

REPORT TO: POLICY AND RESOURCES COMMITTEE - 22 FEBRUARY 2010

REPORT ON: INTEGRATED CHILDREN'S SERVICES PLAN

REPORT BY: ASSISTANT CHIEF EXECUTIVE

REPORT NO: 116-2010

1. PURPOSE OF REPORT

1.1 This report seeks approval for the ongoing development and implementation of Dundee's Integrated Children's Services Plan (ICSP) 2010-2012. The ICSP sets out Dundee's vision and commitment to the children, young people and families of Dundee. It builds upon the aspirations and targets outlined within the Dundee Single Outcome Agreement.

2. RECOMMENDATIONS

2.1 The Policy and Resources Committee is recommended to:

- i) note the content of this report and the attached Integrated Children' Services Plan;
- ii) endorse the drive to develop and provide more integrated support for children and young people across the city;
- iii) approve the delivery framework within the plan which sets out what we intend to achieve, how we will achieve it, when we know we have achieved it and who will be responsible for those achievements

3. FINANCIAL IMPLICATIONS

3.1 There are no direct financial implications.

4 BACKGROUND

4.1 The previous Integrated Children's Services Plan "A Plan for Dundee's Children" 2005 - 2008" was the forerunner in how services for children and young people could be strengthened by agencies and departments working together.

4.2 That first Plan had its foundations In a number of important national policy papers on the delivery of effective children's services, such as *'For Scotland's Children'*, 2001 (report on better integrated children's services), *'It's Everyone's Job To Make Sure I'm Alright'*, December 2002 (the report of the Child Protection Audit and Review). These policy papers and the integrated approaches they helped develop, led to the publication of *'Getting It Right For Every Child'* (GIRFEC) in June 2006 (a programme for change in the delivery of integrated children's services).

4.3 It is the GIRFEC approach which has driven the development of Dundee's new integrated children's services plan (2010 - 2012) where the clear emphasis is that, "every child in Dundee will be safe, healthy, achieving, nurtured, active, respected, responsible and included.

4.4 Dundee's 'integrated approach' is based around the development and implementation of strategies across agency boundaries for improving services and outcomes for children and young people. This is to be achieved through the rationalisation and corporate co-ordination of existing and new resources, focussing on the delivery of effective child-centred activities.

- 4.5 We have in place an integrated children's services structure (P&R Committee report 241-2006) developed at the time of the first integrated children's services plan. The structure included the formation of a Strategic Planning Group (SPG) made up of chief officers from, Leisure and Communities, Education, Social Work, Housing, Finance, Health, Police, Voluntary Sector and Children's Reporter and chaired by the Assistant Chief Executive.
- 4.6 The Strategic Planning Group is now a theme group of Dundee's Community Planning Partnership with clear outcomes articulated within Dundee's Single Outcome Agreement.
- 4.7 The SPG are responsible for leading on the development of the new Integrated Children's Services Plan and as a result of the June 2009 child protection inspection the Chief Officers Group (COG) will have oversight of the work of the SPG and final approval for the Integrated Children's Services work plan.

5 POLICY IMPLICATIONS

This report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management.

It is the Council's goal that all children and young people should be safe, healthy, achieving, nurtured, active, respected, responsible and included. The Integrated Children's Services Plan and the delivery framework therein will help all Dundee's children and particularly those most vulnerable and in need to achieve that goal.

6. CONSULTATIONS

This report has been subject to consultation across Integrated Children's Services and the Chief Executive, Depute Chief Executive (Support Services) and Director of Finance, Directors of Housing, Leisure and Communities, Education and Social Work, representatives of the health authorities, Tayside Police and the voluntary .

7. BACKGROUND PAPERS

None.

Chris Ward
Assistant Chief Executive

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17/02/2010

**DUNDEE
INTEGRATED CHILDREN'S SERVICES
PLAN**

2010/2012

09.02.10

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FOREWARD

Dundee's Integrated Children's Services Plan (ICSP) for 2010/2012 sets out our vision and commitment to the children, young people and families of Dundee. It builds upon the aspirations and targets outlined within the Dundee Single Outcome Agreement. <http://www.dundeepartnership.com/file.php?id=1954>

The 'plan' builds on our local Community Planning Partnership's overarching 'vision' for the city and its population.

"Dundee will offer real choice and opportunity in a city that has tackled the root causes of social and economic exclusion, creating a community which is healthy, safe, confident, educated and empowered".

We agree with the Scottish Government approach stated in **"Getting it Right for Every Child"** <http://www.scotland.gov.uk/gettingitright> that every child and young person in Dundee will be *safe, healthy, achieving, nurtured, active, respected, responsible and included*.

Our vision is that children and young people will live in a loving family, a supportive local community and a caring society within a prosperous Dundee.

A key part of making the 'vision' happen is the involvement of children, young people and their families. We feel strongly that;

"As a matter of principle children and young people are engaged in shaping policy and service delivery in areas of concern to them and that these opportunities are embedded in everyday practice".

We also recognise that parents and carers are key partners and that our work must continue to better reflect and support parents and carers roles and responsibilities for their children. We also recognise that other family members such as grandparents make a huge contribution to children's lives and this is reflected by the growing development of what we call 'Kinship Care'.

This plan is a work in progress and will continue to evolve and adapt to changing needs, helping us together to make positive steps towards co-ordinating and strengthening the services and support we offer our children, young people and families.

The key joint partners in creating, delivering and reviewing this Integrated Children's Services 'Plan for Dundee's Children' are:

The children, young people and families of Dundee
Dundee City Council
NHS Tayside
Tayside Police
Dundee Voluntary Sector
Private Sector Partners
Dundee Children's Reporter
Procurator Fiscal

VISION, PRINCIPLES AND PRIORITIES

Vision

Our vision is built on the belief that every child, young person and family in Dundee matters.

We believe that every child and young person should be safe, healthy, active, nurtured, achieving, respected, responsible and included.

We recognise that children and young people's lives need to be viewed in the context of their families, local communities and society as a whole.

Much of our work is aimed at empowering families, building on the strengths and expertise of parents and extended family members and supporting them to fulfil their vital and influential role in the development of Dundee's children and young people.

Principles

We have agreed shared principles about how we work with all children, young people and their families in Dundee. These principles are based on the United Nations Convention on the Rights of the Child and apply to services provided by us or by others on our behalf. We will promote these principles in all aspects of our work.

Priorities

Dundee's priorities for children and young people have been influenced and shaped by the needs and aspirations of both individuals and their communities.

Our current priorities were identified through a number of different processes which included independent consultancy, elected members and chief officer's workshops, national priorities and directives, the single outcome agreement and the various inspection processes.

The key outcome from above was the identification of a number of fundamental areas around which we should prioritise actions, which would influence this Integrated Children's Services Plan. The key areas for action on which we will focus are:

- children in their early years
- engaging, consulting, listening to and involving young people, children and parents; and the role and involvement of communities
- school exclusion and how to improve attainment
- substance misuse
- promoting healthy living and physical activity
- improving outcomes for children and young people, using the single outcome agreement
- shift the balance towards early intervention
- develop joint working approaches i.e. Joint Action Teams

ABOUT DUNDEE

Dundee has a population of 142,170 and is Scotland's fourth largest city. Dundee City Council area is geographically the smallest local authority area in Scotland.

In June 2008 there were 23,671 children in Dundee under the age of 16 and 3,556 16 and 17 year olds.

28.9% of Dundee's population live in what the Scottish Government identifies as deprived areas and 34.5% of children in Dundee live in areas of significant deprivation.

25% of children in the city live in workless households; in some parts of the city this rises to almost 50%.

27% of Dundee's primary and 19% of secondary school pupils were registered for free school meals compared to 17% and 13% for Scotland as a whole (2008).

The percentage of young people achieving a qualification in both English and Maths at level three or above by the end of S4 is 88%, the national figure is 92%.

In December 2008 the number of city residents in employment stood at 63,300 which is 71.5% compared to a Scottish average of 75.6%.

As of 30th September 2009, there were 608 children and young people looked after within the city. This figure has hovered around 600 since April 2009. The figure breaks down into:

- 175 children looked after at home by their parents
- 196 children looked after by relatives and friends
- 187 children looked after by foster carers
- 48 children looked after in a residential setting

Dundee has one of the highest student populations of any city in the UK. There are 51,448 students registered in Higher Education, Further Education and school programmes. Of these approximately 26,299 have Dundee home addresses (22% of the population).

There are a number of specific health concerns across the population of Dundee and they include:

- lower than average life expectancy
- low levels of breastfeeding
- mothers smoking during pregnancy
- high teenage conception rates
- numbers of young people who smoke, use alcohol or other drugs
- high levels of overweight and obese children

WHAT IS THE PLAN FOR AND WHO IS IT ABOUT?

This plan sets out how we will all work better together to improve the lives of all children, young people and their families in Dundee.

This plan is for all our children. We want to make things better for them. We know that some children need additional support and consideration and that the help they need will vary from time to time. This plan therefore has a particular focus on children and young people:

- at the start of life
- in need of care and protection
- who are looked after, including those leaving care
- who are young carers
- who face discrimination
- at risk of offending and/or anti-social behaviour
- at risk of not achieving success in education, employment or training
- with social, emotional and behavioural difficulties
- and those affected by:
 - homelessness
 - domestic abuse
 - health problems, including mental health
 - alcohol and/or other drugs

Because the plan is for children and young people we recognise there is a clear need and commitment to consult and include children and young people in the development of services. We do this in many ways such as universal pupil councils in schools and city-wide, dialogue youth groups and targeted forums such as the forum for Looked After Children. We are incorporating and consolidating the above and more into our framework to better involve children, young people and their families.

HOW WILL WE DELIVER THE PLAN?

Dundee has an Integrated Children's Services structure (see appendix 1) which is linked to the Dundee Community Planning Partnership.

Integrated Children's Services are led by a Strategic Planning Group and within the system there are ten theme groups (see appendix 2) who between them have the responsibility to make this plan happen.

The work of the ten theme groups is based on the belief that every child and young person in Dundee will be '*safe, healthy, achieving, nurtured, active, respected, responsible and included*' and the following action plan is based on each of those eight key elements.

The outcomes and actions within the action plan do not sit in isolation from the broad range of children's services in the city and are therefore not the only services and resources available to children and young people in Dundee.

Each partner agency and theme group has its own service or action plan which specifically sets out what that agency or theme group is committed to deliver. The Integrated Children's Services Plan pulls together multi-agency activity which is jointly delivered by groups of agencies in an integrated way.

Within the plan we have set out a framework which;

- details some of our key outcomes

- gives a flavour of some of the things we are going to do to achieve them
- highlights some of actions we will take to deliver the outcomes
- indicates how we will measure progress towards achieving the outcomes
- identifies who will be responsible for delivering them successfully.

The framework does not and can not cover all activity within Integrated Children's Services. It is more about giving an overview of our key aims and actions, for more detailed information the reader is directed towards agency service plans which are listed within the document.

HOW WILL WE KNOW WE ARE GETTING IT RIGHT?

Children, young people, their families, the practitioners and services will tell us if we are getting it right and how we might improve services.

In order to test if we are getting it right, we have developed a business plan which requires each of the strategic theme groups to report at least annually on a rolling basis throughout the life of the plan on four broad headings;

- why is the particular priority an issue for Dundee's children and young people?
- what are we currently doing to address the issue?
- what improvements have we made?
- what more are we going to do?

Each theme group will formally present a progress report to the Strategic Planning Group where actions and outcomes will be rigorously scrutinised. The progress report and any subsequent points for action will be incorporated into an annual report and improvement plan into Dundee's overall Integrated Children's Services approach. The annual Report and improvement plan will be submitted to the Dundee Community Planning Partnership, the Chief Officers Care and Protection Group and the Policy and Resources Committee of Dundee City Council.

We will use the above format to effectively monitor our progress in further developing and implementing the plan.

The above will sit alongside feedback from children, young people, their parents and carers through the establishment of a framework designed to better involve children, young people and their families in the development of integrated children's services planning (<http://www.dundee.gov.uk/chserv/>). The rationale behind the framework is to ensure continuous engagement with children, young people, parents and carers using a model based on three elements;

- Values and Principles
- Standards in community engagement
- Opportunities for engagement

We recognise that engagement can involve a range of activities including:

- providing information (communication)
- listening to views (consultation)
- involving in decision-making (participation)
- monitoring, quality assurance (evaluation)

Part of the engagement framework includes the tear-off feedback questionnaire and contact information which can be found at the back of this document.

Delivery Framework:

Outcome 3: Our children will be safe, healthy, active, nurtured, achieving, respected, responsible and included.						
High Level Outcomes (What is our overall aim?)	Specific Outcomes (What is the actual impact)	Action (What are we going to do?)	Performance Indicator (What measures will we use to gauge progress?)	Baseline (Where are we now?)	Target (Where do we want to be?)	Responsible (Who is responsible)
3a All children and young people in Dundee are Safe	Children and young people in Dundee affected by substance misuse, complex social needs and compromised parenting or in need of protection in Dundee have their needs assessed and addressed.	Continue to improve pathways and access to substance misuse services for those with the care of children and young people.	Percentage of Dundee substance misusers with dependent children accessing services	325 out of 723 clients (45% 2008) (DMSS)	Fewer parents misusing and higher proportion of those who do misuse accessing services?	Alcohol & Drug Partnership
		Processes and practice for joint assessment and planning are put in place.	HEAT Target A11: waiting time for access to drug & alcohol services.	Drug services: June 2009 218 (99%) clients waited less than 28 days from assessment to treatment date offered. Alcohol: baseline established by June 2010.	NHS Tayside is developing implementation plan by March 2010 to determine the target. Likely to be 3 weeks from referral to treatment by 2013.	Alcohol & Drug Partnership

		Staff across all agencies continue to have access to Multi Agency and Single Agency documentation and appropriate training to guide them in protecting children and young people. CYPPC will establish a multi agency case file audit team.	Evidence through self-evaluation, audit and inspection that services delivered are appropriate, proportionate and timely.	Outcomes from self assessment, audit & inspections 2010-11	Target set in year 2 following implementation of self-evaluation regime	C&YPCC
		We will have an effective communication, consultation and engagement strategy across Child Protection Services. We will ensure that the public can report any child protection concerns through the establishment of a single dedicated telephone number	% of public who know what to do when they have a concern? % of public who know the new telephone number or at least know where to find it?	Baseline to be established via evaluation activity (e.g. consumer survey)	Target set in year 2 following baseline established in year 1	C&YPCC
		We will develop programmes of diversionary youth work and sports development activities in response to young people's needs.	Number of young people involved in diversionary activities through youth work/sports development.	Approximately 25000 contacts with young people through Diversionary Programmes funded by the Local Action Fund 2008/09	Monitor in year 1 and establish baseline figure across the Partnership	Youth Work Partnership

High Level Outcomes(What is our overall aim?)	Specific Outcomes (What is the actual impact?)	Action (What are we going to do?)	Performance Indicator (What measures will we use to gauge progress?)	Baseline (Where are we now?)	Target (Where do we want to be?)	Responsible (Who is responsible?)
3b All children and young people in Dundee are Healthy	Children, young people and their families in Dundee have improved health.	Continue to promote healthy eating and physical activity with families, pre-school settings, schools and communities, targeting a reduction in BMI and obesity levels.	Proportion of healthy BMI Levels of children in Primary 1.	7.4% (2008)	Reduce (no specific target set)	CHP Child & Family Health Forum
			Number of attendances at pre-school physical activity programmes.	10,453	Maintain	Sport and Physical Activity Group
		Continue to provide clear and effective information on benefits of breastfeeding and good nutrition.	Proportion of women breastfeeding	20.4% exclusive (6-8 week review)	33.3%	CHP Child & Family Health Forum
		Continue to develop and promote young people's access to sexual health services, information and advice in schools and local communities.	Rates of teenage conception.	Under 16 is 18.6 per 1000 under 20 is 96.3 per 1000	Reduce (no specific target set)	Dundee Action on Sexual Health Group
		Increase access to smoking cessation programmes.	Number of school aged children who smoke	3% of 13 year olds are regular smokers. 13% of 15 year olds are regular smokers	Reduce (no specific target set)	CHP Child & Family Health Forum

		Continue to promote oral health and hygiene to families through pre-school settings, schools and communities.	Number of children registered with a dentist.	84.3% 3-5 year olds (Tayside baseline)	Increase (no specific target set)	CHP Child & Family Health Forum
		Implement the recommendations in the report "Looked After Children and Young People: We Can and Must Do Better.	Percentage of initial health assessments within four weeks of notification for looked after and accommodated children.	To be developed in year 1	To be developed in year 1	Looked after Children Group
		Develop targeted multi agency approaches to tackling issues relating to young people and alcohol and substance misuse.	Number of YP reporting alcohol and drug use in the last year.	% YP drinking in last week: 12% of 13 yr olds, 35% of 15 yr olds (SALSUS 2006 Dundee) % YP taking drugs in the last year: 7% of 13 yr olds 16% of 15 yr olds (SALSUS 2006 Dundee)	Target of 9% for 13 year olds and 32% for 15 year olds Target of 6% for 13 year olds and 15% for 15 year olds.	Alcohol & Drug Partnership

High Level Outcomes(What is our overall aim?)	Specific Outcomes (What is the actual impact)	Action (What are we going to do?)	Performance Indicator (What measures will we use to gauge progress?)	Baseline (Where are we now?)	Target (Where do we want to be?)	Responsible (Who is responsible)
3c All children and young people in Dundee are Achieving	Children and young people in Dundee have raised levels of attainment and achievement	Implement the Curriculum for Excellence in all Dundee City Councils educational establishments and Dundee College.	Percentage of young people gaining both English and Maths at SCQF level 3 or above by the end of S4.	88%	90%	Attainment & Achievement Group
		Identify and address the needs of children and young people in Dundee including those with additional support needs.	Average SQA tariff score at end of S4	151	157	Attainment & Achievement Group
			Percentage of school leavers entering positive destinations	81.5%	85%	Attainment & Achievement Group
			Continue to develop and implement ways to improve the educational attainment and outcomes for looked after children and young people.	Percentage of looked after children gaining both English and Maths at SCQF level 3 or above by the end of S4	30% average over past 4 years	50%
		Percentage of looked after children gaining 1+ award at SCQF level 3		48% average over past 4 years	60%	Looked After Children Group
		Increase the number of young people achieving nationally accredited youth awards.	Increase the number of young people achieving Sports Development, ASDAN, Duke of Edinburgh awards and outdoor	250	Increase by 5% i.e. target is 263.	Youth Work Partnership

			education course completions.			
			Number of children and young people in Regional and National Squads. (<i>Priority Sports & RSP</i>)	To be established in year 1 of plan.	Target set in year 2 based on baseline established in year 1.	Sport and Physical Activity Group

High Level Outcomes (What is our overall aim?)	Specific Outcomes (What is the actual impact)	Action (What are we going to do?)	Performance Indicator (What measures will we use to gauge progress?)	Baseline (Where are we now?)	Target (Where do we want to be?)	Responsible (Who is responsible)
3d All Dundee children are Nurtured and have the best start in life.	Professionals across sectors have an increased focus on pre-birth to 3 years. Parents feel confident and equipped to be effective parents. Multi-agency shared training opportunities (workforce development) have enhanced skills, identified shared values and fostered the development of broader and more complementary roles.	Continue to develop and deliver services aimed at pre-birth to 3 years, e.g. Grow Well Cafe, CEL 36, Healthy Weight Community Programme, Pre-school Home Visiting Service and Early Years Parent Services Team.	Number of parents accessing services?	To be established in year 1 of plan	Target set in year 2 based on baseline established in year 1.	Early Years Framework Steering Group
		Re-design the New Beginnings service for unborn babies and children under the age of one who are at risk.	No. of parents receiving information and guidance about the importance of quality interactions between parent and child during the first 3 years of life. Number of children who can stay with their parents following participation in New Beginnings?	To be established in year 1 of plan	Target set in year 2 based on baseline established in year 1.	Early Years Framework Steering Group
		The "Being a Parent in Dundee" strategy is established and implemented.	Number of parents reporting that they feel more confident in nurturing and caring for their child.	To be established in year 1 of plan	Target set in year 2 based on baseline established in year 1.	Early Years Framework Steering Group
		Further develop multi-agency and cross-sectoral approaches to delivering training to the Early Years workforce across Dundee.	Evidence through self-evaluation, questionnaires, focus groups, audit and inspection ensures that multi-agency working across sectors	To be established in year 1 of plan.	Year on year increase and positive reports and recorded	Early Years Framework Steering Group

		Devise procedures to monitor the effectiveness of these approaches.	supports children and their families.		responses	
			Number of staff attending multi-agency training.	To be established in year 1 of plan	Target set in year 2 based on baseline established in year 1.	Early Years Framework Steering Group

High Level Outcomes (What is our overall aim?)	Specific Outcomes (What is the actual impact)	Action (What are we going to do?)	Performance Indicator (What measures will we use to gauge progress?)	Baseline (Where are we now?)	Target (Where do we want to be?)	Responsible (Who is responsible)
3e All Dundee's children and young people are Active.	More children and young people in Dundee participate in sport and physical activity.	We will increase participation in structured physical activity.	Number of attendances at Sport and Physical Activity Sessions.	315,511	Maintain	Sport and Physical Activity Group
			Number of children in 'targeted' physical activity programmes eg paediatric obesity service, diversionary.	To be established in year 1 of plan.	Target set in year 2 based on baseline established in year 1.	Sport and Physical Activity Group
			Number of registered and non registered playing participants in "Club Dundee" Sports Clubs (<i>Regional Sporting Partnership and Dundee Clubs</i>).	1474	1700	Sport and Physical Activity Group
		We will increase the time devoted to curricular Physical Education.	Number of Primary schools delivering the National target of 2 hours PE per week, per child.	37 (100%)	Maintain	Sport and Physical Activity Group
			Number of 'links' between schools and community based sports clubs.	To be established in year 1 of plan.	Target set in year 2 based on baseline established in year 1.	Sport and Physical Activity Group

			Number of children progressing from pre-school to Primary 1 sport and physical activity programmes.	To be established in year 1 of plan.	Target set in year 2 based on baseline established in year 1.	Sport and Physical Activity Group
	We will develop opportunities for children and young people to have life long pathways in sport and physical activity.		Number of recognised Community Sports Hubs.	0	4	Sport and Physical Activity Group
			Number of clubs achieving Club Dundee Development Level or National Governing Body Accreditation.	12	20	Sport and Physical Activity Group
	We will develop opportunities for the engagement of parents in their child's physical activity and promote parental responsibilities.		Number of parents involved in Sport and Physical Activity Programmes.	To be established in year 1 of plan.	Target set in year 2 based on baseline established in year 1.	Sport and Physical Activity Group

High Level Outcomes (What is our overall aim?)	Specific Outcomes (What is the actual impact)	Action (What are we going to do?)	Performance Indicator (What measures will we use to gauge progress?)	Baseline (Where are we now?)	Target (Where do we want to be?)	Responsible (Who is responsible)
3f All Dundee's children and young people are respected	Children and young people in Dundee are listened to and consulted about matters which affect their lives and future in accordance with Article 12 of the United Nations Convention on the Rights of the Child.	We will develop a joined-up strategy for engaging children and young people in the planning, delivery and evaluation of public services. This will include developing further, methods and instruments to capture the views of children and young people that are designed in partnership with them.	Strategy produced and implemented.	Each service currently has individual strategies in place	Integrate strategies Target set in year 2 based on baseline established in year 1.	Strategic Planning Group
	Children and young people in Dundee experience an increased level of engagement which allows their feelings and opinions to be captured and embraced.		Number of children consulted in surveys, questionnaires and other consultations	Baseline to be established in year 1	Target set in year 2 based on baseline established in year 1.	
		We will further develop processes to enable children and young people to evaluate services and programmes and, where appropriate, we will act on	Number of children and young people whose views are recorded and taken account of in individual planning and review documents	Baseline established in year 1	Target established in year 2	Strategic Planning Group

		suggestions given by them to improve the quality of their lives.	Percentage of children receiving services who complete questionnaires			
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High Level Outcomes (What is our overall aim?)	Specific Outcomes (What is the actual impact)	Action (What are we going to do?)	Performance Indicator (What measures will we use to gauge progress?)	Baseline (Where are we now?)	Target (Where do we want to be?)	Responsible (Who is responsible)
3g All Dundee Children and Young People are Responsible	Young people in Dundee have opportunities to take on responsible roles in schools and in their communities. Children and young people in Dundee are involved in less anti-social behaviour, offending and re-offending	We will continue to develop the model of peer education within the City.	Number of young people involved in delivering peer education programmes.	80	10% increase over 2 years	Youth Work Partnership
		We will refer all young people who meet the criteria for early and effective intervention (EEI) panel and they will be contacted, with appropriate support offered.	Number of young people referred to the EEI on offence grounds who have been contacted and have offered an appropriate support plan.	2008/09 208	Increase	Youth Justice Group
		We will address the needs of all young people assessed as high risk of harm through Care and Risk Management Conferences or MAPPA.	Number of young people referred to conference or MAPPA who have a current risk management plan in place.	2008/09 4 100%	Monitor	Youth Justice Group
		We will ensure young people who meet the criteria for the Intensive Support and Monitoring Service are assessed and that where suitable, the programme is offered.	Number of ISMS assessments offered to young people who meet the criteria.	2008/09 7 ISMS	Monitor	Youth Justice Group
		We will continue to develop restorative justice options at all stages of the youth justice and child care systems.	Proportion of young people and victims who have been offered RJ option.	2008/09 60% of referrals to SACRO	Increase	Youth Justice Group
			Number of under 18's in custody in the criminal justice system.	2008-2009 9	Decrease	Youth Justice Group

			Number of young people placed in secure accommodation.	2008/09 20	Decrease	Youth Justice Group
		We will continue to develop an appropriate range of multi agency early intervention initiatives targeting offending behaviour.	Number of initiatives in place specifically targeting young people identified as involved in anti social behaviour and/or crime.	To be established in year 1	Increase	Youth Justice Group
		We will continue to monitor information about young people involved in anti-social behaviour and offending to co-ordinate a multi-agency approach to tackling this.	Number of crimes/offences committed by children.	2008/09 1424	Decrease	Youth Justice Group
			Number of children and young people involved in offending referred to SCRA.	2008/09 273	Decrease	Youth Justice Group
			Number of anti-social behaviour complaints against young people	2008/09 127	Decrease	Youth Justice Group
			Reduction in youth offending.	2008/09 1424	Decrease	Youth Justice Group
			Reduction in the number of persistent young offenders	2008/09 47	Decrease	Youth Justice Group

High Level Outcomes (What is our overall aim?)	Specific Outcomes (What is the actual impact)	Action (What are we going to do?)	Performance Indicator (What measures will we use to gauge progress?)	Baseline (Where are we now?)	Target (Where do we want to be?)	Responsible (Who is responsible)
3h All Dundee's Children's are Included.	Children and young people in Dundee play a full and positive role in their communities.	We will further develop young people's involvement in shaping services through community planning processes.	Number of young people involved in community planning.	To be established in year 1	To be established in year 2 based on baseline established in year 1	Youth Work Partnership
		We will continue to support the development of youth forums and other representative structures across the city.	Levels of youth participation in youth forums and other representative structures.	100	Sustain	Youth Work Partnership
		We will further develop and promote young people's uptake of volunteering opportunities.	Number of young people volunteering.	50	Increase by 10%	Youth Work Partnership
			Number of young people volunteering in sport and physical activity programmes.	To be established in year 1 of plan.	Target set in year 2 based on baseline established in year 1.	Sport and Physical Activity Group
		We will develop and promote peer-led opportunities to alcohol and drugs education and the promotion of physical and mental well-being.	Number of young people participating in peer education programme.	1500	Sustain	Youth Work Partnership

Children and young people who are, or have been looked after in Dundee have improved life chances	Develop a "participation strategy" to support children making their views known.	Percentage of looked after and accommodated children attending LAAC reviews or submitting reports	Average 40%	Increase to 50%	Looked After Children Group
	Implement the Corporate Parent Strategy.	Looked after children champion approach established	Being developed	2010	Looked After Children Group
	Ensure that Dundee children who are looked after children away from home (LAAC) are given a placement in the city where this is appropriate.	Proportion of LAAC in foster care living with Dundee foster carers.	76%	83%	Looked After Children Group
		Proportion of all LAAC living with Dundee foster or Dundee link carers.	79%	84%	
Number of LAAC in residential accommodation or supported accommodation out with Dundee.		22	18		
Develop approaches to reduce the number of looked after children excluded from school.	<p>Gap between:</p> <p>(i) percentage of looked after children and young people excluded from school at least once in a school year</p> <p>compared to</p> <p>(ii) percentage of non-looked after children excluded from school at least once in a school year</p>	<p>2008-09 (i) 27.9%</p> <p>2008-09 (ii) 4.5%</p> <p>2008-09 gap = 23.4%</p>	To reduce the gap between the looked after and non-looked after pupil populations experiencing at least one temporary exclusion from school in a school session by 5% year on year.	Looked After Children Group	

					2009-2010 target 18.4%	
		Using a multi-agency approach, reduce the number of care leavers who are not in education, training or employment.	Percentage of care leavers receiving aftercare support who are in education, training or employment.	32%	Increase to 42% over 2 years	Looked After Children Group
		Identify and provide support for Young Carers.	Implementation of policies affecting young carers	Social Work and Education policies agreed 2009	Ongoing	Strategic Planning Group

Appendix 1

Dundee Integrated Children's Services Planning and Implementation Structure

Strategic Planning Group

Chaired by Assistant Chief Executive Dundee City Council and supported by the Integrated Children's Services Manager. This group is made up of senior representatives from children and young people services across the city. The main objective of the group is to engage all relevant interests, build on and link existing services and resources, and develop a shared vision of working together with a shared commitment to improve services aimed at the well-being, needs and interests of all children. The group reports to the Chief Officers (Care & Protection) Strategic Group and the Dundee Partnership through the Children and Young People strategic theme.

Alan Baird (Social Work), Rachel Burn (Children's Reporter), Jim Collins (Education), Christine Lowden (Dundee Voluntary Action), David Lynch (NHS), Colin Mackay (Tayside Police), Irene McGugan (Barnardos), Jane Martin (Social Work), Stewart Murdoch (Leisure & Communities), Bert Sandeman (Corporate Planning), Caroline Selkirk (NHS), Marjory Stewart (Finance), Chris Ward (Corporate Planning), Elaine Zwirlein (Housing)

Implementation Management Group

Chaired by Assistant Chief Executive Dundee City Council and supported by the Integrated Children's Services Manager. This group is made up of representatives from each of the Strategic Planning Group partners and lead officers from the theme groups. This group has key responsibility for; Quality Assurance, Co-ordination, Performance Management, Workforce Planning, Staff Development, Communication, Information-sharing, Consultation and Service Development.

Susan Dewar (NHS), Jim Fenton (Housing), Alison Findlay (Finance), Jim Gibson (Education), Carol Goodman (NHS), Irene Gray (NHS), Neil Gunn (Leisure & Communities), Vered Hopkins (Alcohol & Drug Partnership), Bryan Knight (Tayside Police), Christine Lowden (Dundee Voluntary Action), Glyn Lloyd (Social Work), Charlotte MacCrimmon (Education), Donald Mackenzie (Child Protection), Irene McGugan (Barnardos), Bert Sandeman (Corporate Planning), Kathryn Sharp (Dundee Violence Against Women Partnership), Shaun McKillop (Tayside Police), Chris Ward (Corporate Planning), Audrey White (Leisure & Communities), Joan Wilson (NHS)

Priority theme groups and cross-cutting theme groups

Reporting to the Strategic Planning Group and Implementation Management Group and linked into the Integrated Children's Service Plan themes of, Safe, Healthy, Active, Nurtured, Achieving, Respected, Responsible and Included.

Alcohol & Drug Partnership (cross-cutting)	Attainment & Achievement Group	Children & Young Persons Protection Committee	CHP Child & Family Health Forum	Dundee Violence Against Women Partnership (cross-cutting)	Early Years Framework Steering Group	Looked After Children Group	Sport & Physical Activity Group	Youth Justice Group	Youth Work Partnership
Vered Hopkins	Jim Gibson	Donald Mackenzie	Joan Wilson	Kathryn Sharp	Charlotte MacCrimmon	Susan Dewar	Audrey White	Glyn Lloyd	Neil Gunn

Appendix 2

INTEGRATED CHILDREN'S SERVICES THEME GROUPS

Each of the following theme groups and cross cutting groups have a very clear role within Integrated Children's Services in Dundee.

Attainment and Achievement Theme Group

The Attainment and Achievement Group will continue to raise levels of attainment and achievement of all children and young people in Dundee by:

- identifying and addressing barriers to raising attainment
- implementing strategies to support the lowest attaining and at risk children and young people
- maximising the positive impact of co-located service delivery
- improving the health and well-being of children and young people

The Attainment and Achievement Group will be accountable to the Director of Education and will hold joint responsibility for the delivery of appropriate sections of the Education Department Service Plan available at the following internet page (http://www.dundee.gov.uk/dundeeity/uploaded_publications/publication_1164.pdf).

The group establishes sub-groups and working groups as and when necessary to address specific issues. In addition, it receives regular reports and updates from the Joint Action Teams Operational Management Group and the 'More Choices More Chances' Operational Management Group.

Children and Young Persons' Protection Committee

The most important people in protecting children and young people from abuse and neglect are the people who care for them, their wider family and members of the community. One of the most important jobs for agencies working together is to help and support people in safely caring for children and young people. When children and young people are not safely cared for, then the agencies have a duty to step in and do something about it.

Responsibility for planning child protection services and making sure the services are in place to protect Dundee's children and young people when they need it lies with the Dundee Children and Young Persons' Protection Committee.

The committee, which includes senior officers from each of the key agencies, is part of the integrated children's services framework.

The functions of the committee are;

- Public Information
- Continuous Improvement
 - policies, procedures and protocols;
 - management information;
 - quality assurance;
 - promotion of good practice;
 - training and staff development
- Strategic Planning
 - communication and co-operation;
 - planning and connection

Child & Family Health Forum

Dundee's Child and Family Health Forum is an operational group within the Community Health Partnership (CHP).

The group involves NHS Tayside clinical and managerial staff and relevant colleagues from the local authority and voluntary sector who deliver care to children, young people and their families in Dundee.

The focus of the group is to ensure that health care is continuously improved for children, young people and their families who use NHS Tayside services. It is important that we put children, young people and their families at the heart of any decision-making. This is reflected in ['Delivering for Health' \(2006\)](#), and its action plan ['Better Care, Better Health \(2008\)](#).

The group links into the pan-Tayside Child Health Strategy Group. Representation on the group ensures strong connections with NHS Tayside's Child Protection Action group as well as the multi agency Dundee Children and Young Persons' Protection Committee. The group also links with Dundee CHP's Executive Management Team.

From time to time the group requires to commission sub-groups to deliver on specific pieces of work. The recent roll out of [Hall4 \(Health for all Children 4th Edition\)](#) is one example. More recently, an initiative was undertaken to improve nutrition in the under fives and this has been addressed jointly across agencies.

Early Years Framework Steering Group

It is during our very earliest years and even pre-birth that a large part of the pattern for our future adult life is set. The early years are therefore a key opportunity to shape a positive future for Scotland. The aim of this theme group is to create and develop plans that address the priorities described within the Early Years Framework.

We will

- raise awareness of the content of the *Early Years Framework* document
- match the *Early Years Framework* against *Getting It Right For Every Child* and *Curriculum for Excellence*
- work collaboratively to deliver all aspects of the *Early Years Framework*
- collaborate with appropriate national bodies
- re-align resources to ensure effective early intervention approaches
- support identified outcomes in Dundee's Single Outcome Agreement
- evaluate progress of implementation of the framework

There is a ten-year timeframe within which to deliver the vision and achieve improved outcomes.

Looked After Children Group

This theme group is responsible for developing services that address the needs of Looked After Children and Young People in Dundee and to collectively develop and implement strategies for addressing these needs and improving life outcomes for looked after children and young people.

The term "looked after children" (LAC) refers to children and young people who are subject to a legal supervision requirement who may continue to live with parents or other family members and those children and young people who live with foster carers or in a residential setting.

All children who are looked after and require to live away from their families will have experienced the trauma of being separated from their families. In addition, many of them will

have experienced neglect, abuse or rejection, or the early effects on their development due to parental substance misuse.

For many looked after children and young people, expected life outcomes and education attainment are significantly lower than for those within the general population.

The LAC group aims to improve the lives of children who are "looked after" by:

- assessing the health needs of those who become accommodated
- developing ways to improve their educational attainment
- ensuring they are involved in decisions that affect them
- keeping them in placements in or near to Dundee if possible, where this is appropriate
- maintaining them in education where possible
- maximising the numbers of care leavers in education, training or employment

Sport & Physical Activity Group

The main aims of this theme group are:

- to engage inactive people into activity (reducing inactivity)
- to increase levels of physical activity (increasing participation)
- to develop pathways for lifelong participation in physical activity and sport.
- to provide opportunities for identified children to enable them to reach their full sporting potential (improving performance)
- to improve access to facilities

Establishing strong, integrated partnership working between agencies that span the age ranges is crucial to achieving success.

Encouraging participation in sport and physical activity will

- contribute to children's physical and mental well-being
- provide opportunities for learning and development, access to jobs and employment
- promote self confidence and social skills to benefit them throughout their lives
- contribute to their quality of life, and has the potential to make a lifelong positive impact

We will

- sustain, develop and improve existing programmes
- create new programmes of sport and physical activity to achieve better outcomes for our children
- review the roles of key sport and providers to ensure integrated high quality and accessible services for our children

Youth Justice Group

This theme group tackles youth crime and acts as a focal point for inter-agency development, innovation, information sharing and monitoring relating to youth crime.

The group is dedicated to the development of Dundee's youth justice systems and practice and ensures the work of all agencies tackling youth crime is co-ordinated. The work of the group is intrinsically linked to the following aims of the Youth Justice Strategy.

We will

- co-ordinate interventions to individual young people involved in anti-social and offending behaviour, and thereby reduce the likelihood of re-offending
- prevent young people from becoming involved in offending behaviour

- continue to develop early and effective intervention with a view to tackling offending behaviour at the earliest opportunity.
- link youth offending with child care issues to ensure that a holistic approach to supporting children is developed

Dundee Youth Work Partnership

Formerly the Community Learning and Development (CLD) Theme Group this group has core responsibility for the CLD dimension to this plan.

The group's work is based on the Scottish Government Guidance for Community Learning and Development issued in 2004.

The Youth Work Partnership's remit is:

To be a youth work forum and provide opportunities for interface with Integrated Children's Services, Dundee Partnership and between voluntary and local authority, national and local youth work organisations with a view to:

- the ongoing strategic development of youth work in Dundee
- overseeing the implementation and monitoring of the Integrated Children's Services Action Plan
- sustaining and improving the quality of youth work provision
- sharing youth work issues and concerns and seeking collective solutions
- maintaining funding streams and alerting stakeholders to funding opportunities
- developing partnership working; providing opportunities for stakeholders to network
- influencing youth work related policy development and decisions at city and national levels
- initiating workforce development opportunities

Cross-cutting Themes:

Alcohol and Drug Partnership

The Alcohol and Drug Partnership is responsible for providing a strategic direction for the whole of the Dundee CPP and enabling all Theme Groups to follow a coherent response to substance misuse. The Alcohol and Drug Partnership is fully involved in the implementation and monitoring of the Dundee Single Outcome Agreement Framework.

More specifically the Alcohol and Drug Partnership:

- works together to achieve better outcomes for children and young people who misuse alcohol and drugs or who are affected by the misuse of alcohol and drugs of others
- considers ways to tackle the causes of alcohol and drug misuse in young people and introduce a successful preventative strategy which includes all partners
- prioritises service developments for children and young people and co-ordinate the planning, development and delivery of effective services
- identifies areas of unmet need and propose solutions
- commissions and provide training (local and external) for generic and specialist workers
- makes effective use of research and commission research if required
- advises relevant bodies on local and national policy, documents, reports
- improves information sharing within and between services
- produces an annual report to update all partners on the progress made

Dundee Violence Against Women Partnership

The Dundee Violence Against Women Partnership works with organisations, communities and individuals across Dundee to raise awareness of violence against women and facilitate the development of approaches that support women, children and young people, challenge

perpetrators and work towards the prevention of violence against women over the long-term. In order to achieve this, partnership members will work together:

- to facilitate a co-ordinated, cross disciplinary approach to the provision of such services, including the exchange of information between services
- to identify and share examples of best practice for the provision of support and information to women, children, young people and perpetrators
- to raise awareness amongst professionals and members of the public about the scale and impact of violence against women and the services available to women, children, young people and perpetrators; working in partnership with the Tayside Training Consortium
- to involve women, children and young people in the work of the partnership and in the development of services
- to link to national work taking place in the field of violence against women and co-ordinate local action to support such work
- to develop a comprehensive performance monitoring framework to manage and evaluate progress towards these aims.

The partnership includes a Children and Young People's Working Group who are responsible for developing co-ordinated and consistent responses to all children affected, either directly or indirectly, by violence against women (including domestic abuse). Their work focuses on developing services and information for children and young people, preventative work in organisational and community settings and building knowledge and skills amongst relevant practitioners.

FEEDBACK QUESTIONNAIRE

We want to ensure that this Plan addresses the views and issues which are important to children young people and their families.

We also want to ensure that we can reflect those views and address those issues as quickly as possible.

In order to help us do this, we are asking the following questions which will help shape the future versions on the Plan.

Is the Plan easy to read and understand?

Yes/No

Comments box

Does the Plan cover all the important issues for children and young people?

Yes/No

Comments box

Feedback can be returned via this tear-off slip, or via the Integrated Children's Services Website <https://www.dundee.gov.uk/chserv/> or by email to pamela.blacklaws@dundee.gov.uk or by phone to Pamela Blacklaws on 01382 434574