

ITEM No ...5.....

REPORT TO: SCRUTINY COMMITTEE 26TH JUNE 2019

**REPORT ON: CHILDREN & FAMILIES SERVICE PUBLIC SERVICE IMPROVEMENT
FRAMEWORK (PSIF) ASSESSMENT**

REPORT BY: EXECUTIVE DIRECTOR OF CHILDREN AND FAMILIES SERVICE

REPORT NO: 226-2019

1.0 PURPOSE OF REPORT

To summarise the process and outcome of a PSIF Assessment, undertaken between November 2018 and March 2019.

2.0 RECOMMENDATIONS

- 2.1 Scrutiny Committee note the attached PSIF Report and the Improvement Action Plan, which includes specific actions, responsible officers and target completion dates.
- 2.2 Scrutiny Committee note the opportunities to learn from the evidence which emerged from this process and informed the development of the Improvement Action Plan (Appendix 1b).
- 2.3 Scrutiny Committee note the benefits this PSIF assessment process has provided to the Children & Families Service by providing valuable evidence to support the development of a single plan for improvement for the Service for 2019-2022. The plan outlines the many significant contributions and high ambitions of the service in early year's settings, schools, social work teams and care placements. It is consistent with and supports the implementation of the Tayside Plan for Children, Young People and Families 2017-2020; the Dundee City Plan 2017-2026; the Dundee Council Plan 2017-2022 and the Dundee Community Justice Outcome Improvement Plan 2019-2020, all of which are designed to improve life chances for all.
- 2.4 Scrutiny Committee note the opportunity to support Children & Families Service in achieving key areas for improvement, particularly in relation to:
- Greater Integration of more functions within Children & Families Service and across the Council in order to improve accessibility for citizens and embed the "one team" culture.
 - Improving engagement with partner agencies at a strategic level
 - Improving engagement and understanding of the needs and customer experience within the various communities of interest, including improving consultation and engagement with hard to reach groups
 - Better alignment between schools and community centres to increase awareness about the range of Council services being delivered in communities.
 - Strengthening the alignment of financial and strategic planning with resource allocation
- 2.5 Scrutiny Committee note that in each of the PSIF assessments undertaken to date, Leadership is consistently the highest scoring theme. The level of commitment and dedication of our people and the respect partners and stakeholders have for Council staff has also been a recurring theme, as well as the positive perceptions wider stakeholders have in relation to the Council's honesty and transparency in relation to partnership working.

3.0 FINANCIAL IMPLICATIONS

There are no financial implications in this report. The cost of any changes to process and/or service delivery will be met within existing revenue budgets.

4.0 BACKGROUND

- 4.1 A revised PSIF framework was launched by The Improvement Service in January 2017. Revisions were as a result of changing legislation and policy around Health & Social Care Integration, Community Empowerment and digital transformation.
- 4.2 The Council Plan (2017-22) commits to a programme of PSIF Assessments being undertaken across the Organisation on an annual basis. A Corporate self-assessment was the first undertaken in 2017, followed by Neighbourhood Services, reported to Scrutiny in September 2018 (Article IV, Report No 265-2018 refers). Children & Families is the 3rd strategic service area to complete the PSIF process.
- 4.3 The Public Service Improvement framework (PSIF) is a performance improvement model using a self-assessment approach which is mapped to a range of recognised tools, including the European Foundation of Quality Management (EFQM) Excellence Model. Best Value principles are also embedded in each of model's 6 themes around:
- Leadership
 - Service Planning
 - People (staff)
 - Partnerships & Resources
 - Processes & Services
 - Results
- 4.4 Participants were asked to complete a structured questionnaire, framed around the above key themes. Responses provided the necessary data to identify organisational strengths and potential areas for improvement.
- 4.5 The self-assessment process was facilitated by the Senior Performance Officer, Chief Executive's Services.
- 4.6 The assessment sought participation from a selection of staff at all levels across the service. In addition, the views of key stakeholders were captured during two focus group sessions.
- 4.7 The key stages in the process were (full details in attached report):
- an initial awareness raising session for all participants
 - the issue and return of the questionnaire
 - analysis of results
 - focus groups with key stakeholders
 - consensus session with an identified group of key decision-makers
 - improvement planning session with an identified group of key decision-makers
- 4.8 To provide further evidence to support the self-assessment process, the Senior Performance Officer facilitated focus group sessions with key stakeholders, including partners in Health, Education Scotland, Protecting People, Third Sector Providers, Parent Council Representatives and The Champions Board. The findings from these sessions were presented as evidence to participants during the assessment process and provided valuable evidence which helped shape the development of the improvement action plan.
- 4.9 Available statistical evidence was drawn upon in order to consider results and to raise issues around key priorities facing the Children & Families Service. Data was drawn from the Local Government Benchmarking Framework and "Dundee Performs" to highlight areas where the Service is looking to improve performance.
- 4.9 Recent evidence on the impact of targeting the Scottish Attainment Challenge to where it is needed the most is very encouraging. The three year tend data, particularly for primary school aged children, shows attainment in literacy and numeracy has improved year on year in the targeted schools at a higher rate than in the schools not targeted to receive funding.

- 4.10 The recently approved City Wide Schools Improvement Plan will support improved outcomes and levels of attainment particularly for school leavers.
- 4.11 The PSIF approach followed a process to allow participants to consider current strengths in performance and to highlight areas where improvements can be made. Throughout the process, information and evidence was gathered from a number of sources to support participants to have a clear understanding of the performance of the service and its priorities across a number of areas. Participants were encouraged to discuss and evaluate this evidence across the 6 themes within the framework over a number of interactive sessions. Participants were then tasked with reaching agreement in relation to the key actions the Service should take forward into an Improvement Action Plan.
- 4.12 The service already has strategies and plans in place in relation to key service improvement priorities. Appendix 1a documents where action is already being taken to address some of the areas for improvement identified during the assessment process.
- 4.13 A full report of the process and its findings is attached (Appendix 1). Appendix 1 also contains the following appendices: Appendix 1a: a summary of identified strengths & all potential areas for Improvement considered at Consensus and Appendix 1b: The Improvement Action Plan.
- 4.14 The findings from this process clearly demonstrate many key strengths, particularly in relation to Leadership within the service and the level of commitment and dedication of a group of staff who are excellent ambassadors for the Council. An unabating focus on the service user and a desire to improve the lives of the people they support is clearly in evidence, both from feedback from staff themselves around their values and their day-to-day roles and from the many stakeholders consulted as part of the process.

The full PSIF Report attached (Appendix 1) provides more detail on all of the strengths identified.

5.0 SUMMARY OF FINDINGS

In summary the assessment concluded that:

- 5.1 Leadership is by far the strongest theme with over 90% of participants responding positively to all of the Leadership statements. Leaders actively build, support and participate in strategic partnerships and act as role models for both the Council and the Children & Families Service. There is good collaboration with families and parents and evidence that partnerships with stakeholders are strengthening.
- 5.2 There are strong service planning processes embedded within some areas of the service. Plans and strategies are linked to national and local priorities. The establishment of the Strategy and Performance Team at the point of integration between Education and Social Work is regarded as a positive development. As the service attempts to further embed the “one team” culture and achieve greater integration of more functions across the service, the service recognises it is timeous to review the Strategy & Performance function, including its links, in particular, with operational services.
- 5.3 The service recognises and values people’s contribution. Staff feel valued, respected and well supported. Stakeholders value relationships with committed, positive and responsive staff who demonstrate a willingness to do the best they can for the people they support.
- 5.4 The service works well with other organisations and partnerships are strengthening. At a Corporate level, partnerships with Health will benefit from more clarity, particularly around eligibility criteria to reduce inequalities and improve accessibility.
- 5.5 The recent commitment to the Care Leavers Covenant is a positive development and will improve the choices and chances for care leavers. The service has also secured additional national funding for Looked after Children and Care Leavers.

- 5.6 There is strong evidence that the service has partnerships which support the delivery of outcomes. The social care contracts section's approach, which enables trust and transparency within the commissioning process was highlighted by some key stakeholders and Senior Managers from within the Service. As a result of this approach to commissioning, Dundee benefits from increased leverage from organisations with the capacity to match fund and/or contribute to local service delivery.
- 5.7 The work of the Champions Board is ensuring that real attempts are being made to improve consultation and engagement with Looked after Children to ensure their voices are heard and that their experiences and their views help shape service developments.
- 5.8 In partnership with the Centre of Excellence for Looked after Children in Scotland (CELCIS), a less formal approach to conducting and recording meetings and hearings with parents and families is having a positive impact with better attendance and engagement being reported.
- 5.9 Within the results theme, feedback suggests there is a need to improve on how performance and other data is gathered and used, not only to inform service planning and service improvements, but also to improve understanding of the levels of need in communities and how people access community resources. It was felt there is room to improve transparency in strategic and financial planning within the Dundee Partnership and at a more operational level, strengthening the links with Community Learning and Development and Leisure and Culture Dundee to better understand what's happening in communities were identified as opportunities to improve results. Improvement Action 4 focuses on the concept of place based data, making better use of data to measure performance and evidence quality of service delivery and engage better with all communities of interest.

6.0 IMPROVEMENT ACTIONS

- 6.1 The improvement planning stage of the assessment process resulted in five key priorities being identified. Further details of all of the areas for improvement considered during the assessment are contained in the attached PSIF Report (Appendix 1). The key improvement actions agreed by participants were:

IMPROVEMENT ACTION 1

Develop a locality based model for service delivery to improve accessibility for customers and embed partnership working within and beyond children & families services. Achieving greater integration of more functions across the service supporting the process of joint working and further development of "one team" culture.

IMPROVEMENT ACTION 2

Values of Leaders:

- Clear expectations and responsibilities
- Consistent high-level training for leaders across the service
- Staff understand their contribution to transformational change

IMPROVEMENT ACTION 3

Ensure staffing resources are deployed appropriately to meet service delivery requirements to:

- Ensure the health and wellbeing of staff is not put at risk
- Builds on current approaches to valuing the contribution of all staff

IMPROVEMENT ACTION 4

Review performance management processes at service and team level to:

- Reflect the new structure
- Make better use of data

- Strengthen links with agreed service priorities

IMPROVEMENT ACTION 5

Better alignment and transparency between financial and strategic improvement planning and service delivery decision-making

- 6.2 The Children & Families Services Management Team will take the necessary action to meet the agreed targets and milestones and deliver the outcomes as outlined in Appendix 1b.

7.0 POLICY IMPLICATIONS

This report has been subject to an assessment of any impacts on Equality and Diversity, Fairness and Poverty, Environment and Corporate Risk. There are no major issues.

8.0 CONSULTATIONS

Council Management Team have been consulted in the preparation of this report.

9.0 BACKGROUND PAPERS

None

Paul Clancy
Executive Director, Children and Families Service

Date: 4th June 2019



Children & Families Service

PSIF Report

April 2019

INTRODUCTION

1.1 Children & Families Service PSIF Self-Assessment

This Report provides a summary of the PSIF Self-Assessment undertaken within The Children & Families Service between November 2018 and March 2019. The findings from this process clearly demonstrate many strengths within The Children & Families Service, particularly in relation to its people. From the Senior Management Team's leadership of the service to the many individuals and teams, delivering or supporting the delivery of much needed support and services on a daily basis, the people working in this service are valued and respected by customers, colleagues, partners and other stakeholders. The commitment and dedication of its people means The Children & Families Service is in a strong position to continue to improve on the delivery of its key priorities.

The key vision for Dundee's Children & Families Service is that "***our children will have the best start in life and that Dundee will be the best place in Scotland to grow up***". Within the current Council Plan (2017-22), the service sets out the following ambitions for Dundee's Children, Young People and their families:

- **Our children will have the best start in life, they will be cared for and supported to learn in nurturing environments.**
- **Our children, young people and families will be meaningfully engaged with learning and combined with high quality learning experiences, all children and young people will extend their potential.**
- **Our children and young people will be physically, mentally and emotionally healthy.**
- **Our children and young people who experience particular inequalities and disadvantage will achieve health, wellbeing and educational outcomes comparable with all other children and young people.**
- **Our children and young people will be safe and protected from harm at home, school and the community.**

At the outset, the Executive Director of Children and Families Service set out the key challenges within the service and the opportunities this PSIF assessment process may bring.

1.1.1 Challenges

- Getting the culture and the vision right in the new service
- Changing structural and governance landscape
- Implementation of the National Improvement Framework
- Increased service demand in a challenging financial environment

PSIF is not intended to be an audit, its purpose is to provide value adding feedback from staff at all levels and across all areas of the service; from recipients of service; from partners and stakeholders.

All of these groups have been engaged in this self-assessment process and their views have contributed to the main findings contained in this report. These findings clearly resonate with the challenges identified at the outset.

It should be noted that during the course of this assessment the Council was in the process of setting its budget for 2019/20 and for the Children & Families Services, some very difficult decisions were being made and communicated to staff. Leaders were very aware of the impact these decisions would have, not only on service users and customers in terms of future service delivery, but also on their staff.

Also of significant challenge is the need to consult, engage and involve customers, stakeholders and the wider community in the planning and delivery of services when often many of their customers or stakeholders are hard to reach for one reason or another and sometimes are just too young or too vulnerable to make their voices heard.

The scale of provision, the increasing demand for service and an ever challenging financial environment can feel overwhelming for staff at times. However, this assessment uncovered strong evidence of staff's unabating focus on the people who need their support. Getting it right for every child, young person and family is at the heart of what this service is about and the level of commitment from staff is admirable.

1.1.2 Opportunities

Similarly, the Executive Director outlined the opportunities this PSIF Process may bring:

- Focus on core outcomes
- Prioritisation of resources and alignment of our own service resources
- Extend and embed real partnership working

As with the challenges above, feedback from the range of stakeholders involved helped steer participants towards improvement actions which would support the service to seize these opportunities and make progress on the journey to deliver an integrated Children & Families Service across the City. The current structure is fairly new and evidence suggests there is still some disconnect within the service, particularly in relation to strategic planning. Feedback suggests that although there has been successful integration across the Children & Families Service, there has been a focus on a regional integration of services. Further work is required in both integration across the service and between the service and other partners, including the Dundee Health & Social Care Partnership. Distinct services are in operation and therefore the opportunity to improve the alignment of resources with strategic priorities was a particular focus within the PSIF process. Embedding partnership working and the "one team, one vision" culture and improving accessibility for service users, customers and communities were also a key feature. Locality based planning and further integration of staff teams are amongst the key actions the service plans to progress as a result of this assessment.

In summary, many opportunities to build on key strengths and learn from good practice have been identified as part of this self-assessment process.

This Report acknowledges the strengths and considers the areas for improvement identified by those who participated in the process:

- Senior Managers across the service
- A representative group of staff at all levels and from all sectors within the service
- Customers
- Stakeholders
- Community representatives.
- Partner Agencies
- Internal Partners

The outcome of this process is the development of an Improvement Action Plan which focuses on five key areas for improving outcomes across Children & Families Service (Appendix 1(b)).

1.2 The PSIF Model

The Public Service Improvement Framework (PSIF) is a performance improvement model using a self-assessment approach which encourages organisations to conduct a comprehensive review of their own activities and results. It promotes a holistic approach to continuous improvement, and is mapped to a number of established organisational improvement tools:

- The EFQM Excellence Model;
- The New Customer Service Excellence Standard;
- Best Value principles;
- Education Scotland;
- Care Inspectorate and Healthcare Improvement Scotland.

The PSIF provides a framework of questions across a set of criteria (see below), to challenge participants and stimulate honest feedback through a structured process. The process has been developed to suit organisational needs and key policy and legislative drivers. The model is based around a set of enablers (“what we do”) and results (“what we achieve”) across the organisation. The six criteria examined during the process are:

- Leadership
- Service Planning
- People
- Partnerships & Resources
- Processes & Services
- Results

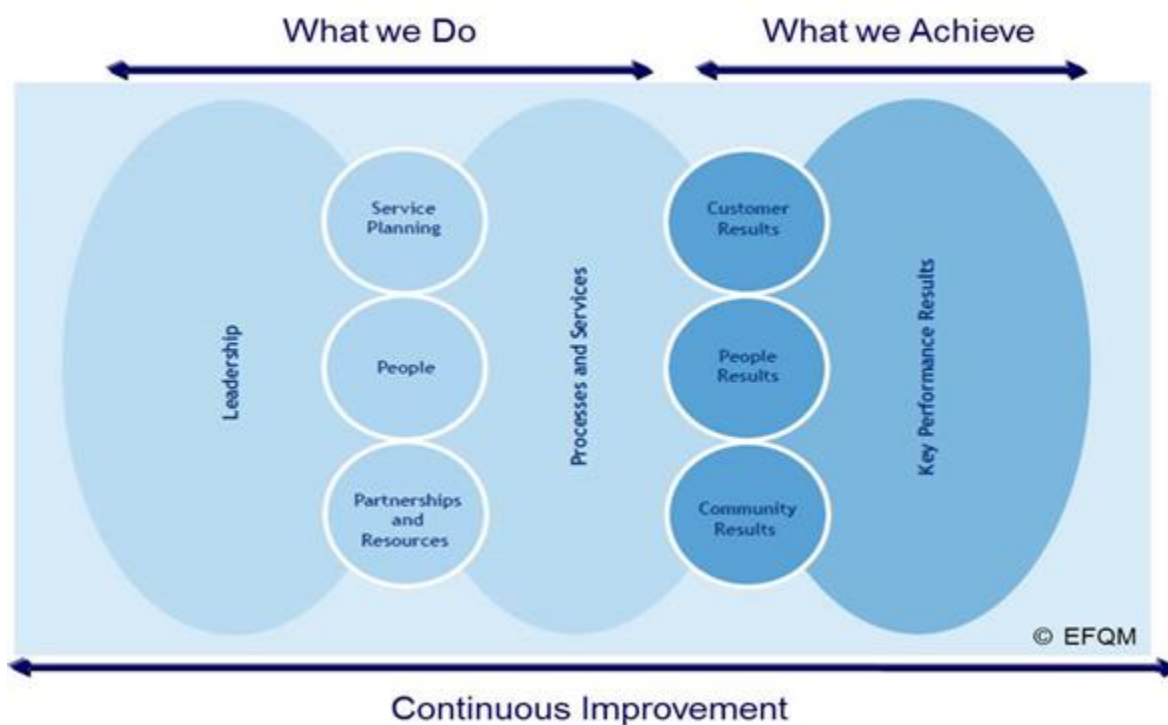


Figure 1

The PSIF model (Figure 1 above), designed for Public and Third Sector organisations across Scotland is regularly reviewed to ensure that it remains relevant and reflects the context in which public services are operating. The most recent review of PSIF by The Improvement Service, has responded to the expectations of the Community Empowerment (Scotland) Act 2015, with an increased focus on community engagement and improving outcomes for the most disadvantaged individuals and communities, as well as reflecting the growing importance of how digital approaches can provide efficiencies and support change and improvement.

1.3 Children & Families Service Assessment - Background

In November 2016, Dundee City Council Management Team agreed a programme of self-assessment to be undertaken within each of the main service areas across the Council with the aim of aligning a recognised process of self-assessment to the new Council structure and establishing strong links with the development of strategic priorities for the City.

This report outlines the process undertaken through the self-assessment stages, clarifying the strengths and all of the proposed areas for improvement which led to the development of an Improvement Action Plan (Appendix 1(b)).

2 Methodology

2.1 Overview of PSIF Process

The PSIF approach follows a number of key stages designed to allow participants to consider current strengths in relation to performance and to highlight areas where improvements can be made. Throughout the process, information and evidence is gathered from a number of sources to support participants to have a clear understanding of the performance within the service and its priorities across a number of areas. Participants are encouraged to discuss and evaluate this evidence across a number of interactive sessions and then asked to reach agreement on key actions for improvement moving forward.

Figure 2 outlines the timeline for the delivery of the programme and its defined stages:

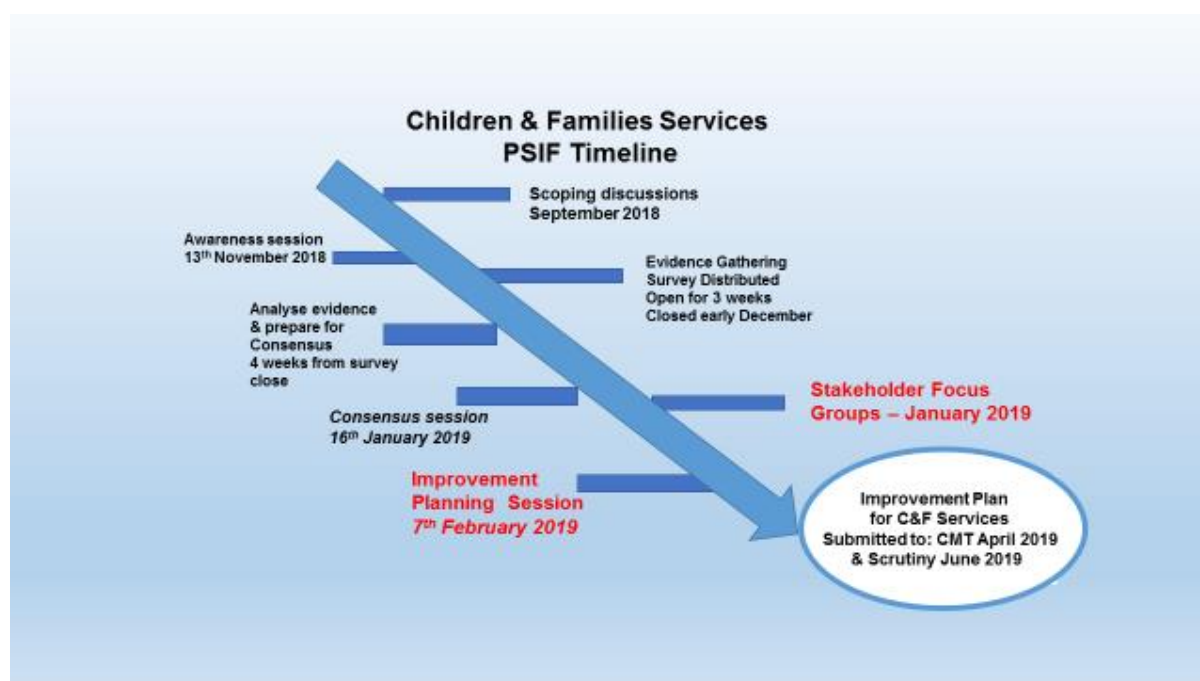


Figure 2

2.2 Awareness Session

The initial involvement of participants in the self-assessment process was the Awareness Session. The Executive Director provided an overview of the main issues facing the service in the context of the City's strategic ambitions and the role managers and staff within Children & Families Service play in addressing these. The Senior Officer, Performance briefed participants on the PSIF process, what was expected of them as participants and what benefits the process could bring to the service in terms of an end product.

The checklist was sent to each participant electronically following the awareness session and remained open for 3 weeks.

2.3 Gathering Evidence

An important part of the PSIF process is the gathering of evidence to support participants in their efforts to identify strengths and areas for improvement. The following are the areas from which evidence has been gathered as part of this PSIF self-assessment.

- **The Checklist:** The quantitative and qualitative responses to this electronic survey were gathered, collated and analysed by the Senior Officer, Performance.
- Responses to the Checklist are anonymous. The response rate to this Checklist was excellent with 100% completing the majority of questions. The Checklist itself consists of 60 statements in six sections: **leadership; service planning; people (staff); partnerships and resources; processes & services and results**. At the end of each section participants are asked to provide details of where they believe the service performs well and also provide details of where the service may be able to improve its approach and/or performance. The evidence from the survey was analysed and this was presented to participants at the Consensus Session.
- **Focus Groups:** To provide further evidence to support the self-assessment the Senior Officer, Performance, facilitated two focus group sessions with a broad range of internal and external stakeholders. The findings from these sessions provided valuable evidence of strengths and examples of good practice as well as possible areas for improvement. Findings from the stakeholder's sessions have informed the development of the improvement action plan and form part of the evidence presented in this final report.
- **Results:** The Senior Officer, Performance drew upon available statistical evidence to highlight performance in relation to key elements of service delivery. Data was drawn from the Local Government Benchmarking Framework, from the Council's Website "Dundee Performs" and from recent audit and inspection reports by HMIE to highlight strengths as well as areas where the service is seeking to improve.

Summary of Main Findings for Children & Families Service

Examination of the data from the Checklist and the focus group activity provides clarity that a number of key strengths are evident in the service. In all the EFQM criteria areas within the Checklist, the service performed well. When the statements from the Checklist were collated and analysed, the strongest theme emerging was leadership which scored an average of 90% in terms of positive responses across the theme. Scores ranged from 90% (leadership) to 64% (results).

3.1 Strengths

The feedback provided by participants during this assessment process has been very positive in a number of key areas. In particular, within the Leadership and People (staff) themes. There is clear evidence of the strong focus on improving the lives of every child, young person and family in Dundee and the ambitions of the service are well documented. This section highlights the main strengths emerging from the process, where Officers and those participating in the focus groups identified what is working well in relation to the six themes examined.

Officer and external stakeholder participants were also encouraged to share their views on where they felt the service could improve and these are considered in Section 4 (Page 20). In terms of results, these do not currently reflect the ambitions of the service. There is an increased focus on improving some key results, for example, raising the levels of attainment of the City's children and young people. The plans put in place to tackle this and other areas for improvement are detailed within this report.

The main strengths for each theme are summarised below:

Leadership

Given this is a relatively new service, it is encouraging that 90% of participants view the leadership within the service as strong. Leaders actively build, support and participate in strategic partnerships and act as role models for both the Council and the Children & Families Service. These views were corroborated by stakeholders and partners who participated in the focus groups. Staff felt they were consulted on many things and felt listened to. Participants believe the Senior Management Team and leaders across the service are committed to making a real difference, specifically in raising standards. There is evidence that participants believe leaders understand what needs to be done to improve results.

In the most recent inspection of the Education Authority, Leadership at all levels throughout the system was highlighted as a major strength. The service has a clear vision and strategy as outlined consistently in each of the Tayside, City, Council and Service Plans. These have been developed in partnership with key stakeholders and implementation of the key objectives is being driven by the Senior Management Team.

A view from one stakeholder captures the essence of what the Senior Management Team believe is the best approach going forward: *“Dundee is doing all of the right things to improve its attainment results. The leadership team are targeting resources at where they are needed most. This is working well and positive trends are emerging, particularly amongst primary pupils”*

Given the increasing demand for the service and the crisis response often required, the Senior Management Team’s approach to targeting intervention where it is needed the most requires a strength of commitment, continuity and transparency of decision-making. There are some areas for improvement identified for the management team in relation to maintaining a focus on priorities and evidencing better alignment between strategic objectives and the allocation of resources, particularly in relation to high tariff and/or looked after children and care experienced young people. The Council’s recent endorsement of the principles within the Care Leavers Covenant is seen to be a very positive development in ensuring our care leavers receive the support they require to move on and establish their independence in their communities. The service has also secured additional national funding for looked after children and care leavers.

An example of where the Senior Management Team’s strategy of targeted intervention is having a positive impact is in the allocation of Scottish Attainment Challenge funding, particularly amongst primary aged children. Added to this, the implementation of plans to improve pedagogy and work more closely with teachers in classrooms, encouraging staff to think differently to change mind-sets are all signs that leaders in the service understand how to get from where it is now to where it wants to be.

Feedback from the focus group noted that at a strategic level, joint working and strategy development is improving as the Service seeks to become more integrated. Partnership engagement in relation to Protection People was viewed positively by stakeholders. Leaders display strong values and principles and the service promotes a rights based approach to working with children, young people and their families.

Stakeholders acknowledge inequality across the City, increasing demands and diminishing financial resources and identify these as key challenge for the service. Locality based models of service delivery are regarded as the key to make services more accessible and increase capacity within communities to meet need. This is against a backdrop of regionalising planning and service delivery and stakeholders understand the challenges of getting the balance between local need and allocation of available resources.

Service Planning

In this section, PSIF seeks to explore how the service operates in relation to service planning and performance management. On average, 79% of participants agreed with the statements within this theme. There is evidence the service has policies, strategies and plans in place which reflect local and national agendas and that in the main, the service effectively plans, delivers and targets resources for service users and communities. The service compares its performance with relevant benchmarks.

However, in terms of service planning, participants felt the service continues to operate, too often, as two distinct services, i.e. the former Education and Social Work Departments. This PSIF process uncovered the need to prioritise a review of the strategic planning and performance function, including its links, in particular, with operational services. (See Improvement Action 4).

In terms of core business, there is evidence the service engages well with children, young people and their families. Good examples of the use of technology and social media to engage with and communicate with families has been shared across the service as examples of good practice. Some young people have recently had the opportunity to have their care experience stories and views recorded which will then be used as a tool to inform practice and service development. Participants also felt that the Children & Families Service has strengths in prioritising and managing risk within targeted services, with good engagement even where there is conflict or differences in the conclusions within assessments. No matter what element of the service is being delivered, there is clear evidence of a strong focus on the child or young person and on improving outcomes.

Participants were asked whether performance information is routinely and regularly gathered to evidence achievement against targets. There was a varied response. Clear strengths are in evidence within some areas of the service, particularly in relation to core business, i.e. *“what we do gets measured”*.

Community Planning Partnerships are an effective means of service planning and the service has formed good links in this area. However, it was highlighted that there should be better engagement with partner agencies at a strategic level and that more needs to be done to engage with and understand the needs and customer experience within the wider community, including improving consultation and engagement with hard to reach groups. (See Improvement Actions 1 and 4).

Stakeholder’s views on service planning and community engagement were also a bit mixed. There are some examples of engaging with communities but acknowledgement this needs to get better. Stakeholders reported a dis-connect between schools and community centres and a general lack of information about the services being delivered by the Council in communities.

There were reports of some early signs of positive impact within local community hubs and the work being undertaken in Lochee; an asset based approach to enhancing the capacity within communities to meet need and free up valuable resources for those who need them most. The use of the FORT system as a single referral route into services is also showing signs of making a positive impact.

People

This section asks those participating in the self-assessment process to consider issues around staff working within Children & Families Service, focussing upon how policies, strategies, skills and competencies are managed to ensure staff are supported to deliver the service priorities. A number of positive issues were raised from the Checklist and from the stakeholder focus group to evidence both the commitment and competence of staff within the service.

In relation to effective engagement and communication with staff, a regular progress update on the work and projects implemented as a result of feedback from the last employee survey is now issued to all staff. This “you said we did” Corporate approach should ensure staff are kept informed. On a service level, the People (staff) theme was the 2nd highest scoring theme across the survey with an average of 86% agreement with the statements across the theme.

Staff feel valued and respected by leaders and managers and stakeholders view Children & Families Service staff very positively. The level of dedication and commitment from all staff to make a positive difference to the lives of the people they work with is very clear from the evidence submitted. Staff are excellent ambassadors for the Council and for the Children & Families Service.

Partnerships and Resources

For this section, PSIF looks at how the service works in partnership to support the delivery of outcomes and how it manages its resources in the most efficient, effective and sustainable way. The service performs strongly in this area. 91% of respondents feel the service has partnerships that support the delivery of outcomes and ensure resources are used and shared in an efficient and sustainable way, with demonstrable benefits for communities. The service ensures that information is managed and that people have access to the information they require to make decisions and deliver efficient, improving services. Customer information is protected and made available securely to appropriate and relevant organisations

There is an openness and transparency between the service and its 3rd Sector provider partners. Involving partners in decisions around the allocation of resources to meet the needs of children and young people who need to be accommodated at the Residential Resource Management Group is an example of the trusting partnership relationships that exist. A clear example of good practice where the focus is on achieving the best outcomes for children young people and/or their families. 3rd Sector partner colleagues regard Dundee as “*the best Local Authority for working with partners.*”

(Stakeholder focus group, January 2019).

The Social Care Contracts Team’s approach, which enables trust and transparency within the commissioning process was highlighted by some key stakeholders and Senior Managers from within the Service. As a result of this approach to commissioning, Dundee benefits from increased leverage from organisations with the capacity to match fund and/or contribute to local service delivery.

Stakeholders acknowledge the challenge the service faces in terms of inequality across the city and the need to balance competing demands. However, stakeholders felt there was more to be done to deliver a greater level of integration of more functions across the Children & Families Service.

Stakeholders felt there were areas where the service could improve partnership working. From a Corporate perspective, clarity and agreement between the Local Authority and Health on some matters, for example, eligibility criteria, is required. For families and the agencies working to support them, clarity is required. The service is committed to addressing this issue within the agreed Improvement Plan.

Processes and Services

In processes and services, PSIF challenges services to assess how they manage customer needs and expectations and the extent to which they are involved in reviewing and improving services.

The service effectively deals with all customers, ensuring that services are accessible through a range of channels in ways that meet their needs and expectations; and for the purposes of identifying improvement opportunities, the service identifies, reviews and improves its key processes, learning from and making a contribution to good practice internally and externally. 88% of participants agreed with both statements, the highest ranked across the Process and Services theme.

Participants felt *“we are strengthening our approaches to involving service users, for example The Champions Board”*

The work of the Champions Board is ensuring that real attempts are being made to improve consultation and engagement with Looked after Children to ensure their voices are heard and that their experiences and their views help shape service developments. This is a key challenge, considering the number of looked after children under the age of 5. However, the service is working in partnership with partner agencies and other stakeholders to ensure that, as far as possible, the views of looked after children and young people are heard.

In partnership with the Centre of Excellence for Looked after Children in Scotland (CELCIS), a less formal approach to conducting and recording meetings and hearings with parents and families is having a positive impact with better attendance and engagement being reported. Clear communication at the point of decisions being made is preferable to the long established process of producing and circulating formal minutes of meetings, sometimes several weeks after the event.

“The service makes positive change through analysing experience and identified needs from consultation and data such as parental engagement surveys, as well as information from evaluation and focus groups.”

On the whole, evidence confirms processes regarding service delivery and improvement are strong and lead to improved outcomes for people who need our support. However, as previously outlined, processes to plan and deliver services needs to be more integrated to ensure the service does not continue to operate as two distinct functions.

3.2 Summary of Results

Within PSIF, the use of results is an important part of gathering information about what the services achieves across areas such as customers, people (staff), community and key performance results. In addition, the use of key indicators by the service is also a key part of the process to highlight priority areas for those participating in the self-assessment. The following are some of the strengths identified through feedback and analysis of results:

76% of participants agreed that the service has a set of indicators and related outcomes that measure the efficiency and effectiveness of the service. The most positive responses were around key performance results and delivering outcomes for individuals.

What we do gets measured and we know how we are performing in relation to our core business. Participants felt the service is particularly good at monitoring feedback from parents.

The results theme was the lowest scoring theme in terms of positive responses with 64% agreement on average across the theme. Of the remaining 36%, a number of participants did not feel well informed about how performance is measured and/or where their role fits with high level priorities. This uncertainty across the staff team will be addressed within a number of the improvement actions agreed.

Stakeholders don't feel the service communicates well around performance and they were not clear how performance information could be accessed. It is felt that the service does not engage as well as it might with communities and there was little evidence from stakeholders of being involved in consultation or service design at the initial stages.

Significant feedback was received around the need to improve on how performance and other data is gathered and used, not only to inform service planning and service improvements, but also to improve understanding of the levels of need in communities and how people access community resources. It was felt there is room to improve transparency in strategic and financial planning within the Dundee Partnership and at a more operational level, strengthening the links with Community Learning and Development and Leisure and Culture Dundee to better understand what's happening in communities were identified as opportunities to improve results. Improvement Action 4 focuses on the concept of place based data, making better use of data to measure performance and evidence quality of service delivery and engage better with all communities of interest.

The Dundee Attainment Challenge aims to close the poverty-related attainment gap by improving educational outcomes for children and young people living in Dundee's most deprived communities. A range of universal and targeted interventions in priority areas including literacy, numeracy and health and wellbeing are underway with the express purpose of improving educational outcomes for children living in the Scottish Index of Multiple Deprivation (SIMD) Deciles 1 and 2. Since 2015, the Dundee Attainment Challenge has involved 11 primary schools and 5 nursery schools: a total of 2,600 primary pupils and 985 nursery pupils.

Over a three year period, there is an improving trend in children achieving early, 1st and 2nd level in literacy and numeracy (P1 – P7) in Dundee’s targeted attainment challenge schools. There is an improving trend for literacy and numeracy in S3 with a plateau of achievement in S4.

Over the same 3 year period, the stability of all types of placement for Looked After Children has also improved. For those in kinship care, the average length of stay has increased from 5 to 16 months; for those in foster care, from 11 to 23 months; and for those in children’s houses, from 5 to 12 months. This is hugely important for Looked After Children because in terms of the hierarchy of needs, it provides them with a stable environment in which they can develop nurturing and sustained attachments with carers, which in turn contributes towards other positive outcomes. In school, their attendance and attainment has improved and exclusion rates have reduced. Nevertheless, Looked After Children still lag behind both their local peers and Looked After Children in other Local Authority areas in all these indicators and this progress needs to be built upon.

Dundee City Council participates in the national local government benchmarking framework (LGBF) and Children and Families has the largest set of indicators. Many of the results displayed in Figures 3 to 8 are from the latest available LGBF Indicators. These show how Dundee is performing in relation to the rest of Scotland and within its family group; a group of 8 local authorities of similar density and level of deprivation.

Early Years and Child Health

The percentage of Primary 1 aged children classified as obese or overweight has risen slightly from 21.5% in 2016/17 to 26.9% in 2017/18. Work to develop the Tayside Child Healthy Weight strategy, under the Tayside Health & Wellbeing Priority Group, is anticipated to support improvement in this indicator. A Writing Group for the strategy has been established, community/parent engagement in the work is continuing and updates on the strategy's development is given to the Tayside Health & Wellbeing Priority Group on a regular basis. The target for the next year is to reduce the level to 25%.

Child Protection

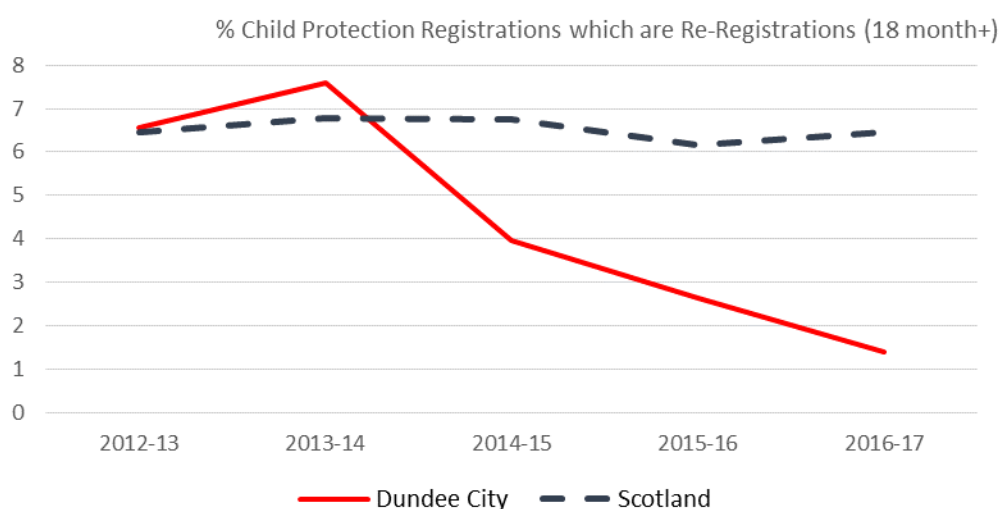


Figure 3

Figure 3 shows that performance for this indicator has improved significantly over the five year period. Reducing re-registrations is a sign that child protection services are working and do not require children to re-enter child protection system within short periods.

Dundee's performance is better than the figure for the fourth place authority of 5.74% and also lower than the Family Group average of 5.78%.

Exclusions for Looked After Children (per 1,000)

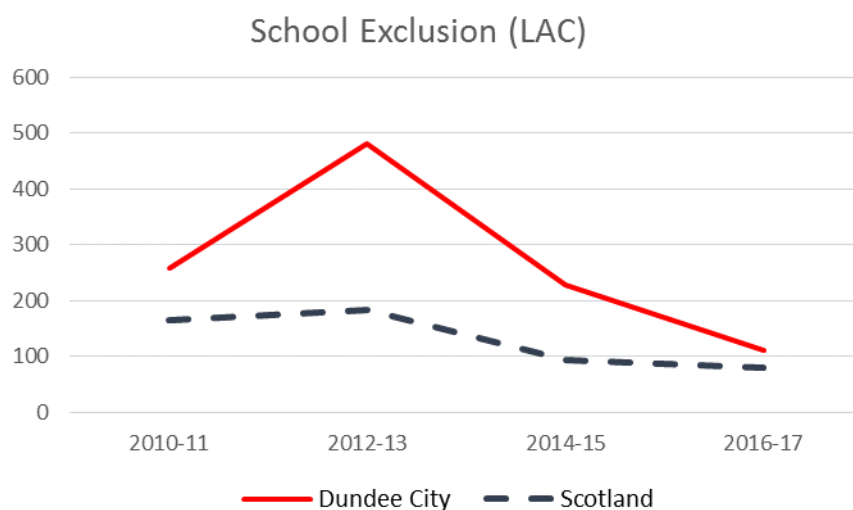


Figure 4

Figure 4 demonstrates that performance for this indicator has improved significantly over the reporting period falling from 481 exclusions per 1,000 pupils in 2013 to 112 exclusions per 1,000 pupils in 2017. These rates reflect the improvement rates for all pupils. This is as a result of the following factors:

- A focus on exclusion rates as a measure of improvement within the National Improvement Framework
- Implementation across all Dundee schools of the national Nurture Framework, including a focus on relationships, understanding behaviour as a form of communicating distress and De-escalation Guidance and training for staff
- Introduction of alternatives to exclusion based upon Nurture principles
- An emphasis in local Exclusion Policy Guidance on avoiding exclusion for looked after children which, in turn, has an impact on their care placement or circumstances

Dundee's performance is still a little bit higher than the fourth place authority of 101 exclusions per 1,000 pupils and also higher than the Family Group average 75 per 1,000 pupils and a continued focus on all of the above initiatives should result in the trends continuing to improve.

Exclusion Rates for All Pupils (per 1,000)

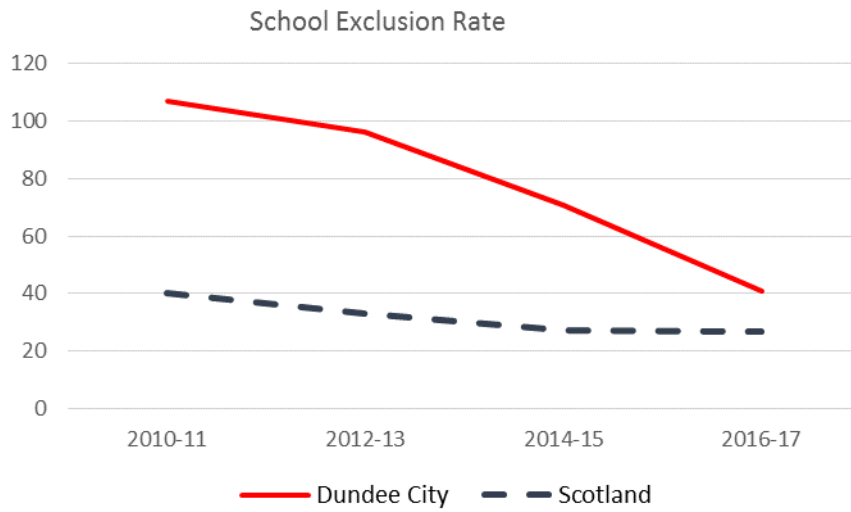


Figure 5

Dundee's performance is still higher than the fourth place authority of 29 exclusions per 1,000 pupils and also higher than the Family Group average of 28 exclusions per 1,000 pupils. As the trajectory in Figure 5 shows, Dundee is on course to match these performances given the substantial rate of improvement and continued focus on all of the initiatives detailed at Figure 5.

Overall Average Total Tariff

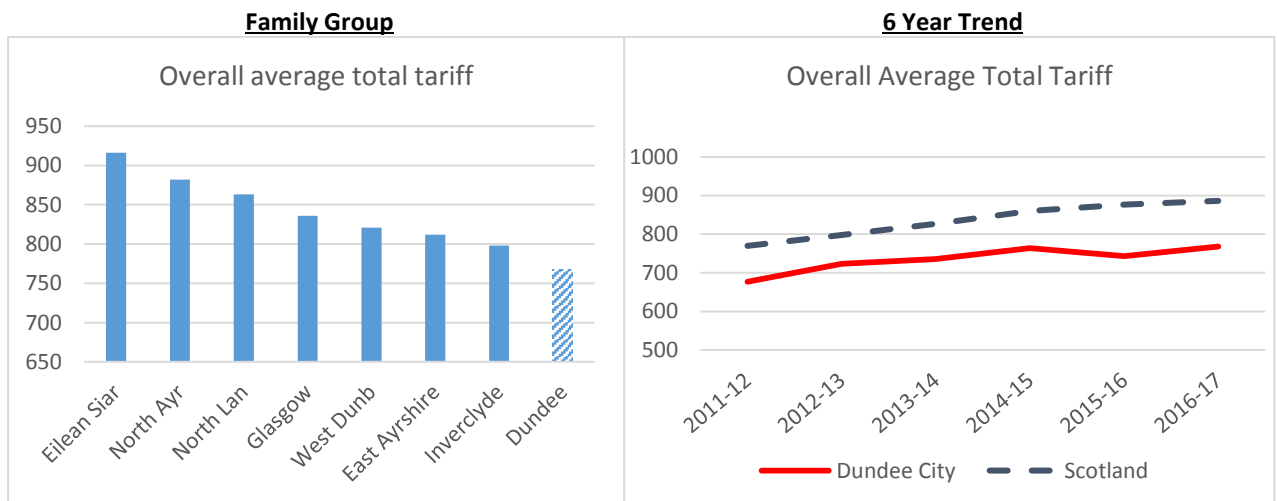


Figure 6

Figure 7

Over the period outlined in Figures 6 and 7 above, the Overall Average Tariff has decreased from 743 in 2016 to 686 in 2018. In line with the Annual Education Plan, all Dundee schools will continue to strive to raise the attainment of all pupils with secondary schools maintaining a persistent focus on improving attainment at National 5 and Higher levels. See 3.2 Summary of Results (Page 13) for details of existing and planned initiatives.

Pupils Entering Positive Destinations

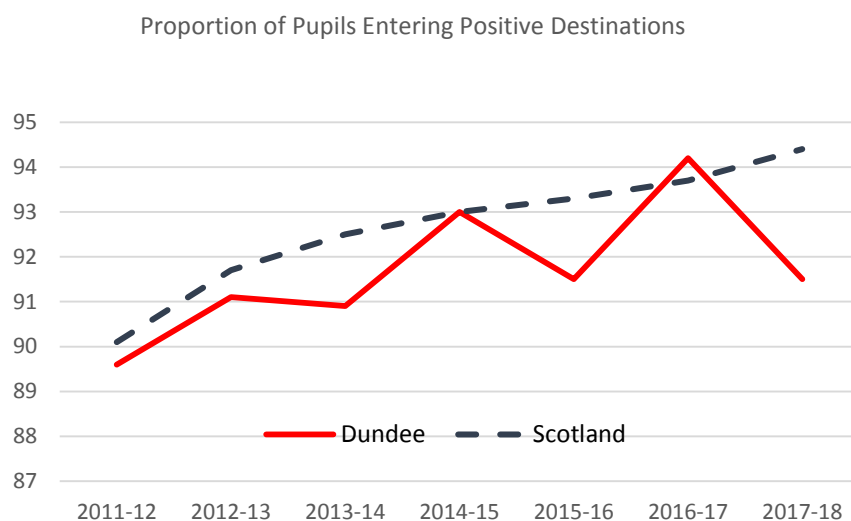


Figure 8

Figure 8 displays the percentage of school leavers in a positive destination 3 months after leaving school. The percentage has dropped slightly from 94.2% in 2016/17 to 91.5% in 2017/18, the same level as the preceding year. Over the last 5 years, the long term trend is still one of improvement.

Successful Completion of Community Payback Orders

Overall, 79% of all Community Payback Orders were successfully completed in 2016-2017 and 81% were successfully completed in 2017-18. This builds on year-on-year improvements over the last 7 years and offers a positive indication that constructive and supportive interventions are being delivered in Dundee. In 2014-15, the local re-conviction rate for people subject to a CPO was 33% and in 2015-16 this had reduced to 28.8%. Data on re-conviction rates in 2016-17 will be made available by the Scottish Government in late 2019.

Evidence of Results and Identification of Improvement Priorities

Participants are asked to pay particular attention to key performance data in relation to the strategic priorities of the service and all of the results were acknowledged and reflected on within the process. The areas for improvement which are prioritised in the Improvement Action Plan are those which may not for part of an existing strategy or initiative which have been put in place to target areas where it is already recognised performance needs to improve. Where this is the case and action is already underway or planned in relation to improving performance, this is detailed in Appendix 1a. Progress in

relation to those areas will be monitored by Children & Families Service Management Team in accordance with established strategies and plans.

Areas for Improvement for Children & Families Service

4.1 Consensus Session

Having gathered evidence to support the self-assessment process from a range of sources, participants took part in a ½ day session to consider the evidence. The main strengths identified during the process and the data gathered to evidence results were presented to participants.

A total of 30 potential areas for improvement were presented for consideration during focused workshops (see Appendix 1a). At the end of this session, the five key improvement actions identified for the service were as follows:

Improvement Action 1

Develop a locality based model for service delivery to:

- **Embed partnership working within and beyond Children & Families Service**
- **Improve accessibility for customers**
- **Increase co-location of staff teams to support the process of integration and further develop the “one team” culture”**

Improvement Action 2

The Values and Capacity of Leaders

- **Clear expectations and responsibilities**
- **Consistent approach to training and professional development for leaders across the service**
- **Communicate the vision ensuring staff understand their contribution To transformational change**

Improvement Action 3

Ensure staffing resources are deployed appropriately to meet service delivery requirements to:

- **Ensure the health and wellbeing of staff is not put at risk**
- **Builds on current approaches to valuing the contribution of all staff**

Improvement Action 4

Review performance management processes at service and team level to:

- **Reflect an integrated structure**
- **Make better use of data and results to support service improvement**
- **Strengthen links between the collection of data and current service Delivery**
- **Enhance intelligence in relation to the needs and customer experiences within communities**

Improvement Action 5

Better alignment and transparency between financial and strategic planning and service delivery decision-making

Five improvement actions from a possible 30 areas for improvement suggests there are many issues raised without a corresponding action. However, this assessment had a few, key, cross cutting themes. Throughout the workshop sessions, participants were acknowledging the linkages between the different areas for improvement being looked at. Appendix 1a will demonstrate, that despite five actions being prioritised, many of the issues brought to the Consensus Session are being addressed within the Improvement Action Plan due to their relatedness.

There was mixed response from participants in relation to the results achieved by the service. The results section had the lowest rate of agreement (64%) across all of the themes examined. The diversity and the infancy of the integrated Children & Families Service is relevant in this respect. Some participants did not feel well informed about how their efforts on a day-to-day basis contributed to delivering on strategic priorities and key performance targets. Improvement Action 2 focuses on actions to address these gaps in communication and/or comprehension in relation to staff.

The service felt it was important not to lose sight of any areas for improvement identified during the process, whether or not specific issues were seen to be a priority in terms of the Improvement Plan. Appendix 1a therefore summarises all of the potential areas for improvement considered by the leadership group at the Consensus Session. Where a response or action is planned or already underway, this has been noted. Again, it is worth noting that during the preparation for the consensus session, emerging themes were few in number due to the commonality across many of the issues considered at consensus. As a result, although 30 or so issues were brought forward for consideration at consensus, there are few that are not captured in the final 5 Improvement Actions. The majority of issues brought forward will therefore be addressed directly during the progression of the actions identified in the Improvement Action Plan.

4.2 Improvement Planning Session

Having identified the key improvement actions in the Consensus Session, participants met two weeks later to consider these actions in terms of an Improvement Plan. Here, participants are asked consider the key elements associated with progressing these actions, such as: what are the desired outcomes from this improvement action? What impact are we hoping to achieve in terms of improving the lives of our citizens? What activities need to be planned for to progress the action? What risks and resources are tied to these activities, i.e. if we focus on one area for improvement, is there a risk there will be a detrimental effect on other areas of the service? What are the timescales for these activities? What group or individual(s) are responsible for progressing these activities? What milestones can be put in place that will demonstrate when activities are completed? What will success look like? What measures can we use to evidence we have achieved our aim?

The product of this process, the Improvement Plan, agreed by participants, is attached (Appendix 1b).

4.3 Next Steps

The Improvement Planning Session concluded the self-assessment process. Children & Families Service will now formally adopt the Improvement Plan and make arrangements to take the necessary action to achieve the targets and desired outcomes within the agreed timescale. Significantly, the Improvement Plan will also be aligned with a single Children and Families Service Plan 2019-2022. The Senior Officer, Performance will review progress after 6 months and the Corporate Performance Management System (Pentana) will be updated with progress on the agreed actions by officers assigned to each of the 5 Improvement Actions.

The Senior Officer, Performance will present this report to the Children & Families Service Management Team. Once agreed, the Executive Director, Children & Families Service will present the main findings and the agreed improvement actions to Council Management Team. Thereafter a report to Scrutiny Committee on the outcome of this self-assessment process will be prepared and presented.

Appendix 1a

**STRENGTHS & AREAS FOR IMPROVEMENT
(FOR CONSIDERATION AT CONSENSUS SESSION)**

LEADERSHIP

STRENGTHS	AFI	CURRENT/PLANNED ACTION (AFI)
<p><i>“Leaders actively build, support and participate in strategic partnerships” and “Leaders manage the reputation of the Council and the Children & Families Service”. 98% of participants agreed with these statements, rated 1st equal across the entire survey.</i></p> <p>Leadership is by far the strongest theme emerging from this assessment, with an average of 90% agreement with the ten statements across the Leadership theme. Participants felt <i>“consulted on many things and listened to”</i></p> <p><i>“The leadership team are committed to making a real difference, to raising standards. They understand what needs to be done to improve results”.</i></p>	<p>Strengthen the links between the analysis of data around need and the allocation of resources. Evidence the impact this process has on service improvements and outcomes for children and their families.</p> <p>Views expressed relating to allocation of funding and resource to high tariff young people and care leavers.</p>	<p>Linked to Improvement Actions 4 and 5</p> <p>Place based data improving understanding of the needs and priorities within localities and better alignment between financial and strategic improvement planning & service delivery decision-making.</p> <p>The Council’s commitment to the Care Leavers Covenant will address some concerns raised around the lack of resources for care leavers.</p>
	<p>Ensure consistent, transparent communication across the service about the rationale and impact of decision-making.</p>	<p>Consistent, transparent communication is a common theme across all agreed Improvement Actions.</p> <p>Improvement Action 5 is concerned with ensuring better alignment between financial and strategic planning and service delivery decision-making.</p>
	<p>Develop use of digital platforms to better engage with staff, customers, communities and stakeholders.</p>	<p>The service is committed to learning from areas of the service where there is evidence of innovative practice in relation to the use of social media and mobile phones as a primary means of</p>

<p><i>“Leaders are using digital channels in a very positive way. The fostering and adoption campaign where leaders performed “Baby Shark” was positive and inspiring”.</i></p> <p><i>“The service has a clear vision and strategy as outlined consistently in each of the Tayside, City, Council and Service Plans. These have been developed with key stakeholders”</i></p>	<p>communicating with stakeholders, including parents and families.</p> <p>Values of leaders:</p> <ul style="list-style-type: none"> • Clear expectations and responsibilities • Consistent high-level training for leaders across the service • Staff understand their contribution to transformational change 	<p>Identified as a priority: Improvement Action 2 (see Appendix 1b for Improvement Action Plan)</p> <p>The Council Plan commits the strive to publishing the Dundee Standard to meet the ambition to give all children and young people the best start in life and set out expectations for the high quality of service delivery needed to improve outcomes.</p>
<p><i>“In our recent inspection of the Education Authority, Leadership at all levels throughout the system was highlighted as a major strength”</i></p> <p><i>A view from one stakeholder: “Dundee is doing all of the right things to improve its attainment results. The leadership team are targeting resources at where they are needed most. This is working well and positive trends are emerging, particularly amongst primary pupils”</i></p>	<p>Increase integration of staff teams across the service supporting the process of joint working and further development of the “one team” culture. This could include elements of co-location of staff/teams.</p> <p>Participants stressing the need to make progress with the cultural shift. Locality models support cohesiveness and ownership of shared goals.</p> <p>Further explore the “365” schools as a model to support integration and accessibility.</p>	<p>Identified as a priority: Improvement Action 1 (see Appendix 1b for Improvement Action Plan)</p> <p>NB: This area for improvement was one of the top six priorities brought to the Improvement Planning session. As the team considered this issue, it was felt that integration of staff teams was integral to locality based planning and there would be more to be gained by considering this issue as part of a more strategic approach to improving accessibility and strengthening integration. As a result, integration of staff teams became part of a more holistic approach to developing a locality based model of service delivery.</p> <p>The 365 school model is one of the top 5 projects in the Council’s transformation programme - Changing for the Future C2022. It is exploring how to design the school as a community hub, maximising its ability to integrate a range of services currently provided in different buildings in a community and in doing so creating a partnership with the capacity to support children and families outside the traditional curriculum hours -365 days per year. This initiative will improve our knowledge and understanding of levels of need and satisfaction within communities.</p>

SERVICE PLANNING

STRENGTHS	AFI	CURRENT/PLANNED ACTION
<p><i>The service has policies, strategies and plans in place which reflect the internal and external factors such as the current financial, political, local and national agendas. 95% of participants agreed with this statement, the strongest positive response across the Service Planning theme.</i></p> <p>Rated second was the statement in relation to benchmarking. 92% of participants believe that <i>the service compares its performance with relevant benchmarks and uses this information to understand its strengths and areas for improvement.</i></p>	<p>Review the number of plans in place in accordance with agreed service priorities for the integrated service.</p> <p>Despite 95% of participants agreeing the service has policies, strategies and plans in place, there was feedback to suggest these should be reviewed in line with the new Children & Families Structure and reflect a more integrated approach to the delivery of services to children, young people and their families. There is evidence to suggest that although plans are integrated there is a disconnect between plans and some operational services, but not all.</p>	<p>Links to Improvement Action 4. The details of the action plan include a review of the strategy and performance function (including the development of policy).</p> <p>Improvement Action 4 aims to ensure a shared approach to delivering on priorities and the allocation of time to plan more strategically across the service.</p>
<p>Service Planning was the 3rd ranked theme across the survey</p> <p>Participants felt “our plans are underpinned by national and local benchmarking and targets”.</p>	<p>Review performance management processes at service and team level to:</p> <ul style="list-style-type: none"> • Reflect the new structure • Make better use of data to drive service reviews and budget planning • Strengthen links with agreed service priorities 	<p>Identified as a priority: Improvement Action 4 (see Appendix 1b for detailed Improvement Action Plan)</p>
<p><i>“our education planning has close articulation with national and local priorities”</i></p>	<p>Improve consultation and engagement with communities on all aspects of service delivery. Communicate better with communities and citizens to improve their understanding of service priorities.</p>	<p>Linked to Improvement Actions 1, 4 and 5</p> <p>Understanding more about the needs in communities through engagement and consultation will be at the heart of the efforts the service makes towards developing locality models of service delivery,</p>

<p><i>“.....some young people have recently had the opportunity to have their care experience stories and views recorded which will then be used as a tool to inform practice and service development”</i></p> <p><i>“the Children & Families Service has strengths in prioritising and managing risk within targeted services, with good engagement even where there is conflict or differences in assessment or conclusions.....the is always a strong child focus”</i></p>	<p>Consultation and engagement with service users and parents in particular is felt to be a strength. However, there is evidence from participants and wider stakeholders that engagement with wider stakeholders and communities needs to improve. Community involvement and engagement was ranked amongst the lowest across the entire survey.</p> <p>There are parts of the service where parental and wider community engagement is working well and the service can learn from these examples of good practice.</p>	<p>ensuring there is more meaningful place based data available for analysis to assist service planning and performance management.</p> <p>As with many of the issues emerging from this assessment community engagement is central to much of the action planning</p> <p>The commitment the service is making to progress locality based models of service delivery, thus improving accessibility for communities will also require an increase in attempts to consult and engage with communities of interest, including those hard to reach groups.</p> <p>The developing plans for 365 schools increasing the capacity to deliver a range of services and supports from community hubs will be a much needed development across the City.</p>
	<p>Improve opportunities to benefit from the smarter working agenda by enhancing the use of digital technology</p>	<p>Linked to co-location and locality planning and also to the corporate digital strategy.</p>
	<p>Better alignment and transparency between financial and strategic planning and service delivery decision making.</p> <p>Evidence from the survey suggests more work is required to ensure resources are effectively focussed on shared priorities.</p>	<p>Agreed as a priority: Improvement Action 5 (see Appendix 1b for detailed action plan)</p>

PEOPLE (STAFF)

STRENGTHS	AFI	CURRENT/PLANNED ACTION
<p>The Children & Families Service has policies, strategies and plans for people that support the core values, outcomes and priorities of the service and ensures equality and fairness for all people.</p> <p>The service recognises and values peoples' contribution.</p> <p>97% of participants agreed with both statements, rated 1st equal alongside the 2 highest leadership statements.</p>	<p>Ensure a workforce and training plan is designed to support the development of the skills and competencies required for the future delivery of services.</p>	<p>Improvement Action 3 is concerned with staff and ensuring that resources are deployed to meet current and future service delivery requirements. (see Appendix 1b for Improvement Action Plan)</p> <p>The strategic task of developing locality based models of service delivery will also be concerned with ensuring that staff have the necessary skills and competencies for the delivery of services.</p> <p>Our people strategy is also focussed on ensuring our workforce is appropriately skilled for the future.</p>
<p>The people theme, scoring an average of 86% across all 12 statements was rated the 2nd highest theme across the survey.</p>	<p>Develop training to build leadership capacity of middle and first line managers to support the process of change and help develop the culture and identity of the Children & Families Service</p>	<p>Linked to Improvement Action 2 which is concerned with the Values of Leaders in terms of approach, capacity to drive change and supporting staff through change.</p> <p>Integral to the Corporate Our People Strategy</p>
<p>"I feel involved and valued by my manager and by my manager's manager"</p> <p>"I have autonomy as a worker to be creative and innovative in my work"</p> <p>Stakeholders value relationships and strong partnerships with a team of committed, positive and responsive staff.</p>	<p>Implement measures to evaluate the effectiveness of investment in staff training and development, in particular, the impact this investment has on the quality of service delivery and improved outcomes.</p>	<p>Improvement Action 3 is concerned with people and the implementation of 1:1 support and supervision for all staff sits within this plan. On an individual basis, managers and staff should be measuring the impact of any learning and development activity undertaken.</p> <p>The Corporate Our People Strategy includes measures Learning and Organisational Development have in place to evaluate the effectiveness of training and development.</p> <p>Employee Personal Development Reviews should also address this issue.</p>

	<p>Develop a two-way process of communication throughout the layers of the service to:</p> <ul style="list-style-type: none"> • Better link strategic priorities with day-to-day tasks • Improve understanding and ownership of service goals and priorities across the entire staff team 	<p>Improvement Actions 2 and 3 address this from both a top down and bottom up approach. (see Appendix 1b for Improvement Action Plan)</p>
	<p>Ensure staffing resources are deployed appropriately to meet service delivery requirements to:</p> <ul style="list-style-type: none"> • Ensure the health and wellbeing of staff is not put at risk • Builds on current approaches to valuing the contribution of all staff 	<p>Identified as a priority: Improvement Action 3 (see Appendix 1b for Improvement Action Plan)</p>

PARTNERSHIPS & RESOURCES

STRENGTHS	AFI	CURRENT/PLANNED ACTION
<p>The service has partnerships that support the delivery of outcomes and ensure resources are used and shared in an efficient and sustainable way, with demonstrable benefits for communities.</p> <p>The service ensures that information is managed and that people have access to the information they require to make decisions and deliver efficient, improving services.</p> <p>91% of respondents agreed with both of the statements above, the highest scoring statements across the Partnerships and Resources theme.</p> <p>The Partnership & Resources theme was ranked 5th across the 6 themes.</p> <p>Third Sector partner colleagues regard Dundee as “the best Local Authority for working with partners”</p> <p>“Dundee benefits from increased leverage as a result of the strength and transparency of our relationships, which are built on trust and mutual respect”</p> <p>The Schools Estate Strategy sets out a clear plan of developing new schools and refurbishing buildings to support learning and to service the wider</p>	<p>Review procurement processes to improve efficiency and effectiveness which will support improved service outcomes and achieve value for money.</p> <p>This statement scored lowest across the theme, however there were positive views in relation to how the social care contracts team work in partnership with both services and external providers.</p>	<p>Within the Children & Families Service Improvement Plan, 2019-2022, improvement actions have been identified. Securing the resources that are required to deliver these improvements require engagement with procurement at an early stage to ensure the service can commission appropriate suppliers.</p> <p>Senior Managers working in partnership with Procurement to raise awareness of the existence of the Education Procurement Framework and the skills and experience of the approved providers in an attempt to understand the services they can deliver.</p>
	<p>Better alignment and transparency between financial and strategic/improvement planning and service delivery decision-making.</p>	<p>Identified as a priority: Improvement Action 5 (see Appendix 1b for Improvement Action Plan).</p>
	<p>Improve digital capability. Speed up the IT change process and maximise use of digital platforms to improve customer service and data sharing with key partners.</p>	<p>This issue addressed within the Corporate Digital Strategy</p>
	<p>In the last 2 years, the service has worked with 19 Third Sector providers delivering a total of 33 services to ensure they reflect priorities, offer best value and demonstrably improve outcomes. Almost all services scored highly and agreed improvement plans have been put in place to build on this further. The exercise also illustrated some areas of duplication, which will be addressed as part of a wider review of all Council commissioned services.</p>	<p>Improvement Action 5 is concerned with aligning financial and strategic planning in partnership with our stakeholders. Collectively managing our resources in line with agreed priorities. Building trust and transparency with partners and other stakeholders in the planning and delivery of services.</p>

<p>community. It is the biggest single investment the Council is making in its capital plan 2018 – 2022, including a commitment of £80m to schools in beyond 2022.</p>	<p>Develop a locality-based model for service delivery to improve accessibility for customers and embed partnership working within and beyond the Children & Families Service.</p>	<p>Identified as a Priority: Improvement Action 1 (see Appendix 1b for Improvement Action Plan).</p> <p>NB: The original Improvement Action in relation to the co-location of staff was merged with this action to ensure a more strategic approach is taken to locality planning, including the allocation and location of staff to support locality based models of service delivery.</p>
------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

PROCESSES & SERVICES

STRENGTHS	AFI	CURRENT/PLANNED ACTION
<p><i>The service effectively deals with all customers, ensuring that services are accessible through a range of channels in ways that meet their needs and expectations. 88% agreed with this statement, the highest ranked across Process and Services.</i></p> <p>Ranked 2nd, with 82% agreement was the statement <i>For the purposes of identifying improvement opportunities, the service identifies, reviews and improves its key processes, learning from and making a contribution to good practice internally and externally.</i></p> <p>Processes and Services was ranked 4th out of the 6th themes examined during the assessment process.</p> <p>Participants felt <i>“we are strengthening our approaches to involving service users, for example The Champions Board”</i></p> <p><i>“On the whole, processes regarding service delivery and improvement are strong and lead to improved outcomes for people who need our support.”</i></p>	<p>Improve processes for engaging with staff and customers across the service and evidence how their feedback has led to positive service improvements.</p>	<p>Linked to all of the improvement actions, the common theme being communication and involvement.</p> <p>Through existing processes:</p> <ul style="list-style-type: none"> • Head Teacher events • Parental Surveys • How Good is Our School (4) • Charter <p>The service committed to being able to evidence to staff and stakeholders “You said, we did.....”</p> <p>The development of a single plan for the service will include the actions emerging from this PSIF Process.</p>
	<p>Develop and communicate the service standards which customers and other stakeholders can expect from the service and what the service expects from stakeholders (as partners).</p>	<p>The development of “The Dundee Standard” will address this recognised area for improvement.</p>
	<p>Improve analysis of the trends and the root of customer complaints and learn more from the customer’s journey. Assess whether the process of recording and investigating complaints is the most effective for each area of the service.</p>	<p>The Corporate Complaints System is used by Children and Families and reported on twice per year to the Scrutiny Committee. This includes a complaints review panel where the quality of response of a selection of complaints is reviewed and opportunities to conduct more in-depth process reviews identified. All employees completed an online course on System Thinking.</p> <p>Due to the level of comment in relation to the processing of complaints, the service needs to ensure that managers are informed and are learning from the trends of complaints about the Children & families Service.</p>

<p><i>“The service makes positive change through analysing experience and identified needs from consultation and data such as parental engagement surveys, as well as information from evaluation and focus groups.”</i></p>		
	<p>Improve processes for analysing data on how customers use and access services. Develop better insight into customer experiences, needs and preferences and make positive changes as a result of this analysis.</p>	<p>Linked to Improvement Actions 1, 4 and 5.</p> <p>The development of locality based models, which gather and analyse data at a local community level will improve the intelligence around customer experiences. The focus on place based data and improving the alignment of financial and strategic planning should also ensure that customer need shapes the development of the necessary models of support.</p>
	<p>Increase use of social media and other digital communication channels for staff and customers. Review the use of the many IT systems to ensure effective data management and information sharing.</p>	<p>The service will learn from the good examples of the use of social media and mobile phones in some areas of the service and look at options for further development of these initiatives.</p> <p>The Council’s Corporate Communications Strategy 2018 – 2022 is committed to boosting the capacity of the council to support the range of social media platforms in communicating with parents and the wider community.</p> <p>The development of the Corporate Digital Strategy should address issues raised around the number of unconnected, outdated systems in place which are impacting on efficiency and effectiveness across the service.</p> <p>The Service has a Management Information Strategy Group that meets regularly to review how best to manage its information and data.</p>

RESULTS

STRENGTHS	AFI	CURRENT/PLANNED ACTION
<p><i>The service has a set of indicators and related outcomes that measure the efficiency of the service.</i></p> <p><i>The service has a set of indicators linked to the service outcomes which measure effectiveness of the service.</i></p> <p>76% of participants agreed with the above statements.</p> <p>Most positive responses were around key performance results and delivering outcomes for individuals.</p> <p>The results theme was the lowest scoring theme in terms of positive responses with 64% agreement on average across the theme.</p> <p>Of the remaining 36%, there was not necessarily strong disagreement with the statements, the majority of participants did not feel well informed about how performance is measured. This uncertainty across the staff team will be addressed within a number of the improvement actions agreed.</p> <p>Participants felt the service is particularly good at monitoring feedback from parents.</p>	<p>Improve the consultative process regarding stakeholders and community and introduce measures to monitor views and levels of satisfaction which are linked to agreed service outcomes.</p> <p>Dundee’s Head Teachers have worked in partnership with the Chief Education Officer and the Schools’ managers to create one school improvement plan specifically aimed at addressing the challenges to raise attainment and close the gaps that exist between children from our least and most deprived areas. The plan includes actions that have been agreed across all schools including approaches to curriculum planning, tracking and monitoring learners’ progress, use of attainment and other relative data and quality improvement.</p> <p>In relation to communicating performance, the service is developing a single plan which clearly outlines priorities, actions, lead roles and measures. This will be communicated and cascaded to relevant service areas and teams, with regular updates provided on results in order to inform discussions and actions on any associated areas for improvement.</p>	<p>Improvement action 4 is concerned with a place based approach to service delivery and the collection and analysis of data at a community level. This will require improving engagement and consultation with the wider community.</p> <p>The attainment of Dundee’s children and young people is a key priority for Children & Families Service and a top priority in the Dundee Partnership City Plan and the Council Plan 2017 - 2022. A targeted approach to the allocation of Scottish Attainment Challenge Fund and investment in early years is delivering positive results, particularly in early years and primary. This action is in line with the aim to “give Dundee’s children the best start in life.”</p> <p>The service works to a number of strategies and plans already in place, both locally and nationally with a particular focus on raising attainment. As a result, this AFI does not form part of the Improvement Action Plan. Some evidence of what action is currently being taken in relation to attainment is provided for information:</p> <p>The Schools Improvement Partnerships, the National Improvement Framework as well as the Council and City Plan set out clear priorities for the service in terms of attainment.</p> <p>A recent HMI inspection validated that the Council’s approach to the attainment challenge was on track to meet the long term outcome of closing the attainment gap.</p>

<p>There is a national educational improvement framework providing school by school performance dashboards and benchmarking data.</p> <p>Dundee City Council participates in the local government benchmarking framework and Children and Families is the largest set of indicators.</p>		<p>There is evidence that the service understands what needs to be done to improve results. In schools, support is being targeted where it is needed most, developing pedagogy and closer support to teachers in classrooms are encouraging staff to think differently and changing mind-sets. The service believes that closing the attainment gap is also about effectively engaging with parents and the increasing focus on the two-fold (universal and targeted) approach to parental engagement, with the support of Family Development Officers and Parental Engagement Officer is evidence of the strategies the service is implementing in an attempt to continue to improve.</p> <p>The results do not reflect the ambitions of the service for Dundee’s children and young people. The Management Team believe their approach to improvement and the interventions they have put in place need time to take hold.</p>
	<p>Identify a succinct and transparent set of indicators which measure the progress Children & Families Service is making towards agreed priorities.</p>	<p>These indicators are set out in:</p> <ul style="list-style-type: none"> • The Tayside Plan for Children, Young People and Families • The City Plan 2017 - 2026 • The Council Plan 2017 - 2022 • Local Government Benchmarking Framework • National Improvement Framework
	<p>Measure the impact of investment in the training and development of all staff across the service in relation to improved outcomes.</p>	<p>Improvement Action 3 is concerned with people and the implementation of 1:1 support and supervision for all staff sits within this plan. On an individual basis, managers and staff should be measuring the impact of any learning and development activity undertaken.</p> <p>Integral to the Corporate Our People Strategy and the measures Learning and Organisational Development have in place to evaluate the effectiveness of training and development.</p>

		<p>Employee Personal Development Review should also address this issue.</p>
	<p>Further develop the consultative process regarding people measures:</p> <ul style="list-style-type: none"> • To improve staff's understanding of how their efforts link to the wider service outcomes and results • Monitor staff perception and satisfaction levels which are linked to service outcomes <p>Improve engagement and consultation with all communities of interest in relation to planned investments. Apply consistent measures to assess the impact of investment in relation to improved outcomes for communities.</p>	<p>Linked to Improvement Action 1, 2 and 3 The Improvement Actions in relation to co-location, Leadership and People will respectively and collectively address this issue ensuring staff better understand how they contribute to outcomes and results.</p> <p>Improvement Action Plan: (4) Adopt a commissioning approach (6) Performance measures</p>

Appendix 1b Children & Families Service - PSIF Assessment 2019

Improvement Plan

IMPROVEMENT ACTION 1					
Develop a locality based model for service delivery to: <ul style="list-style-type: none"> • embed partnership working within and beyond Children & Families Service • improve accessibility for customers • increase co-location of staff teams to support the process of integration and further develop the “one team” culture. 					
Outcomes	Improvement actions	Target Date	Lead	How can we measure or know that the improvement action is being implemented	Implications [Risk, Cost, Resource]
Easier access to an integrated service for the right people at the right time. Improved outcomes for children and young people. Clarity of respective and collective responsibility with Health.	Review, clarify and communicate the GIRFEC Model for Dundee.	During Session 2019/20	Chief Education Officer	There is progress towards the targets set within the Dundee Integrated Plan	Outcomes do not improve for families.
	Strengthen strategic commitment and joint approaches with Health and with Community Planning Partners at a locality level, particularly in relation to mental health, substance misuse and healthy weight.	During session 2019/20	Chief Social Work Officer	Feedback from staff, children and families through surveys and questionnaires. Clarity of strategic priorities and eligibility criteria across the partnership	The cost of modifications to buildings. Fixed mind-sets hindering progress.
	Improve communication and understanding around the principles and objectives of co-location, including joint continuous, lifelong professional learning and the shared use of management data	During session 2019/20			All partners not fully on board.

IMPROVEMENT ACTION 1

Develop a locality based model for service delivery to:

- embed partnership working within and beyond Children & Families Service
- improve accessibility for customers
- increase co-location of staff teams to support the process of integration and further develop the “one team” culture.

Outcomes	Improvement actions	Target Date	Lead	How can we measure or know that the improvement action is being implemented	Implications [Risk, Cost, Resource]
Easier access to an integrated service for the right people at the right time. Improved outcomes for children and young people. Clarity of respective and collective responsibility with Health.	to inform priorities and help drive improvements.		Chief Education Officer		
	Pilot a “365” school and share the learning from it. Roll out the agreed model to other communities (including support for adults).	During session 2019/20	Chief Social Work Officer		
	Share learning from the developing community hub model in Lochee including the benefits of the FORT System Sustain and scale the CELCIS (Centre of Excellence for Looked After Children in Dundee) Addressing Neglect Enhancing Wellbeing (ANEW) initiative.	During session 2019/20			

Overall improvement action: to achieve a measurable difference by 2022.

IMPROVEMENT ACTION 2

The Values and Capacity of Leaders:

- Clear expectations and responsibilities
- Consistent approach to training and professional development for leaders across the service
- Communicate the vision ensuring staff understand their contribution to transformational change

Outcomes	Improvement actions	Target Date	Lead	How can we measure or know that the improvement action is being implemented	Implications [Risk, Cost, Resource]
<p>All leaders demonstrate the moral purpose and the ambitions of the service and the Council in everything they do.</p> <p>Leaders are equipped to lead</p> <p>Staff understand the values, the vision and their contribution to the achievement of strategic priorities.</p>	<p>Clear communications with all staff in terms of the valued contribution they make to the achievement of key strategic priorities.</p> <p>Approach leadership development in a more systematic way, including how leaders effectively lead change.</p> <p>Dedicate more time to follow-up on agreed priorities and initiatives from service development and/or leadership planning events.</p>	Immediate	<p>Children & Families Management Team</p> <p>Ensure clear links with Learning & Organisational Development and CBSS.</p>	<p>Responses to staff wellbeing survey reflect positive change.</p> <p>Staff attendance levels improve.</p> <p>Reduction in staff turnover rates.</p> <p>Evidence from evaluation of Leadership within the service:</p> <ul style="list-style-type: none"> • self-evaluation • scrutiny of the service (inspections and audits) 	<p>Risk of not carrying out the improvement actions:</p> <ul style="list-style-type: none"> • staff do not feel valued • staff do not understand their contribution to achieving the ambitions for Dundee's children, young people and their families • leaders are not equipped to effectively manage change • not targeting areas where improvement is needed the most may cause unintended stress

IMPROVEMENT ACTION 2

The Values and Capacity of Leaders:

- **Clear expectations and responsibilities**
- **Consistent approach to training and professional development for leaders across the service**
- **Communicate the vision ensuring staff understand their contribution to transformational change**

Outcomes	Improvement actions	Target Date	Lead	How can we measure or know that the improvement action is being implemented	Implications [Risk, Cost, Resource]
<p>All leaders demonstrate the moral purpose and the ambitions of the service and the Council in everything they do.</p> <p>Leaders are equipped to lead</p> <p>Staff understand the values, the vision and their contribution to the achievement of strategic priorities.</p>	<p>Embed the practice of regular informal conversations and connections with those we lead or manage to increase capacity for change and continuous improvement.</p> <p>Prioritise time for support to staff, either in groups or on a 1:1 basis.</p>	<p>Establish a standard and agree a process for all staff to have protected time (formal supervision) with their manager within next three months</p>		<p>An increasing number of staff agree they are receiving regular, effective support and supervision.</p>	<p>Leaders and staff do not understand the need for change and improvement.</p> <p>Staff are not supported effectively, leading to stress and anxiety.</p> <p>Staff are not equipped to perform their role.</p>

IMPROVEMENT ACTION 3

Ensure staffing resources are deployed appropriately to meet service delivery requirements to:

- Ensure the health and wellbeing of staff is not put at risk
- Builds on current approaches to valuing the contribution of all staff

Outcomes	Improvement Actions	Target Date	Lead	How can we measure or know that the improvement action is being implemented	Implications (Risk, Cost, Resource)
<p>The health and well-being of staff is maintained and supported, particularly through periods of change.</p>	<p>Improve communication around shared values, vision and aims.</p> <p>Understanding and building capacity across teams to deal with fluctuations in demand and resources.</p> <p>Develop capacity within leadership teams to approach resource issues with a solution focussed perspective based on key priorities, risk and staff welfare.</p>	<p>Planning process to start immediately and linked to service & financial planning for 2019 & 20.</p> <p>Links to timescales within Our People Strategy</p>	<p>Chief Executive Officers across the Council.</p> <p>Managers in Children & Families Service</p>	<p>Staff attendance rate improves (absence data)</p> <p>Staff morale improves and results are positive (health and well-being surveys)</p> <p>Leadership at all levels across the service is supported and developed (Continuous Lifelong Professional Learning, Partnership working, buddies, mentors etc.)</p> <p>Staff at all levels across the organisation feel valued (health & wellbeing surveys, staff questionnaires)</p>	<p>Staff absence.</p> <p>High staff turnover.</p> <p>Unable to deliver the service due to lack of staffing resources.</p> <p>Budget constraints impacting on capacity to invest in learning and development and continuous improvement.</p>

IMPROVEMENT ACTION 4

Review performance management processes at service and team level to:

- Reflect an integrated structure
- Make better use of data and results to support service improvement
- Strengthen links between the collection of data and current service delivery
- Enhance intelligence in relation to the needs and customer experiences within communities

Outcomes	Improvement actions	Target Date	Lead	How can we measure or know that the improvement action is being implemented	Implications [Risk, Cost, Resource]
<p>There is a direct link between the use of data and Improved outcomes for children and families.</p> <p>A shared understanding of performance across the service.</p> <p>Better integration between strategic planning and service delivery.</p>	<p>Locality planning will support the development of a place based approach to delivery of service.</p> <p>Place based data managed by identified individuals to ensure they know and understand their communities of interest.</p> <p>Enhance strategy & performance team links to operational services and other key management roles to ensure shared approach to delivering on the priorities across an integrated service.</p>	<p>Linked to Improvement Action 1.</p> <p>Review process to begin immediately</p>	<p>Children & Families Senior Management Team</p> <p>Strategy & Performance Team</p> <p>Learning & Organisational Development</p>	<p>More meaningful data in team plans.</p> <p>Better understanding of how people in communities access and use services and/or community facilities.</p>	<p>Benefits only.</p> <p>The risk of continuing to plan and analyse data as two distinct service areas will prevent further integration and the delivery of a holistic service to children & families across the City.</p>

IMPROVEMENT ACTION 4

Review performance management processes at service and team level to:

- Reflect an integrated structure
- Make better use of data and results to support service improvement
- Strengthen links between the collection of data and current service delivery
- Enhance intelligence in relation to the needs and customer experiences within communities

Outcomes	Improvement actions	Target Date	Lead	How can we measure or know that the improvement action is being implemented	Implications [Risk, Cost, Resource]
<p>Improved understanding of the needs in communities.</p> <p>Improved engagement with stakeholders and communities</p>	<p>Ensure strategic planning time is allocated within services and teams to effectively plan service delivery, making better use of evidence and performance data to improve effectiveness in service planning.</p>	<p>Linked to Improvement Action 2: Leadership Development</p>		<p>Evidence of better integration between the Strategy & Performance Team and teams and services across Children & Families.</p>	

IMPROVEMENT ACTION 5

Better alignment and transparency between financial and strategic improvement planning and service delivery decision-making

Outcomes	Improvement actions	Target Date	Lead	Measure	Implications [Risk, Cost, Resource]
<p>Joint approach to priority based budgeting across the Dundee Partnership.</p> <p>Our resources are targeted at our service priorities and linked directly to both the Council & City Plan strategic priorities and can be measured in improved outcomes for children & young people across Dundee.</p>	<p>More collaboration and involvement of operational managers in the development and monitoring of the City Plan.</p> <p>Shared Vision and Leadership Events with key Partners</p> <p>Three year budget planning allowing for a more strategic approach to delivering on service priorities.</p> <p>Integrated approach to budget planning across the Council. Shared understanding of the financial resource required to delivery essential statutory priorities and the level of resource available for collaborative planning.</p>	<p>Immediate & Continuous</p>	<p>Council Management Team</p> <p>Dundee Partnership Management Group</p> <p>Council's Leadership Team</p>	<p>Quarterly/six monthly monitoring needs to look at finances alongside improvement data, not separately. Linked to Improvement Action 4 – data and evidence informs service improvement.</p> <p>Children & Families Service Plan includes corresponding financial information.</p> <p>Evidence that PEF funding is allocated to agreed priorities.</p>	<p>Lack of trust across the Partnership will impact on willingness to be open in transparent, particularly in relation to financial matters.</p> <p>Investment in prevention or the need to improve in one area may result in some service no longer being delivered.</p>

IMPROVEMENT ACTION 5

Better alignment and transparency between financial and strategic improvement planning and service delivery decision-making

Outcomes	Improvement actions	Target Date	Lead	Measure	Implications [Risk, Cost, Resource]
	One Children & Families Service Plan which communicates a shared vision and sets out the allocation of financial resources to meet the commitments within the Plan.	June 2019	Glyn Lloyd		

