



#### A COHERENT FRAMEWORK FOR INSPECTION OF SERVICES FOR CHILDREN



# For Scotland's Children : better integrated children's services, 2001

'A Scotland in which every child matters, where every child regardless of their family background, has the best possible start in life.'





# For Scotland's Children : better integrated children's services, 2001

'We need a much more robust approach to putting children and families at the centre of the service network. That will be facilitated by treating all services for children as part of a Children's Services System by all staff perceiving themselves as operating within that single system.'





### Wider Strategy

- Reform of the delivery of children's services
- Vision for Scotland's Children
- Getting it right for every child
- Curriculum for Excellence
- Public service reform agenda





#### **Services for Children at HMIe**

- A multi-disciplinary team
- Based in and led by HMIE with strong links to other inspectorates and regulators including Audit Scotland and NHS QIS
- Inspectors seconded at various times from HMIC, SWIA, the Care Commission
- Associate Assessors





#### An integrated approach to inspection

Services for children inspections, including child protection, focus on the impact of services and outcomes for children. Vulnerable children including the very young are given a voice in and through the inspection process. The inspection identifies and reports publicly on how well the needs of these vulnerable children are being met, starting from the child's experiences, and makes specific recommendations to further secure their wellbeing.





#### **Direction of Travel**

- 2005/06
- Spring 2006

• Autumn 2006

- June 2007
- Autumn 2007
- Spring 2008
- April 2009

- Introduction of cycle of inspections of child protection
- Consultation of development of coherent system of inspection
  - Consultation draft generic quality indicators for services for children
- Publication of 'A guide to evaluating services for children and young people using quality indicators'
  - Arrangements for inspection of services for children
  - Inspection modelling at a neighbourhood level
    - Self- evaluation materials, services for children
    - Pilot integrated inspection of services for children building out from school inspections
    - Introduce full programme of integrated inspections of services for children





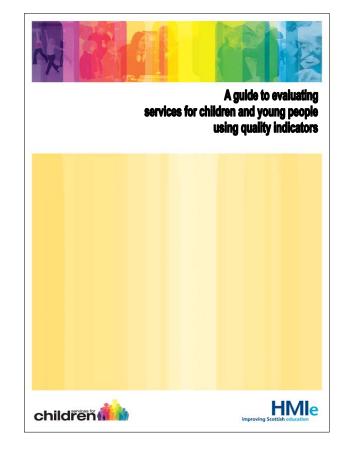
#### Figure 2: High-level questions, key areas and generic quality indicators

How well do we How good is our How good is our How good is our What key leadership? meet the needs delivery of management? outcomes have of our services for we achieved? stakeholders? children and young people? 6. Policy 9. Leadership and 1. Key development and direction 2. Impact on users Performance planning of services for 6.1 Policy review & Outcomes 9.1 Vision, values 5. Delivery of children and young development and aims people services for 1.1 Improvements 6.2 Participation of 9.2 Leadership and children and young in performance children, young direction 2.1 Impact on people 1.2 Adherence to people, their families 9.3 Leading people children and young statutory principles and others and developing 5.1 Knowing and people and fulfilment of 6.3 Planning partnerships 2.2 Impact on communicating the statutory duties 9.4 Leadership of parents/carers and needs of children change and families and young people 7. Management improvement 5.2 Delivering and support of staff services that ensure What is our that children and 7.1 Sufficiency, 3. Impact on staff capacity for young people are recruitment and improvement? safe, nurtured, retention 3.1 Impact on staff healthy, achieving, 7.2 Staff deployment active, respected and & teamwork responsible, and 10. Capacity for 7.3 Training and included improvement development of staff 5.3 Improving services for children Global judgement 4. Impact on the 8. Partnership and young people based on evidence community and resources of all key areas, in particular. 4.1 Impact on the 8.1 Partnership outcomes, impacts, local community working leadership and 4.2 Impact on the 8.2 Financial quality wider community management 8.3 Resource

> management 8.4 Information

systems

### A guide to evaluating services for children and young people using quality indicators







Characteristics of inspection models

- Be streamlined
- Be proportionate
- Be intelligence led
- Targeted where it is most needed
- Avoid unnecessary activity where quality is high
- Assure service users that services are of a high quality
- Generate continuous improvement.





#### The leadership imperative

- The greatest task faced by leaders in children's services is to create genuine and lasting cultural change......
- Sometimes it seems that the best heads and leaders are those who manage to cope with the barrage of policies targeted at them without losing sight of the core purpose of their organisation





#### **Child Protection Inspection Programme**

- Publications
- 2006 2007 9 reports and 2 pilot
- 2007 2008 7 reports so far from 11
- 3 follow through
- 2008 2009 10 inspections
- 9 follow through

• Three year programme, including follow through





#### **Post 2008 Inspection Landscape**

A future system of external inspection in areas such as education and children's services needs to build on existing effective practice, align well with the context, and manage risk around the key purposes of these services.





### Getting it right for every child

- A programme for change that will revolutionise services for children.
- A way of thinking and working, not a bureaucratic process





#### **Multi-agency Services**

Dealing with blending a universal service – like schools - with a service that's often caught up with crisis interventions – like social services – has been a real challenge. A lot of that is about risk.





# Key strengths

- Strong strategic leadership from the child protection committees and/or lead officers
- Effective partnership working promoting supportive intervention
- High level of staff awareness and commitment
- Good approaches to inter-agency training
- Clear procedures and policies





# Main points for action

- Effective meeting of longer term needs is constrained by limited use of joint planning and comprehensive assessments
- Improvements required in self-evaluation and in performance management
- Seeking children's views on the impact of services and seeking children's participation in policy planning is still to be developed
- Some continuing challenges in information sharing





# From follow through

- Recommendations have acted as a stimulus to secure improvements in services
- Involvement of health in initial discussions
- Improved information-sharing
- Renewed focus on assessment
- Greater partnership with families



