

## GLASGOW CHILDREN'S PANEL ADVISORY COMMITTEE (CPAC)

### Draft response to consultation on proposals for the establishment of Area Support Teams

- 1 In considering its response to the above consultation, Glasgow CPAC agreed that it would be guided by the requirement to fit into proposed Area Support Teams (AST) in relation to:

Structures;  
Membership;  
Roles;  
Monitoring of ASTs;  
Funding; and  
Administrative Support

and to continue to contribute to the achievement of national standards and consistency, delivered locally.

The overarching principle underpinning the response, is to retain those elements of the current structures which deliver for children and families in Glasgow, and the volunteers, or as they are termed in the consultative document "unpaid professionals", who provide the service to those people.

This will include the demonstrated and long-standing involvement in a culture of review and continuous improvement, in relation to; individual practice by all volunteers, structural organisation, partnership working and strategic and policy development.

- 2 The unique nature of the children's hearings system in Glasgow has led to the development of local arrangements which reflect the quantity of work required in Glasgow, and the associated support required to underpin the expectations placed upon volunteers.

These arrangements have always maintained the statutory requirements, and have both demonstrated, and helped to develop, identified good practice across the hearings system.

Glasgow CPAC has always been committed to the concept of national standards and consistency of approach, both at a local level across the 6 sub-areas in Glasgow, and at the national and strategic level.

In considering its response to the Convener's proposals, Glasgow CPAC summarised the current arrangements in Glasgow, the presumed equivalent arrangements for an Area Support Team and issues requiring further clarification or consideration. This summary is as presented at Appendix One.

- 3 The CPAC agreed that, to take forward the proposals for an AST in Glasgow
- (1) there would be no benefit to children and families, or service delivery, in merging with other existing structures;
  - (2) expectations must be clear, in advance, of the level of commitment required of all those appointed to membership of the AST, or its supporting structures;

- (3) ASTs should retain delegated powers to create sub-structures, within the national framework, which facilitate the delivery of standards at a local level (See para 4 (b) and (c) below);
- (4) the defining of roles and responsibilities would be necessary, for all members of the AST and any associated sub-structures;
  - (a) the number of local authority members of the AST, and the expectations of their input, will be crucial in developing a new, non-statutory, relationship between Councils and ASTs;
  - (b) whilst the Act requires that all members of sub-committees must first be members of the AST, a literal interpretation of this requirement would not be practical in terms of AST activity in Glasgow, as there would be in excess of 50 members;
  - (c) to resolve this, and maintain an appropriate number of members of the AST, demarcation of status is required between full (voting) members of the AST and other members, delivering delegated or support functions, such as
    - (i) observation, recruitment, re-appointment of panel members; and
    - (ii) clerk and administrative advice and support; and
  - (d) further guidance would be required on the status of training deliverers. Would they be members of the AST or attend meetings and liaise with identified AST member(s) with a training responsibility;
- (5) opportunities for training and development must be tailored to support the role specific tasks allocated across the AST, including
  - (a) support for those who accept additional responsibilities in the local structures; and
  - (b) access to training for those who might consider accepting additional responsibilities in the local structures, as part of succession planning; and
- (6) clarification would be necessary, on the reporting and working relationships for employed staff, in relation to both the local authority and Children's Hearings Scotland;
  - (a) it is the view of Glasgow CPAC that, given the crucial and positive role played by employed staff in current and future structures, it would support the development of the CHS culture, and remove the possibility of conflicts of interest and/or priorities, if Clerks to ASTs and other staff were employees of Children's Hearings Scotland.

#### 4 Glasgow CPAC

is supportive of the general concept of the creation of an Area Support Team coterminous with the City of Glasgow, subject to further detail as identified; and

looks forward to working in partnership with Children's Hearings Scotland and the AST structures, to further develop and enhance support to children and families throughout Scotland.

Organisational structure and support arrangements for Glasgow Area Support Team

<i>Current arrangements</i>	<i>AST equivalence</i>	<i>Issues</i>
<p><i>Unpaid professionals</i></p> <p>6 Minister appointees 4 Council appointees</p> <p>6 sub-committees</p> <p>Authority Panel Chair and 2 Deputes 6 Area Chairs and Vice-Chairs 2 volunteer rota administrators</p> <p><i>Staff</i></p> <p>Clerk to the CPAC 3 administrative assistants 1 Clerical Officer</p>	<p><i>Unpaid professionals</i></p> <p>9 NC appointees (incl Chair, Depute. 6 other members to chair subs) 3 Council appointees</p> <p>6 sub-committees (combine to match 3 local service areas, for partnership working and liaison) Panel representative and Deputes Area "Pastoral leaders", number to be defined</p> <p><i>Staff</i></p> <p>Clerk to the AST 3 administrative assistants 1 Clerical Officer</p>	<p>Need to clarify the number of LA appointees and what role(s) will they have</p> <p>Need to define varying levels of membership, linked to full, delegated or role specific responsibilities</p> <p>Need a robust and transparent process for sub committee member transfer to AST appointments</p> <p>If staff take greater responsibility for mechanical functions related to rota and management of hearing cover, how will that link with pastoral care and regular contact between pastoral leaders and panel members.</p>
<p>Statutory link to local authority</p> <p>Requires the creation of and support to Children's Panel Advisory Committee</p> <p>Additional support provided to Authority Panel Chair (delivered by paid staff and volunteers)</p>	<p>No statutory link to local authority</p> <p>Support to Area Support Team provided on a "goodwill" basis, underpinned by a Service Level Agreement (SLA) between the local authority and Children's Hearings Scotland</p>	<p>SLAs do not lend themselves to a culture of innovation and development</p> <p>Not clear about reporting lines and accountability, if staff remain employed by the local authority</p> <p>Who will "manage" the SLA. Will it be the LA rep on the AST or another officer.</p>

<i>Current arrangements</i>	<i>AST equivalence</i>	<i>Issues</i>
<p>CPAC members appointed by Ministers or Council</p> <p>Others in attendance</p> <p>Observations carried out by sub-committee members</p> <p>Oversight provided by CPAC members</p> <p>Not all LA reps participate in recruitment and re-appointment</p>	<p>Membership widened to include those currently "in attendance" (excluding reporter)</p> <p>Clerk is identified as a "member"</p>	<p>Separation of roles for members of AST not clear</p> <p>(For example, clarify that those with pastoral role should not be involved in complaints or monitoring)</p> <p>Specific roles and responsibilities must be clear before appointments are offered or transfers made.</p>
<p>No formal monitoring mechanisms for CPAC</p>	<p>AST will be monitored</p>	<p>Detail of how this will be achieved required</p>
<p>CPAC members and Clerk required to complete 3 mandatory training modules</p> <p>Council members do not usually complete all 3 modules, as they do not observe panel members</p>	<p>Pre-service and in-service training to be delivered</p>	<p>Need to know frequency of in-service and of refresher training</p> <p>What will be mandatory, and/or required for re-appointment</p> <p>Are all members to attend, including Clerk and other paid staff</p>
<p>Funding provided by Council from the overall block grant</p> <p>Additional in-kind support provided through provision of hard resources and services at no charge, and additional staff support at times of peak workload</p>	<p>No statutory requirement to provide support to the AST</p> <p>Funding commitments will be defined under the terms of the SLA</p>	<p>Funding commitments will be limited under the terms of the SLA</p> <p>In-kind support will be at best reduced, given the economic stresses placed on all Councils</p> <p>For example reduced Council property estate will reduce or eliminate access to meeting rooms and interview locations</p>