

REPORT TO: POLICY AND RESOURCES COMMITTEE – 25 APRIL 2016

REPORT ON: IMPROVING CHILDREN'S SERVICES - INTRODUCTION OF A NEW STRUCTURE

JOINT REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES AND EXECUTIVE DIRECTOR OF CHILDREN AND FAMILIES SERVICE

REPORT NO: 166-2016

1.0 PURPOSE OF REPORT

1.1 The purpose of this report is to set out the new structure within the Children and Families Service. If approved, the new structure will be implemented from 1st May 2016. The new team will be responsible for the delivery of children's services across the city. They will be well placed to build upon the strengths and improvement priorities identified in the recent Care Inspectorate report on 'Services for Children and Young People in Dundee City' (March 2016) which evaluated the impact made by the range of partners with a role in providing services for children, young people and families.

2.0 RECOMMENDATIONS

It is recommended that members of the Policy and Resources Committee:

- i. agree the new structure for the Children and Families Service;
- ii. approve implementation from May 1st 2016; and
- iii. instruct the Executive Director of Children and Families Service to bring back a joint inspection Action Plan following consideration by the Dundee Community Planning Partnership.

3.0 FINANCIAL IMPLICATIONS

3.1 The implementation of this proposal would result in a saving of £968k in a part year and £1.124m in a full year. (Appendix 1).

4.0 BACKGROUND

4.1 In June 2015 (article III, Policy and Resources Committee of 8 June 2015 refers) the Executive Director of Children and Families Service was instructed to review the newly created Service and to bring back a report in March 2016 setting out a new service structure in detail. A further Committee report was agreed at a meeting of the Policy and Resources Committee on 25 February 2016. (Report 67-2016) This set out the rationale for the restructure, the proposed financial implications and the move to a locality working model. There are no implications for teacher and support staff numbers at school level and a further commitment has been made to maintain teacher numbers.

4.2 The Children and Families Service includes the Education Department, Children's Social Work Services, Criminal Justice and the Integrated Children's Services Team. The establishment of a single Service in June 2015 was designed to

decrease bureaucracy at the centre; streamline the existing structures; maximise resources; minimise duplication of effort; and further develop a locality working model to meet the specific needs of children, young people, families and communities. Work is on going to establish a more formalised Children's Services Partnership with Health, Police Scotland and the Voluntary Sector. Parallel discussions are taking place in relation to revised arrangements for Community Justice. The inspection report on Services for 'Children and Young People in Dundee City' by the Care Inspectorate in March 2016 provides a real impetus for increased and improved partnership working across all key stakeholders through the development and implementation of a shared Action Plan.

- 4.3 The collective experience and skill set of staff across the new Service has the potential to provide a cohesive range of support for children, young people and families. The new structure will redesign central staff teams, establish new delivery models and create a more effective Service with an emphasis on achieving maximum impact and outcomes. At school level there will be no reduction in staffing levels and the move to local delivery will provide increased opportunities to deliver more focused support to vulnerable children and young people in school and in the community.
- 4.4 In creating the new structure (Appendix 3) there is a clear recognition that efficiencies can be achieved through reorganisation and the move to a locality based working model. This reorganisation is taking place alongside the implementation of the Health and Social Care Partnership and careful consideration has been given to a common locality model with opportunities for partnership working in areas such as children's health and transitions. The intention will be to reduce the number of staff working centrally and to create 2 locality groupings each covering 4 Local Community Planning Partnerships across the city with the aim of increasing the quality of partnership working. The roll out of the Scottish Attainment Challenge with projects at pre-school, primary and secondary levels will further enhance the quality of partnership working through the recruitment and input of a significant number of additional staff including Speech and Language Therapists; School and Family Development Workers; Modern Apprentices; Early Years Educators; pre-school and primary teachers and P6-S2 transition teachers.
- 4.5 The emerging policy landscape at national level has direct implications for the future shape of the structure particularly in terms of the role of the centre in school improvement; the range of provisions within the Education (Scotland) Bill 2015 including the potential to introduce a Chief Education Officer post; the statutory duty to tackle inequality, narrow the attainment gap and report on progress; the emerging debate on the future roles of leadership across all sectors; the wide range of duties and responsibilities arising from the Children and Young People (Scotland) Act 2014; and the implementation of the Action Plan in response to the Care Inspectorate Report of March 2016 on Services for Children and Young People in Dundee City. For this reason the four posts of Education Manager will be retained and a new post of Service Manager (Strategy and Performance) created. The roles and responsibilities at this level will be subject to ongoing review to ensure that they reflect the shifting political landscape and the evolving Children and Families agenda.
- 4.6 The proposed savings will be achieved through the restructure process, the Voluntary Early Retirement (VER) scheme, the regrading of posts, the deletion of posts and, where appropriate, redeployment (see Appendix 1). This will be done by creating a new structure; reducing the layers of management at the centre; removing staff tutor posts; reviewing current team structures and creating locality teams. In addition the Scottish Attainment Challenge funding provides the

opportunity to increase curricular support to schools, recruit more School Family Development Workers and Modern Apprentices to work in pre-school settings. A number of the posts to be deleted are currently vacant or will be vacant following the planned retirement of existing staff. The VER scheme will be used for eligible members of staff and there will be opportunities to redeploy individuals and match them into the new structure or, where necessary, to matched posts across the wider council.

5.0 MAIN TEXT

5.1 The agreed rationale for the new structure of Children and Families Service was:

- The transfer of increased resources to school and locality level. Such delegation will make earlier intervention possible, enable decisions to be made more quickly at a local level and tackle local priorities at source. Improved partnership working with School Community Support Staff, increased numbers of School and Family Development Workers and the move towards the formation of multi-disciplinary locality teams will provide direct support for children, young people and families. This approach will deliver more universal support for vulnerable children and young people, reflect the stated aims of the Children and Young People's Act and facilitate the role of Children and Families staff as Named Persons.
- The decentralisation of certain specialist functions will enable the transfer of relevant staff within Children's Social Work services to locality teams. This will enhance local delivery, improve resilience and develop the quality of liaison with the schools and partner agencies. Service Manager roles within Children's Social Work will be altered to enable a greater focus on localities. Placing an increased number of relevant staff at locality level will provide more consistency of approach and enable positive and ongoing relationships to be built between staff, children, young people and families. This will include interaction and engagement with services including Intensive Family Support and Adolescent/ Youth Justice Services.
- The opportunity to deploy staff more flexibly across the new Service. This will improve understanding of respective roles and responsibilities and develop shared approaches in areas where there is considerable overlap. (e.g. children with disabilities or off site provision) In order to make this happen, the Resource Manager who currently works in Children's Residential will take on a broader role across the Service. This will involve the management, development and targeting of resources in areas such as care, off-site provision and social work interventions.
- The development of increased pupil support arrangements at school level will be achieved by enhancing existing school support teams to support children, young people and families at school and community level. It will provide more immediate support for key initiatives such as reducing pupil absence levels, promoting a culture of inclusion and reducing exclusion and supporting young people within mainstream settings. It will provide benefits including single points of contact for families, tailored levels of support and better information links between locality teams and schools.
- In recognition of the need to enhance our approaches to strategy performance and improvement, the current Integrated Children's Support Team will be

extended to include joint planning, quality improvement, scrutiny and increased liaison with partner agencies and the Third Sector. This will align the work of Children and Families Services more closely with the Dundee Partnership, ensure that the Service is able to progress the requirements of the Children and Young People's Act and deliver a programme of ongoing improvement. This approach will involve partner agencies and the Third Sector.

- The remit of the current Children's Review Team which undertakes reviews of Looked after Children will be extended to include the chairing of child protection case conferences. This recognises the need to develop a more integrated reviewing system and minimises the number of meetings, chaired by different staff, which children and families have to attend. The team will also have responsibility for quality assurance and will work to designated localities.
- Services which involve a high degree of specialism will continue to be delivered on a city wide basis including Care and Protection Services, Criminal Justice Services and Resources which includes the children's houses and adoption and fostering services. A number of Community Justice services will continue to be delivered on a Tayside wide basis.

5.2 A core objective of the new structure is to create an integrated strategy to ensure that we meet the needs of children, young people, families and communities by working more closely in partnership with agencies, groups and the Third Sector. The strategy will focus on individual and local needs and will be based on the council's emerging People and Workforce planning strategy. The strategy will drive the work of the council and its partners and will be led by the Children and Families Service. In addition to the statutory drivers, key drivers for this strategy will include:

- The Single Outcome Agreement
- The new ICS Improvement Plan
- The development and implementation of a new Single Children's Services Plan (due in April 2017)
- The Scottish Attainment Challenge
- Developing Scotland's Young Workforce
- Future Performance reporting requirements from Community Justice Scotland

5.3 Improving the outcomes for children and young people in Dundee City will require an increased emphasis on partnership working, the development of a revised Children's Services Plan and a clearly stated action plan. The formation of the Strategy, Performance and Improvement team within the Children and Families Service as part of the new structure will form the basis of an 'engine room' to coordinate, promote and measure improvements. The multi-agency team will take responsibility for communicating the strategy; planning joint training events; shaping workforce development activities, creating the conditions for robust quality assurance and consistent approaches to self-evaluation. The work of the group will be underpinned by:

- Active engagement and participation across all partnership groups
- A comprehensive Action Plan based on SMART objectives and targets
- A coordinated emphasis and commitment to service improvement
- An agreed set of improvement priorities arising from the Dartington work and generated from groups such as the Fairness Commission and the Early Years Collaborative
- Quality data underpinned by empirical evidence and professional knowledge
- The needs of localities across the city

- 5.4 The team will require a strong knowledge and understanding of Getting it Right for Every Child and will include seconded posts and link officer input from Education Scotland and the Care Inspectorate. The Improvement Team will monitor, evaluate and report on progress to The Children and Families Services Committee, the Scrutiny Committee the Chief Officers' Group and the Dundee Partnership. It will be led by a senior manager, include existing team members and a seconded team of staff from:
- education;
 - social work;
 - Leisure and Culture;
 - health;
 - the Third Sector; and
 - Police Scotland.
- 5.5 The recent Care Inspectorate report on 'Services for Children and Young People in Dundee City' evaluated the impact made by the range of partners with a role in providing services for children, young people and families. The inspection looked at the difference services were making to the lives of children, young people and families. Inspectors took account of the full range of work with children, young people and families within a community planning partnership area. Following the publication of the report (Appendix 2 refers) a joint action plan is being developed to set out clearly how the Dundee Partnership will make improvements in the key areas identified by inspectors.
- 5.6 A key priority of the Scottish Government is early, proportionate and appropriate intervention that addresses wellbeing concerns for children and young people. In Dundee we are proposing an integrated locality structure that provides a basis for early and proportionate support to be provided to children, young people and their families when they need it through the Team Around the Child process. The proposal in this report seeks to build on integrated service delivery in that context by more effectively integrating the workers in terms of both structure and remits. The proposed structure will deliver a proactive, consultative and integrated model of practice based well-considered support and intervention strategies.
- 5.7 Part 4 of the Children and Young People (Scotland) Act requires every child and young person to have access to the services of a Named Person from birth to 18 years of age or their school leaving date whichever is later. Locality working will also ensure that support is provided at the earliest opportunity and at a proportionate level by Named Persons and Lead Professionals who know their local communities and the children, young people and families living there. This method of working is designed to build a trust between local communities and the services we provide that ensures we achieve our Key Developmental Outcomes for the city
- 5.8 Part 5 of the Children and Young People (Scotland) Act requires a single planning process supporting a single Child's Plan. In Dundee it has been agreed that this single planning process will be called Team Around The Child (TATC) which makes a clear statement about putting the wellbeing of children and young people at the heart of everything we do. Team Around the Child meetings allocate appropriate support to vulnerable and disadvantaged individual children and young people. The TATC is a staged, multi agency, intervention process that provides the mechanism for children, young people and families to receive appropriate, proportionate support when they need it, at the earliest possible stage and in the most integrated way. This will enable us to do things with people rather than to them and include children,

young people and families as active partners rather than passive recipients of services.

- 5.9 The Named Person has a key role in receiving information about children's wellbeing and initiating any responses to wellbeing concerns. If the Named Person is of the opinion that additional help is required to address wellbeing concerns then they will initiate the TATC process to ensure that this additional help is planned and co-ordinated. This will provide a proportionate school based response that provides help and support to a child and their family at an early stage and prevents any wellbeing concerns escalating.
- 5.10 An integrated locality structure will ensure that the Children and Families Service is best placed to fulfil our responsibilities to implement the GIRFEC provisions contained within the Children and Young People (Scotland) Act. It will ensure that we are able to recognise and receive information about wellbeing concerns that relate to children and young people in that locality at the earliest possible opportunity because locality working ensures that local practitioner knowledge is utilised.
- 5.11 Dundee's Children and Families Service is committed to meeting the needs, wishes and aspirations of children, young people and families and their local communities. It is therefore proposed that SCSS staff are relocated to localities and their host schools. This development will increase pupil support arrangements at a school level enhancing local delivery, improve resilience and develop the quality of liaison with schools and partner agencies.
- 5.12 The transfer of School Community Support Service staff from the centre to school level will maintain the key role of SCSS staff members in meeting the needs and will create a closer working relationship with senior staff in schools. Staff will continue to target and support children and young people and to engage with families. This model will also provide inclusive individual and group opportunities for vulnerable children and young people who are identified as being at risk of social isolation or educational disadvantage as a result of poor attendance at school, exclusion, negative life choices or family circumstances. It will also generate strategies for supporting communities through the delivery of holiday programmes and targeted events during school closure periods.

6.0 POLICY IMPLICATIONS

- 6.1 This report has been screened for any implications in respect of sustainability, strategic environment assessment, anti-poverty, equality impact assessment and risk management.
- 6.2 There are no major issues.

7.0 CONSULTATION

- 7.1 The Chief Executive, Executive Director of Corporate Services, Head of Human Resources and Business Support and the Head of Democratic and Legal Services have been consulted in the preparation of this report.

8.0 BACKGROUND PAPERS

- 8.1 None.

Michael Wood
Executive Director of Children and Families Service
April 2016

APPENDIX 1

STRUCTURE REGRADING AND CHANGES IN POST TITLE				
Area of posts	Current post(s)	*FTE	Proposed new post(s)	*FTE
1	Service Managers (CO16)	6.0	Service Manager (G15)	1.0
			Senior Manager (G14)	5.0
2	Senior Officer (GIRFEC) (G11)	1.0	Senior Officer – Strategy and Performance- (GIRFEC) – (G11)	1.0
3	Team Leaders – School Community Support Service (G11)	3.8	Senior Officers - Localities (G11)	2.3
	Review Officers (G10 plus MS)	3.0	Senior Officers – Review and Quality Improvement (G11)	4.5
4	Team Manager (IFST) (G11)	1.0	Team Manager – Residential (G11)	1.0

*In all of the above 4 areas, current post(s) FTE is equivalent to new post(s) FTE

DELETED POSTS	
	FTE
Team Manager Review Team (G11)	1.0
Team Leaders – School Community Support Service (G11)	0.6
Education Resource Workers (School Community Support Service)	2.0
Education Resource Workers (MASH)	1.0
Senior Officer Adoption and Fostering (G11)	1.0
Senior Family Support Worker (G9+ MS)	2.0
Senior Officers (Lochee Pathfinders) (G11)	2.0
Resource Worker (Parenting / group work) (G9 +MS)	1.0
Development Resource Worker	1.0
Resource Manager Care and Protection (G12)	1.0
SAYF Project Social Worker (G9+MS)	1.0
Protecting People Manager (CO14)	1.0
ICS Manager (CO17)	1.0
Education Officers	2.0
Staff Tutors	2.0
Education Support Officers	3.0

Financial Implications

Savings as a result of the above structure regradings and post deletions

£968,000

NEW POSTS TO BE FUNDED FROM CHANGE FUND, EARLY YEARS CHANGE FUND AND BY NHS TAYSIDE	
	FTE
Principal Officer Strategy and Performance (G12) (CF)	1.0
Senior Officer Strategy and Performance 3 rd sector Secondment (CF)	1.0
Senior Officer Strategy and Performance Health and Wellbeing (G11) (CF)	1.0
Senior Officer Strategy and Performance (Communities Integration)	1.0
Senior Officer Strategy and Performance (Early Years Collaborative) Secondment (EYCF)	1.0
Senior Officer Strategy and Performance Community Health Secondment (Health)	1.0

SERVICES FOR CHILDREN AND YOUNG PEOPLE IN DUNDEE CITY

The joint inspection of services for children and young people in the **Dundee Community Planning Partnership (DCPP)** area took place between 31 August 2015 and 30 October 2015. The term 'partners' in the report refers to leaders of services who contribute to community planning, including representatives from Dundee City Council, NHS Tayside, Police Scotland, Scottish Fire and Rescue Service, Scottish Enterprise, Dundee Alcohol and Drug Partnership, Dundee Third Sector Interface, Skills Development Tayside, Tayside Criminal Justice Authority, Job Centre Plus, Dundee College, University of Dundee, University of Abertay, and Central Scotland Transport Partnership.

During the inspection, the team reviewed a wide range of documents and analysed inspection findings of care services for children and young people. They spoke to staff with leadership and management responsibilities and carried out a survey of named persons and lead professionals. They talked to large numbers of staff who worked directly with children, young people and families and observed some meetings. Team members reviewed practice through reading records held by services for a sample of 105 of the most vulnerable children and young people. They met with 86 children and young people and 81 parents and carers in order to hear from them about their experiences of services. The report was published in March 2016 and an agreed joint Action Plan is being developed by the Dundee Community Planning Partnership. This will be presented to the DCPP meeting in June 2016 and will be shared with the Children and Families Service Committee.

In the course of the inspection, the team identified a number of particular strengths that were making a positive difference for children and young people in the Dundee community planning partnership area. These were:

- the range of health-related advice and services provided by The Corner to children and young people, including those from seldom heard groups;
- the early help and support provided to pregnant women and the early identification and specialist support provided to those whose circumstances made them more vulnerable;
- the Child Care and Protection Committee's and the Vulnerable Adolescent Partnership's work on to child sexual exploitation based on learning from applying the University of Bedfordshire Self-Assessment tool; and
- the range of opportunities and structures to support the meaningful engagement of children and young people, particularly those who are looked after away from home.

The inspection took place shortly after a significant organisational change in Dundee City Council to establish a Children and Families Service to deliver education and children's social work services. The inspection team expressed confidence that leaders would be able to build on their strengths and make the required improvements identified by the joint inspection. As a result the following areas for improvement across the Dundee Partnership were highlighted:

- develop a strategic approach to providing parenting and family support to ensure families get appropriate help and support at the right time;
- improve the quality and consistency of individual children's plans to be a more effective tool in directing staff's work to improve children's wellbeing;
- strengthen systematic quality assurance and self-evaluation arrangements to show what is working well and what needs to improve and drive up quality and consistency; and

- strengthen collaborative leadership for integrated children's services planning to identify and agree priorities and make the most effective use of partnership resources.

Improvement in the wellbeing of children and young people was evaluated as adequate. The community planning partnership had agreed a framework for prevention and early intervention and had committed to jointly redirecting additional resources year-on-year toward preventive activity and services. However, delay in implementing this joint approach had limited its ability to demonstrate results in tackling inequalities. Partners were working hard to improve important trends relating to children and young people's health and education; steady progress had been made on attainment. Where there were positive trends, improvement was often gradual with performance continuing to fall below the national average and actions that could achieve the step change they desired had yet to be identified.

The impact of services on the wellbeing of children and young people growing up in Dundee City was evaluated as good. Vulnerable children and young people were benefitting from staff working well together to help them stay safe and make healthy lifestyle choices. A few would have benefitted from action being taken more promptly before problems escalated. Children and young people of all ages were being supported to build and maintain nurturing relationships with their families, carers and staff and were able to express their views and have them taken into account when decisions were being made. However, a few would have benefitted further from opportunities for independent advocacy. Children who were no longer living at home had good, nurturing relationships with their foster carers and were appropriately helped to maintain important links with their families. Most children and young people had opportunities and were encouraged to take part in a range of sporting and leisure activities that they enjoyed and helped them develop positive peer relationships. Many children and young people were able to take on roles or be involved in activities that helped them develop an appropriate sense of responsibility. Their achievements were well encouraged and celebrated although some looked after children were not experiencing the help and support that they needed to achieve more.

The impact of services on families was evaluated as adequate. Pregnant women were being well supported and were receiving specialist help and intensive support if necessary. Families were being helped to manage the impact of low income and poverty through timely advice and practical support. Changes of health visitor for some families had reduced the positive impact of consistent support and advice. While some families with young children had positive experiences of supports and services, some were not getting the right help early enough. Families were positive about the range of initiatives that provided and supported activities and play, particularly in school holidays. However, some would have benefitted further from more accessible information about the help, support and services that may have been available to them. This contributed to significant inconsistencies in the impact of services on families. Helpful initiatives were being developed including an analysis of services with a view to improving consistency and benefits for more families.

Assessing and responding to risks and needs was evaluated as good. Staff recognised when children were at risk of abuse or neglect and acted swiftly to help keep them safe. Information was gathered quickly from a number of sources and an appropriate response was identified. An Initial Referral Discussion was held quickly if needed. Joint investigations were carried out effectively and children were kept safe as a result of intervention. The impact was positive for children who had reached this threshold of concern. However a few children waited longer for help before action was taken. Chronologies were not recorded well staff did not always see the benefits of using chronologies. Recording them was seen as an additional task to be completed

following the assessment rather than being seen as being helpful to inform assessments. The quality of assessments was good overall although staff were slightly more able in assessing needs than risks. Information sharing to inform assessments was problematic from some services such as general practitioners, adult mental health staff and particularly the Tayside Substance Misuse Service.

Planning for individual children and young people was evaluated as adequate. Most children and young people who needed a plan had one in place and staff generally used the national indicators of wellbeing to record the desired outcomes for children and young people. However, plans did not always accurately reflect the assessment of risk and need. Plans were not always SMART (specific, measurable, achievable, relevant and time bound) and the purpose of plans was not always clear. Some children had more than one plan. While plans were reviewed regularly, the quality of review meetings was not consistently high. Despite this, effective joint working between front line staff contributed to improving the wellbeing of most children and young people. In some cases, a lack of appropriate involvement of substance misuse services was detrimental to progressing children's plans. Effective joint planning for looked after children and young people was successfully securing nurturing and stable environments and delays in securing permanency were being successfully reduced. The quality, consistency and usefulness of plans were not being driven by systematic quality assurance processes.

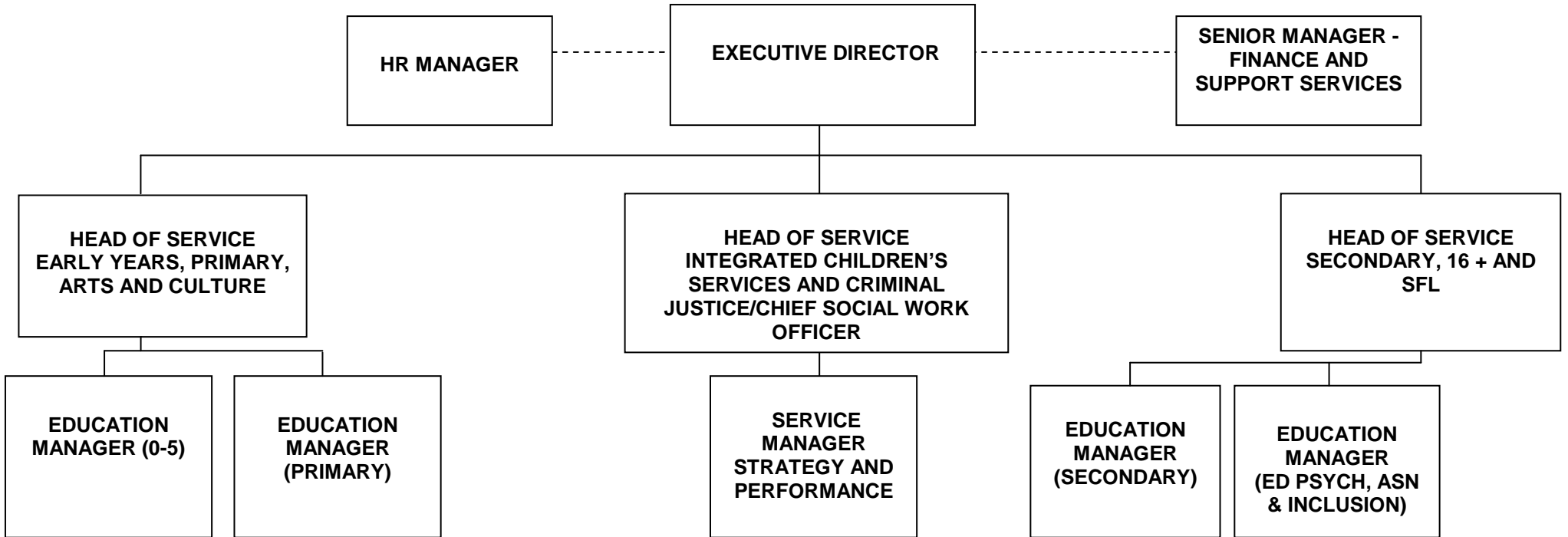
Planning and improving services was evaluated as weak. Partners had not been reporting publicly on the delivery of improvements in the wellbeing of children and young people through implementing an integrated children's services plan. They had completed a strategic assessment of the needs of children and young people which provided a sound foundation for the intended publication of a new plan. The Child Care and Protection Committee did not have effective processes in place to identify priority areas for business planning. Committee members had responded well to the national child sexual exploitation agenda. Chief officers were clear about their role in managing and mitigating emerging risks to groups of children and young people. However, their effectiveness in doing so was constrained by limited information on performance from the Child Care and Protection Committee on which to base their assessment and decision-making.

The extent of participation by children, young people, families and other stakeholders was evaluated as good. There was a clear commitment across the partnership to involve children and young people in policy development. The systems and structures to support this engagement were well established and actively supported. Meaningful communication and consultation with young people was also positively embedded, with multiple examples of improvements to services as a result of listening to young people's views. However, there was no overarching participation and engagement strategy, which made it difficult for partners to be clear that they were consulting with the relevant young people and families on all pertinent policy and integrated children's service planning.

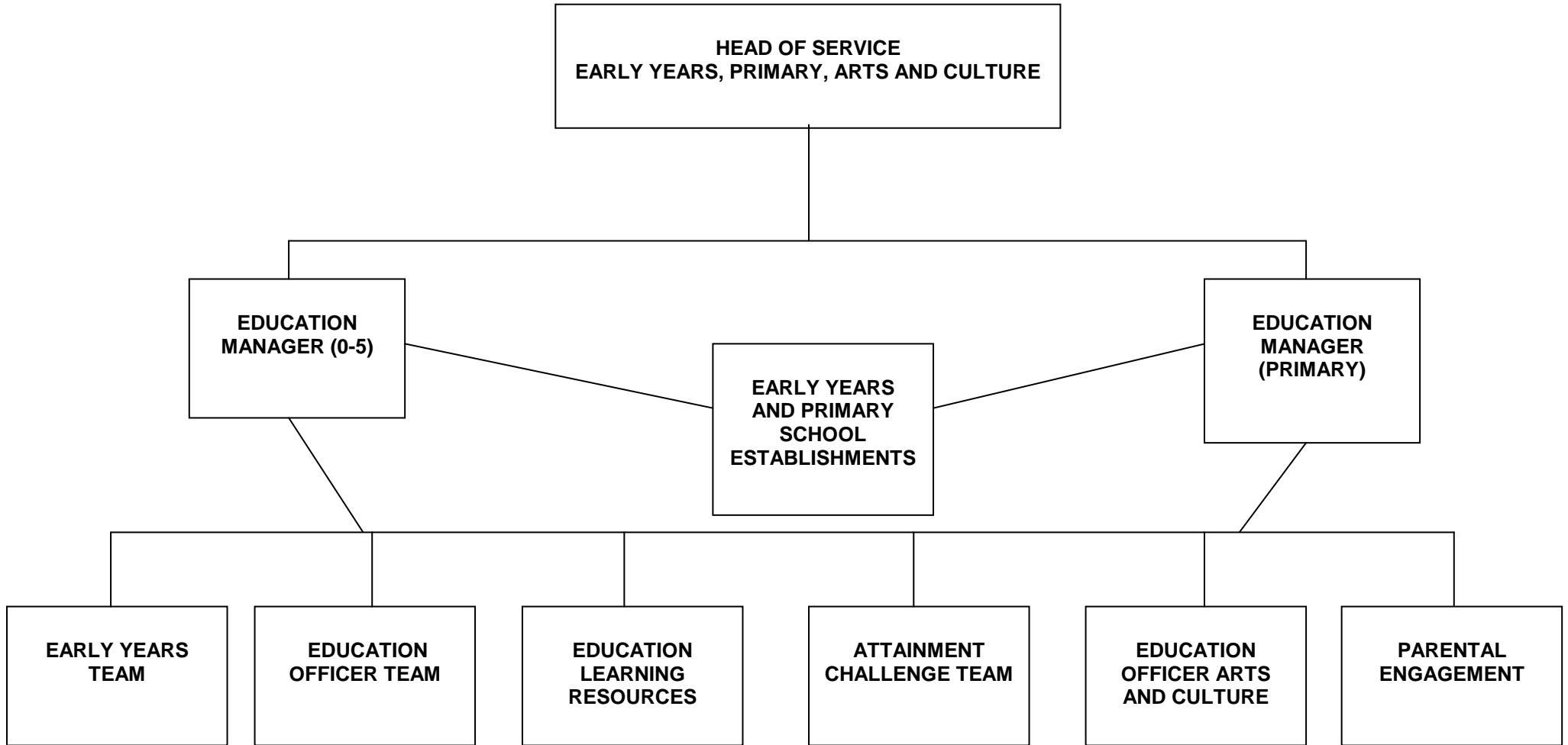
Leadership of improvement and change was evaluated as adequate. Partners' commitment to improving the wellbeing of children and young people in the area was strongly reflected in the single outcome agreement. There had been valuable investment in activity to develop a comprehensive picture of need across the various communities in the city that could be used to effectively plan how to best direct their resources. Structures for planning integrated children's services had been revised and partners recognised the opportunities to develop new approaches as a result of the council's new children's services arrangements. However, they were not clear how to maximise the potential of these changes across the partnership. Corporate parenting and Getting it Right for Every Child were priority areas for partners although Getting it Right implementation was not subject to sufficiently robust scrutiny. While performance management arrangements were continuing to develop, the partnership lacked systematic joint quality assurance and self-evaluation processes. Effective engagement

of all partners to achieve transformational change in children's services was yet to be realised. Partners had still to develop and agree an approach to joint strategic commissioning to ensure the most effective use of their collective resources.

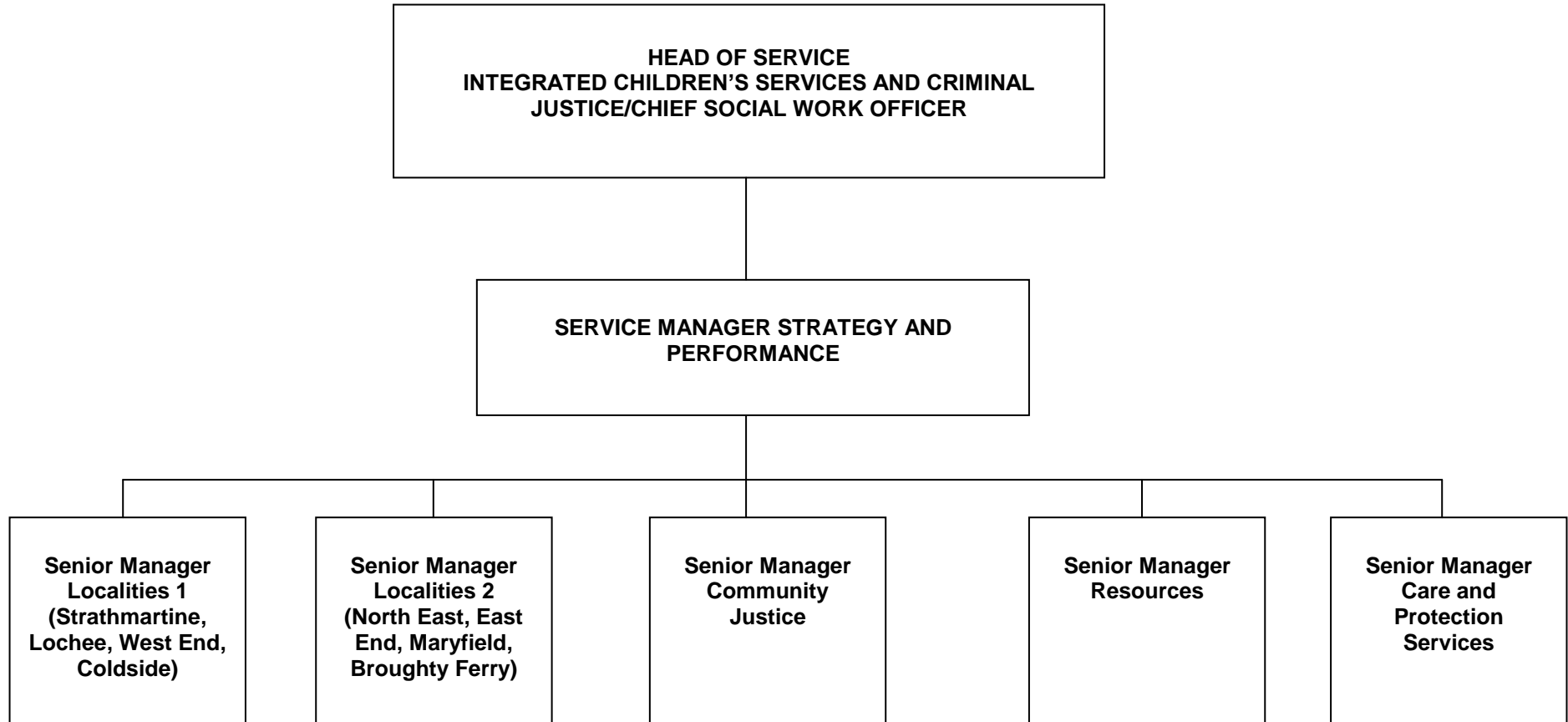
CHILDREN AND FAMILIES SERVICE



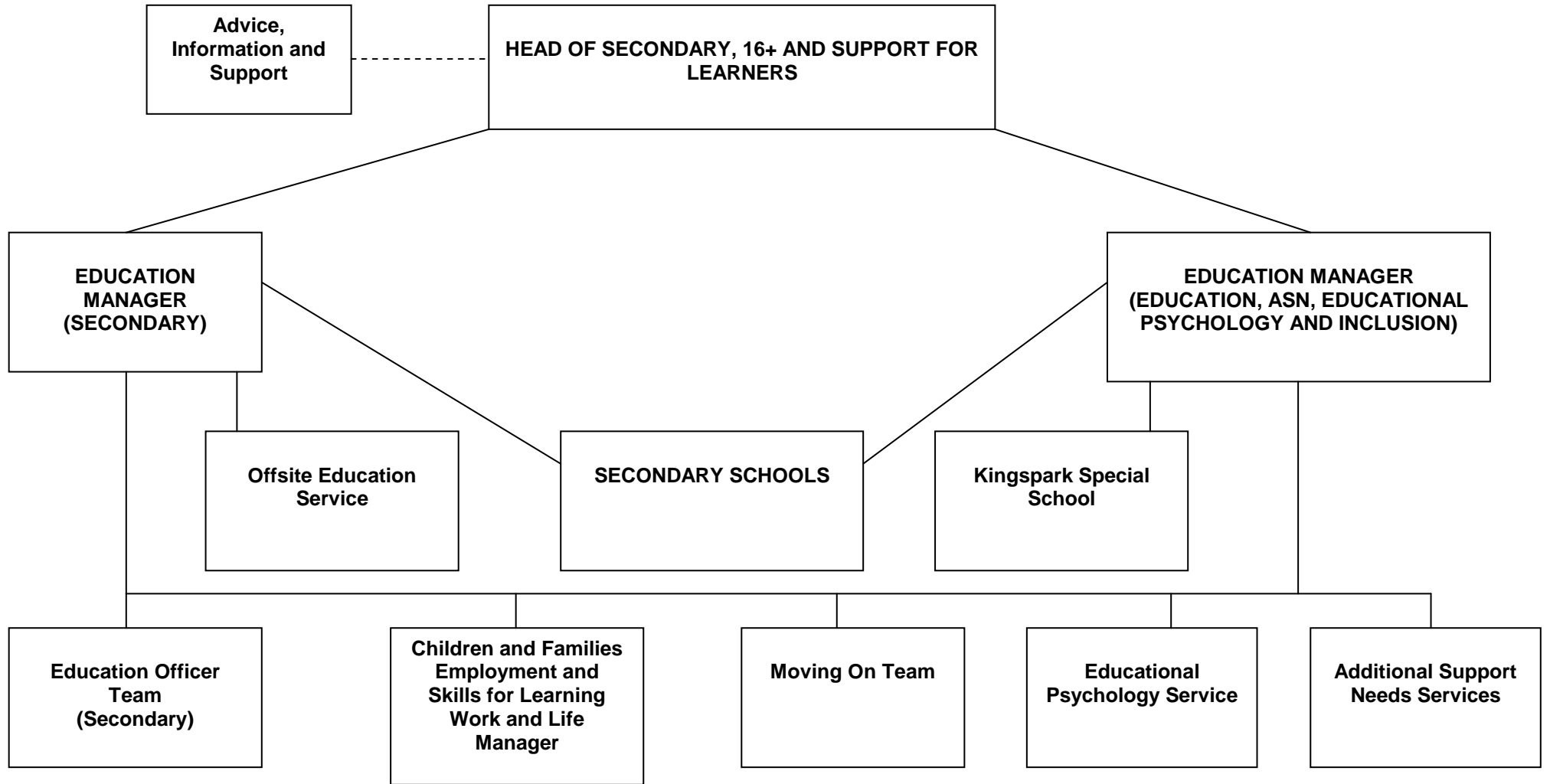
EARLY YEARS, PRIMARY, ARTS AND CULTURE



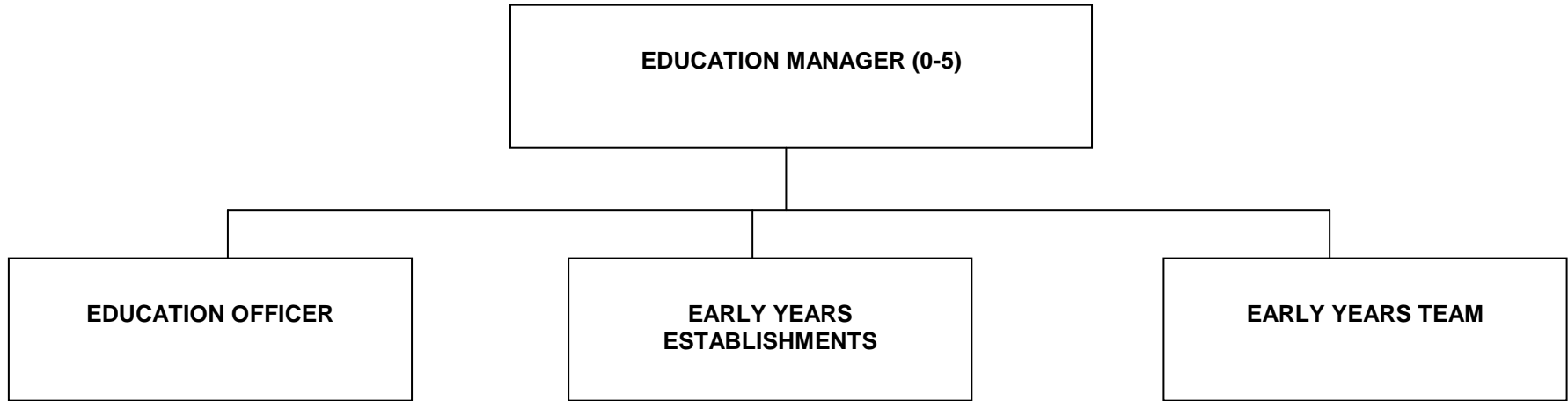
INTEGRATED CHILDREN'S SERVICES AND CRIMINAL JUSTICE



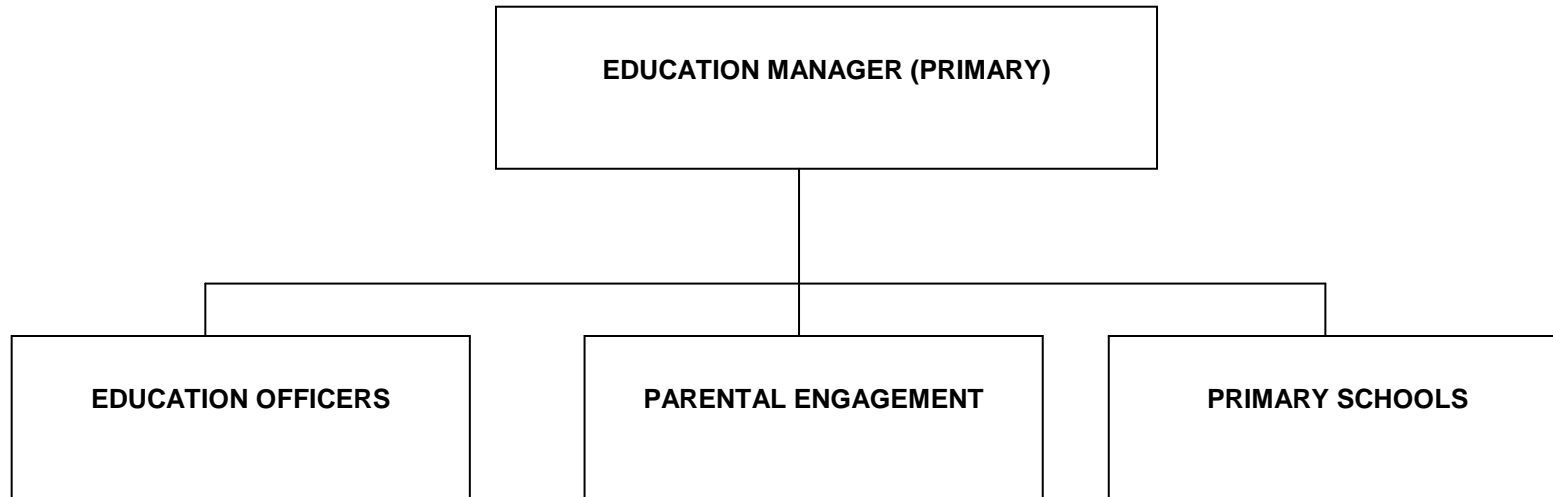
SECONDARY, 16+ AND SUPPORT FOR LEARNERS



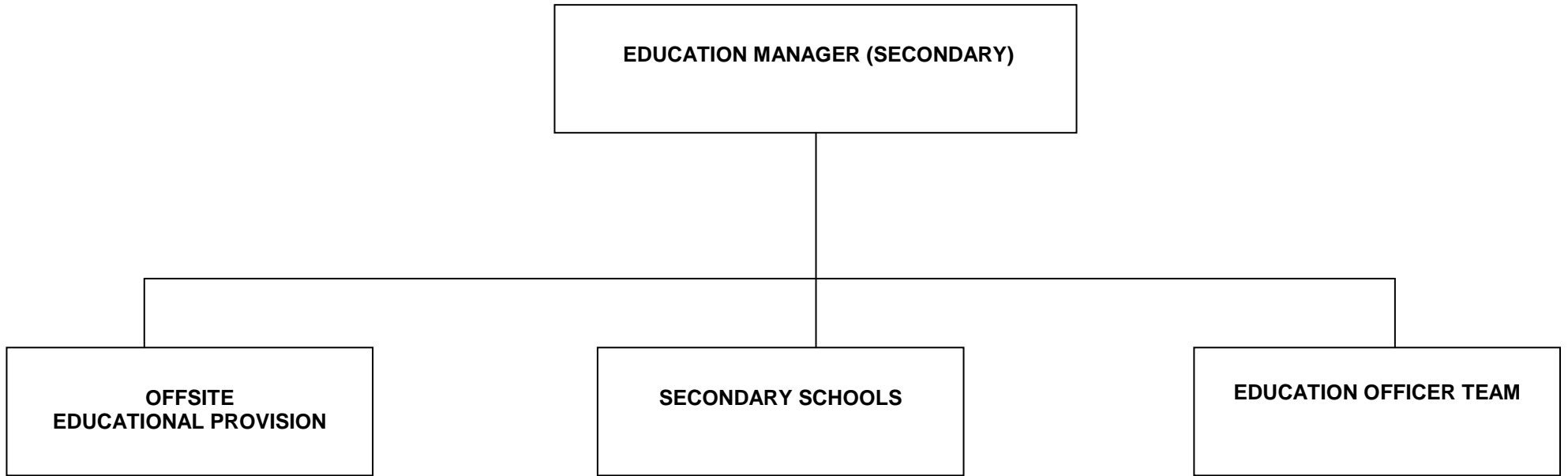
EARLY YEARS



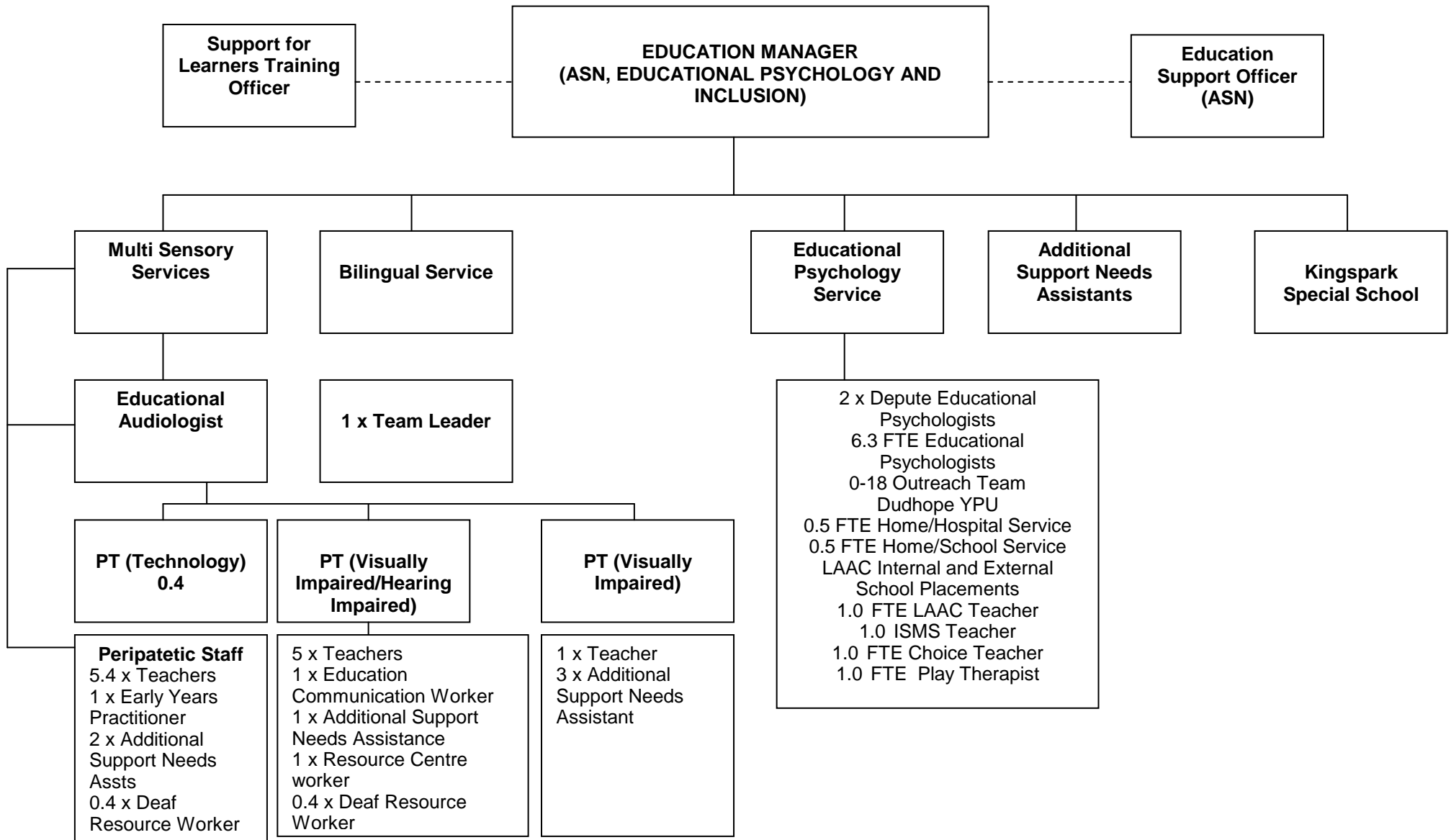
PRIMARY



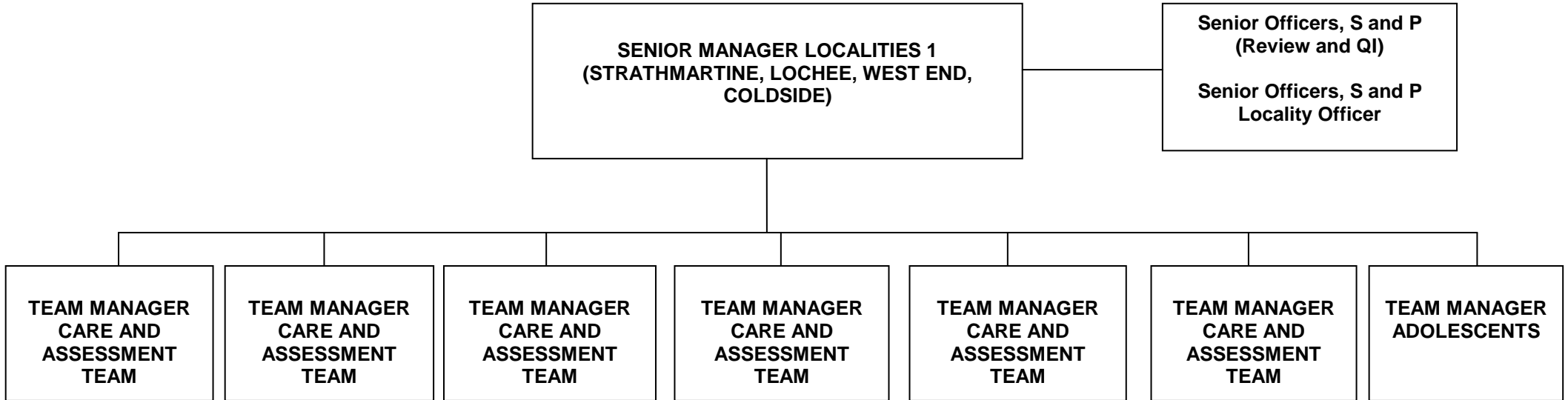
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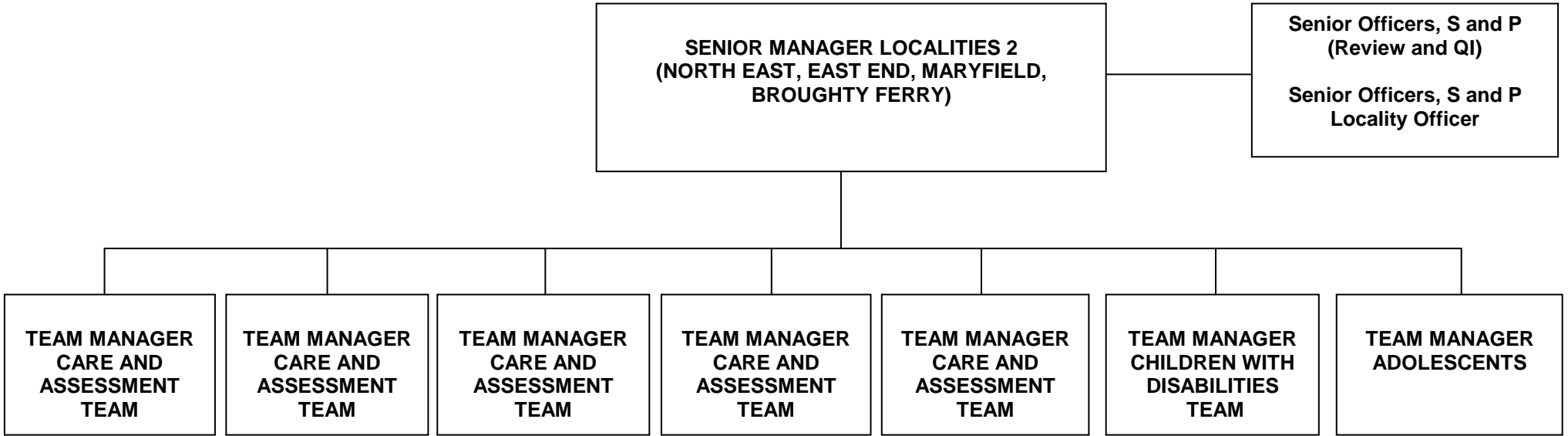
EDUCATIONAL PSYCHOLOGY, ASN AND INCLUSION



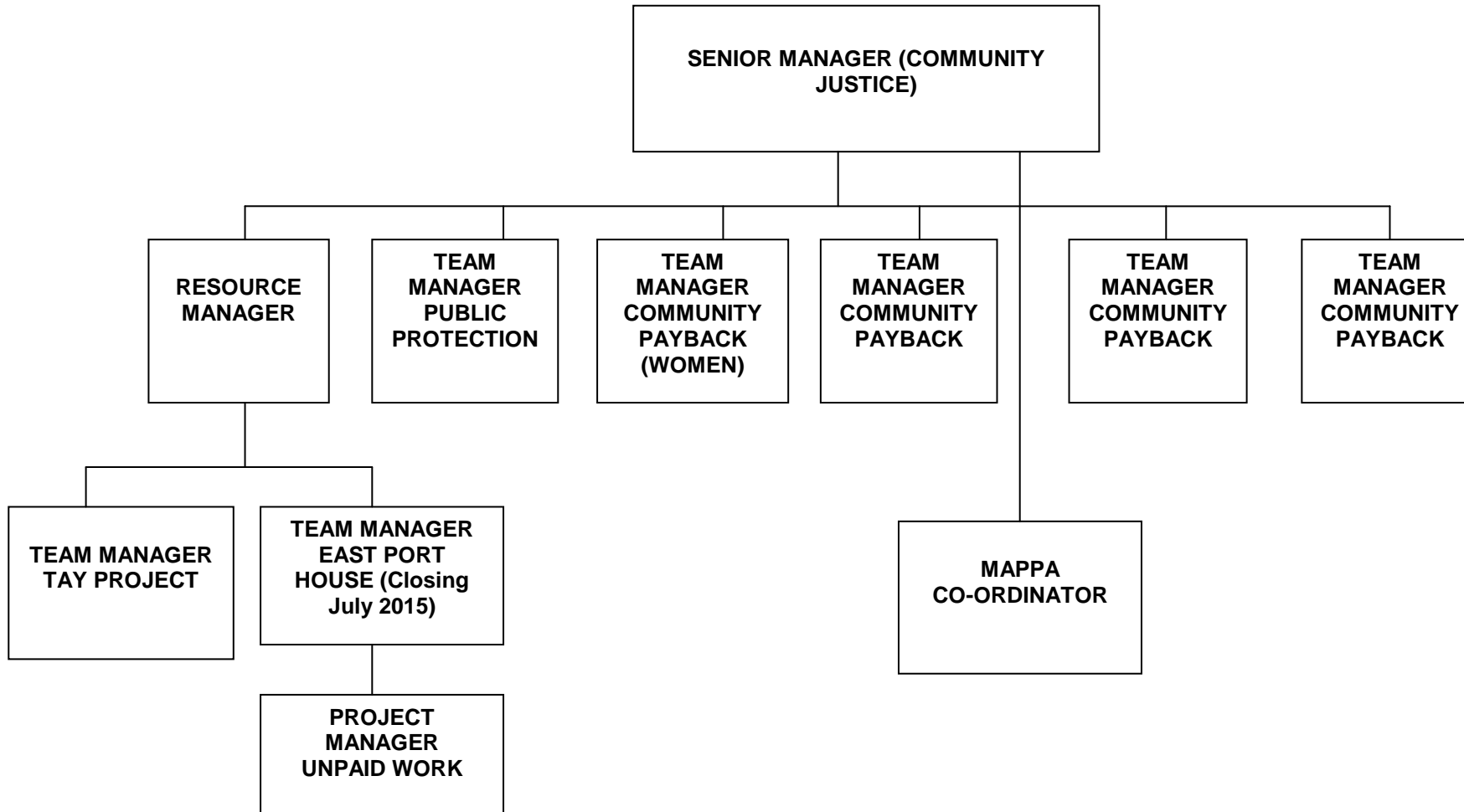
LOCALITIES 1



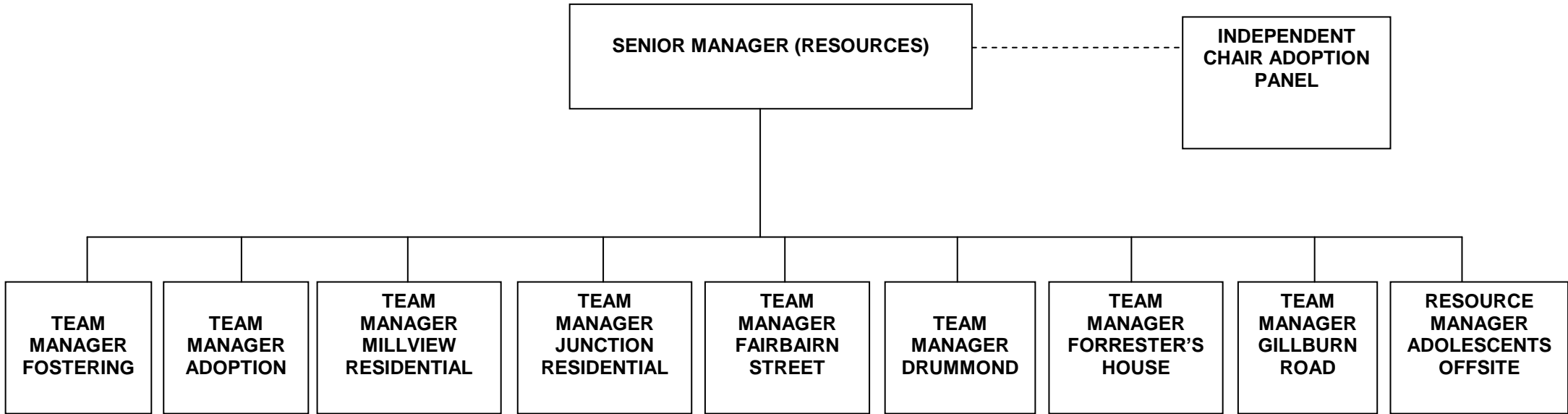
LOCALITIES 2



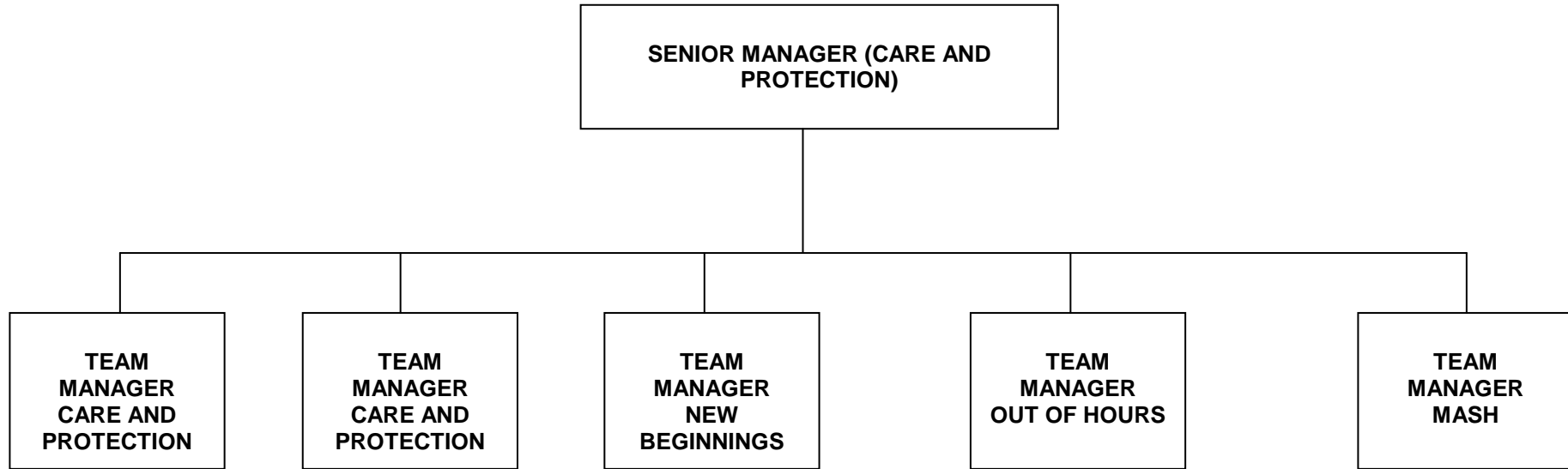
COMMUNITY JUSTICE



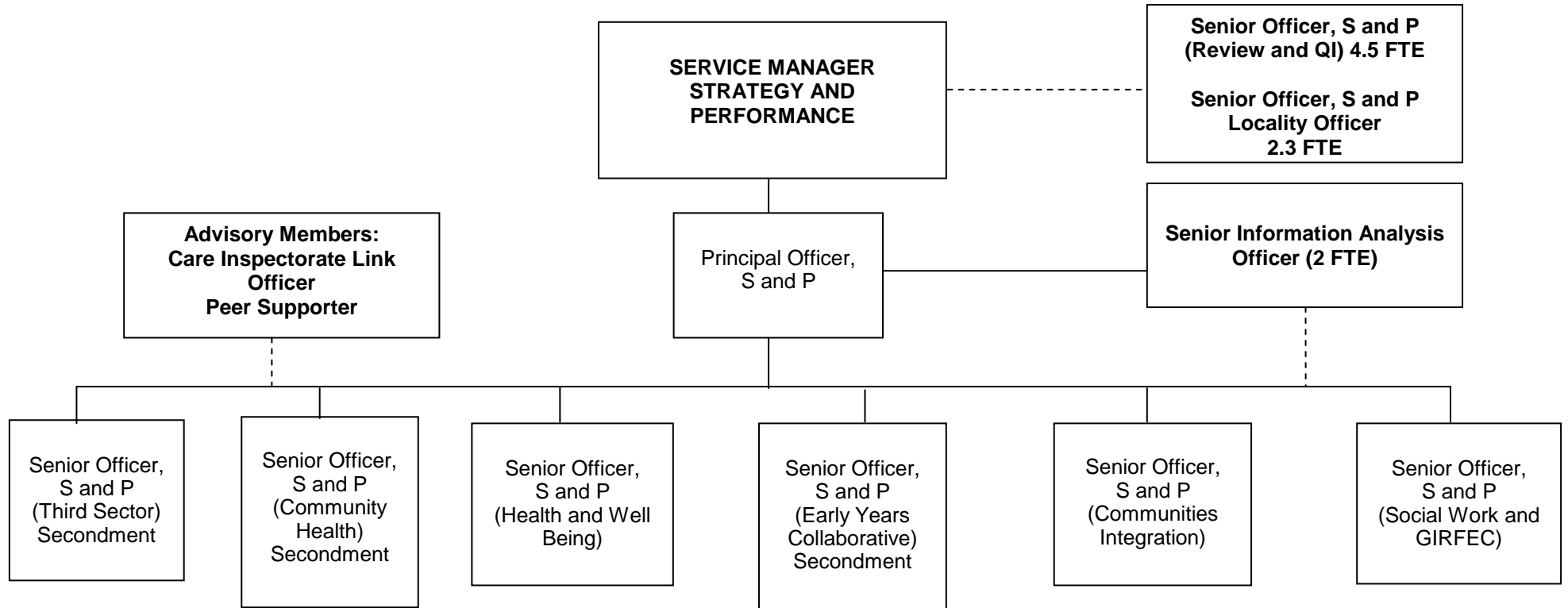
RESOURCES



CARE AND PROTECTION SERVICES



Strategy and Performance Team



SKILLS FOR LEARNING AND WORK TEAM

