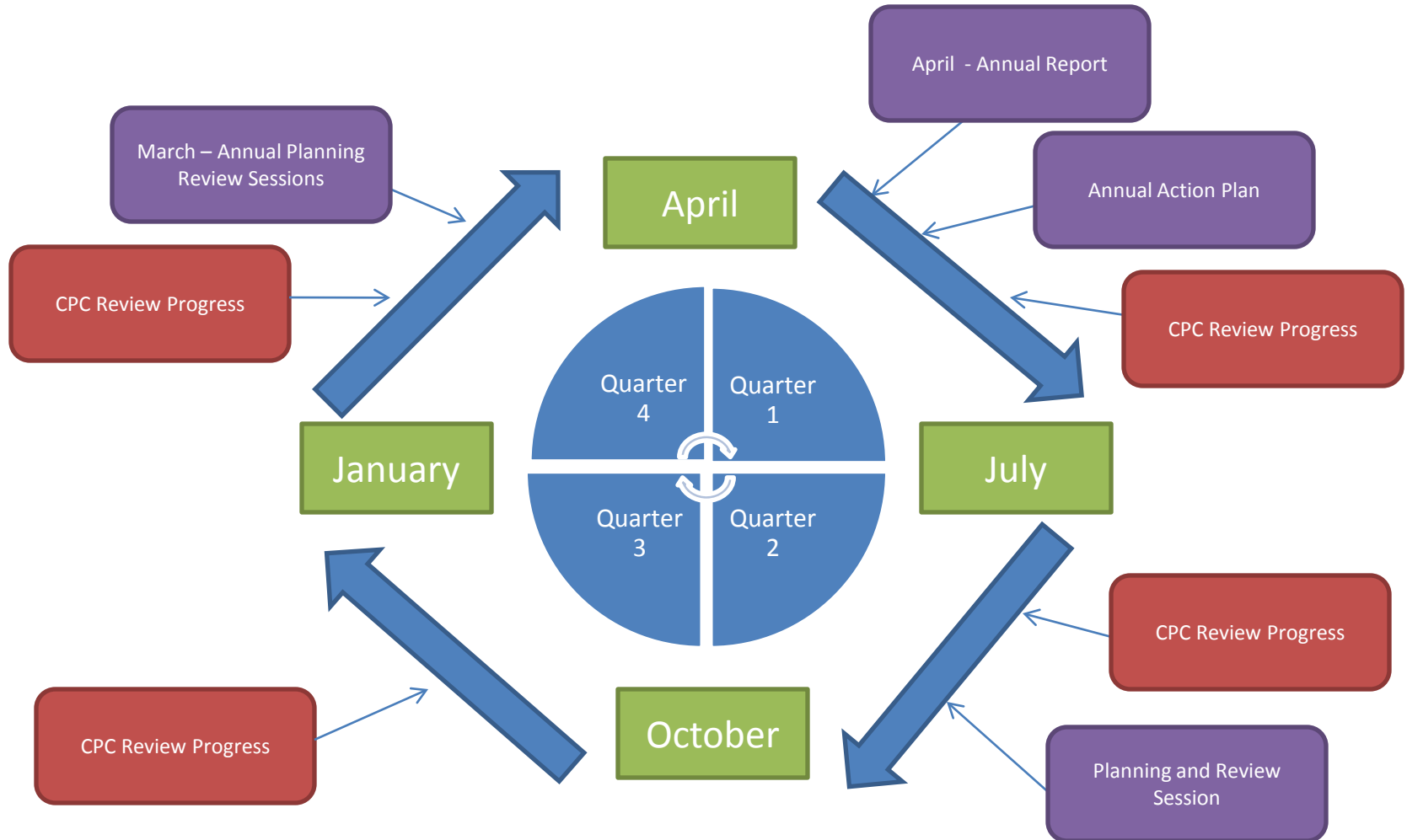
- Understanding the impact of service actions
- Assessing the impact on the satisfaction, experience and behaviours of children, young people and families



EAST AYRSHIRE CHILD PROTECTION COMMITTEE

OUR ANNUAL PERFORMANCE CALENDAR

Item 3 Apx 4



Community Planning / Community Health Partnership Arrangements

