

REPORT TO: CHILDREN AND FAMILIES SERVICES COMMITTEE – 26 SEPTEMBER 2016

REPORT ON: JOINT INSPECTION OF SERVICES FOR CHILDREN AND YOUNG PEOPLE IMPROVEMENT PLAN

REPORT BY: EXECUTIVE DIRECTOR OF CHILDREN AND FAMILIES SERVICE

REPORT NO: 299-2016

1.0 PURPOSE OF REPORT

Reference is made to Article X (iii) of the Minute of Meeting of the Policy and Resources Committee of 25 April 2016, Report no. 166-2016 refers. This report provides details of an associated Improvement Plan (Appendix 1). The Improvement Plan has been developed in partnership with the Care Inspectorate and partners and will form a key part of a wider Children's Plan which will be required by statute under the Children and Young Person's (Scotland) Act from 1 April 2017. This report requests approval of the Improvement Plan within the context of the continued development of a collaborative, locality based approach which is designed to address required improvements and promote better outcomes for children and young people.

2.0 RECOMMENDATIONS

It is recommended that Committee:

- approve the Joint Inspection Improvement Plan and remit it to the Dundee Children and Families Partnership; and
- instruct the Executive Director of Children and Families Service to bring back the wider Children's Plan for approval, which is required to be in place from 1 April 2017.

3.0 FINANCIAL IMPLICATIONS

There are no financial implications associated with this report.

4.0 MAIN TEXT

Joint Inspection Findings

- 4.1 As noted in the previous Committee Report, the Joint Inspection highlighted a number of key strengths in the delivery of services to children and young people by the Dundee Partnership. In particular, assessing and responding to risks and needs; the participation of children, young people and families; and the impact of services were all rated as Good. In the course of the inspection, health related services and advice provided by The Corner, early support for pregnant women, the approach towards child sexual exploitation and the engagement of children and young people, including those Looked After away from home, were all praised. The Early Intervention Team and a Champions Board for care-experienced young people were commended. A range of other services and approaches were also viewed as positive or promising.
- 4.2 In terms of areas for improvement, the inspection team identified four areas for development. These form the basis of the Improvement Plan and can be listed as:
- Strengthen collaborative leadership for integrated children's services planning to identify and agree priorities and make effective use of partnership resources
 - Develop a strategic approach to provide parenting and family support to ensure families get appropriate help and support at the right time
 - Strengthen quality assurance and self-evaluation arrangements to show what is working well and what needs to improve and drive up quality and consistency

- Improve the quality and consistency of individual children's plans to be a more effective tool in directing staff's work to improve children's wellbeing

4.3 The inspection team acknowledged that the inspection took place shortly after significant organisational changes to establish a Children and Families Service to deliver education and children's social work services. The team noted that integrated children's services planning arrangements were still bedding in. They were confident that leaders would be able to build on this to make required improvements identified by the inspection.

Required Improvements and Improvement Plan

4.4 The previous Committee Report provided details on the rationale and intended benefits of the organisational changes, including the development of a locality based approach to help school and community staff work together for local children, young people and families; the decentralisation of specialist teams to enhance local services and promote resilience; the delivery of consistent, targeted support to children and young people both whilst in school and at home; the development of multi-agency initiatives for particular age groups and types of need; the extension of a centralised, multi-agency strategy and performance team to promote coordination, monitoring and improvement; reduced costs; and improved outcomes. In this context, the 4 recommendations, improvement plan and subsequent progress can be summarised as follows:

- **Strengthen collaborative leadership for integrated children's services planning to identify and agree priorities and make effective use of partnership resources** – children and families are now one of the 4 city-wide strategic priorities and will form a key part of the SOA for 2017-22. As such, a new Children and Families Partnership will be developed to provide strategic oversight of Integrated Children's Services, including Elected Member representation. A Service Manager for the multi-agency strategy and performance team has been recruited and the team is now coordinating the development of the new Children's Plan within an agreed framework (Appendix 2). The plan will be informed by the outcomes of the inspection, priorities informed by the Dartington Survey and the views of local communities. It will promote strategic commissioning and explore shared Tayside services. It will have a particular focus on SMART objectives and targets.
- **Develop a strategic approach to provide parenting and family support to ensure families get appropriate help and support at the right time** – the approach towards parenting will be further developed by scoping existing parenting services from both statutory and Third Sector providers; ensuring that they are designed to meet different types of risk and need at the universal, targeted and specialist levels of Team Around The Child (TATC); promoting approaches which are based on evidence of what works; avoiding overlap or duplication; enhancing their accessibility for parents; and communicating to staff, parents and communities the range of services available at the locality level. It might involve strategic commissioning and learning and workforce development on effective parenting support. It will require liaison with adult services to promote a consistent approach within and between partnerships. It will also include a focus on SMART objectives and targets.
- **Strengthen quality assurance and self-evaluation arrangements to show what is working well and what needs to improve and drive up quality and consistency** – multi-agency self-evaluation will similarly be progressed at a locality level, carried out at a minimum of once per year, focus on key age groups and/or themes and involve both front-line staff and children and families. This will promote shared learning within and between the localities, help identify lines of progress and recurring and/or new issues and help secure the continued involvement of children and families in the design, development and delivery of their local services. It will help to continually identify, share and extend exemplars of good practice, along with gaps in practice and/or barriers to improved outcomes. It will also inform learning and workforce development priorities. Longer-term, the outcomes of self-evaluation may also inform strategic commissioning.
- **Improve the quality and consistency of individual children's plans to be a more effective tool in directing staff's work to improve children's wellbeing** – the Tayside formats for Child's Plans and Multi-Agency Chronologies are being implemented through new guidance and a multi-agency programme of learning and development for first line managers and front-line staff. Staff are also being required to use a Wellbeing Wheel with children and families, which is designed to help jointly identify priority areas requiring

support and jointly monitor progress and outcomes. The programme of multi-agency self-evaluation carried out at a locality level, alongside ongoing single agency case file audits and scrutiny, will help to drive these improvements and promote targeted support to specific localities, teams and/or individual staff. The implementation of a new Social Work recording system (MOSAIC) will also promote oversight and monitoring.

- 4.5 In order to develop an integrated strategic approach, these actions will form a key part of the wider Children's Plan due to be implemented from 1 April 2017. The Children's Plan will also include a key focus on the Dartington Survey Key Development Outcomes (KDOs) of early emotional and social development, including speech and language development; childhood healthy weight; engagement with school; substance misuse; complex and additional support needs; and corporate parenting. Each of these have been shown to be critical factors affecting the development of local children and young people. Further actions will be informed by engagement with local communities. Collectively, alongside the 3 other city-wide strategic priorities of work and enterprise; health, social care and wellbeing; and community safety and justice, these actions will be designed to contribute towards reduced inequality, improved educational attainment and all children and young people achieving their full potential.

5.0 POLICY IMPLICATIONS

This report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management. An Equality Impact Assessment has been carried out and is attached to this report.

6.0 CONSULTATIONS

The Chief Executive, Executive Director of Corporate Services and Head of Democratic and Legal Services were consulted in the preparation of this report.

7.0 BACKGROUND PAPERS

None.

Michael Wood
Executive Director of Children and Families Service

September 2016

Joint Inspection of Services for Children and Young People in Dundee City

Improvement Plan

June 2016

High Level Improvement Activity 1

Develop a strategic approach to providing parenting and family support to ensure families get appropriate help and support at the right time.

	Actions	Care Inspectorate Report Page No.	Quality Indicator(s)	Lead(s)	Timescale	Success Criteria	Progress
1.1	Further develop and communicate to children, young people, families and staff our hierarchy of need model to clearly define the parenting and family support resources available at universal, targeted and specialist levels.	Pages 9, 18, 19	Improving the wellbeing of children and young people Impact on families	ICS Strategy and Performance Team	First review December 2016 and reviewed annually thereafter	Referral patterns to services (self and agency referrals). Staff and family perceptions of availability / accessibility of resources. Methods will be surveys, focus groups and Demonstrating Outcomes Wheels to assess outcomes. Adopting new ways of working with families to optimise use of resources. Implementation of the National Health Visitor Pathway for all children with clearly defined public health interventions and advice.	

High Level Improvement Activity 2

Improve the quality and consistency of individual Child's Plans to be a more effective tool in directing work to improve children and young people's wellbeing.

	Actions	Care Inspectorate Report Page No.	Quality Indicator(s)	Lead(s)	Timescale	Success Criteria	Progress
2.1	Develop a programme of learning and organisational development to embed Tayside formats and guidance for Child's Plan and Multi Agency Chronology into integrated, multi agency practice.	All	Impact on children and young people Providing help and support at an early stage Assessing and responding to risks and needs Planning for individual children	Tayside GIRFEC Group (Procedures Sub Group) GIG L&WD sub group GIG Scrutiny Group Single Agency Scrutiny Activity	September 2016 and six monthly thereafter	Measure the use of the new formats. Assess the quality of Child's Plans and multi agency chronologies through case file auditing/scrutiny. Measure staff confidence and impact on working relationships through staff surveys and training evaluations.	

	Actions	Care Inspectorate Report Page No.	Quality Indicator(s)	Lead(s)	Timescale	Success Criteria	Progress
2.2	Quality Assurance / Continuous Improvement of individual Child's Plans.	Pages 12, 13, 15, 16, 17, 20, 22, 24, 25, 26, 27	<p>Impact on children and young people</p> <p>Providing help and support at an early stage</p> <p>Assessing and responding to risks and needs</p> <p>Planning for individual children</p>	<p>GIG Learning and Quality Assurance Sub Group</p> <p>Individual operational managers in DCC C&F Service and Tayside Health Board using agreed Audit Tool</p>	Next review of progress September 2016 and six monthly thereafter	<p>Assess the quality of Child's Plans and multi agency chronologies through case file auditing/scrutiny.</p> <p>Measure staff confidence and impact on working relationships through staff surveys and training evaluations.</p>	

	Actions	Care Inspectorate Report Page No.	Quality Indicator(s)	Lead(s)	Timescale	Success Criteria	Progress
2.3	Develop and implement multi agency Learning and Organisational Development for practitioners/managers to embed the culture and values of GIRFEC through the development of integrated practice.	Pages 12, 13, 16, 19, 20, 21, 22, 24, 25, 26, 27, 36	<p>Impact on children and young people</p> <p>Providing help and support at an early stage</p> <p>Providing help and support at an early stage</p> <p>Planning for individual children</p>	<p>GIG Learning and Workforce Development Sub Group</p> <p>DCC Learning and Organisational Development Service</p> <p>Tayside Health Board Learning and Organisational Development</p> <p>Individual practitioner/ manager input</p>	Next review of progress September 2016. Annual reviews of learning and organisational development thereafter	<p>Evidence of integrated working evident in case files.</p> <p>Measure staff perceptions of confidence in this area.</p> <p>Measure children, young people and families perceptions that services are working in an integrated way.</p> <p>Development of GIRFEC Practitioners Forum.</p> <p>Focus Groups, staff feedback and Demonstrating Outcomes wheels.</p>	

High Level Improvement Activity 3

Strengthen systematic quality assurance and self evaluation arrangements to drive continuous improvement across Integrated Children's Services.

	Actions	Care Inspectorate Report Page No.	Quality Indicator(s)	Lead(s)	Timescale	Success Criteria	Progress
3.1	Develop a systematic multi agency Quality Assurance and Self Evaluation programme to ensure robust evidence is available in relation to all quality indicators (operational, strategic and leadership) to drive continuous improvement.	Pages 21, 25, 26, 35, 36	<p>Providing help and support at an early stage</p> <p>Planning for individual children</p> <p>Leadership of improvement and change</p>	<p>ICS Strategy and Performance Team</p> <p>Clear link to Protecting People Self Evaluation Reference Group</p>	December 2016. Annual reviews thereafter	<p>Programme of quality assurance in place.</p> <p>Evidence of reporting outcomes of Quality Assurance in multi agency forums.</p> <p>Evidence of improving outcomes from all activities/interventions.</p>	

High Level Improvement Activity 4

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

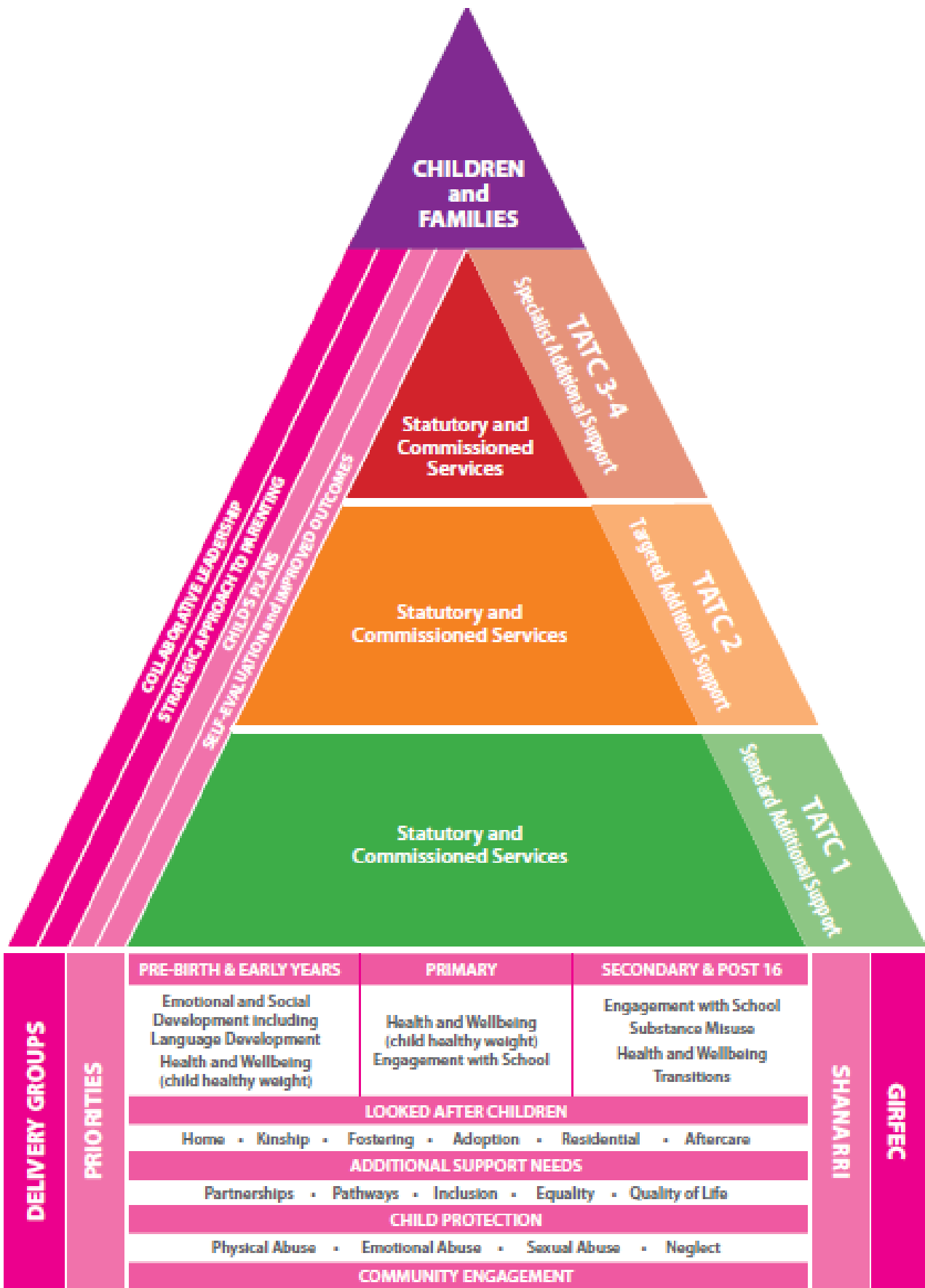
	Actions	Care Inspectorate Report Page No.	Quality Indicator(s)	Lead(s)	Timescale	Success Criteria	Progress
4.1	Ensure that the Children and Families section of the Single Outcome Agreement, the Single Children's Services Plan and Joint Commissioning Strategy are explicitly linked together. These plans require to take account of and address issues of health equity.	Pages 8, 10, 14, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37	<p>Improving the wellbeing of children and young people</p> <p>Planning for improving services</p> <p>Participation of children, young people and other stakeholders</p> <p>Leadership of improvement and change</p>	Dundee Partnership Co-ordinating Group/JMG/COG/SPGs/GIG/Service Management Teams	1 st April 2017. First review of progress September 2016	All Plans and documentation clearly demonstrate relevant links and clear governance arrangements.	

	Actions	Care Inspectorate Report Page No.	Quality Indicator(s)	Lead(s)	Timescale	Success Criteria	Progress
4.2	Related Governance and accountability arrangements must be clearly understood by all relevant stakeholders	Pages 8, 10, 14, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37	<p>Improving the wellbeing of children and young people</p> <p>Planning for improving services</p> <p>Participation of children, young people and other stakeholders</p> <p>Leadership of improvement and change</p>	Dundee Partnership Co-ordinating Group/JMG/COG/SPGs/GIG/Service Management Teams	1 st April 2017. First review of progress September 2016	All staff have a clear understanding of the governance arrangements and the role their service has in delivering on agreed outcomes.	

	Actions	Care Inspectorate Report Page No.	Quality Indicator(s)	Lead(s)	Timescale	Success Criteria	Progress
4.3	Child Protection Committee to identify strategic priorities, develop an improvement plan and put in place robust systems for reporting and revision of priorities based on learning from quality assurance, self evaluation and performance monitoring.	Pages 28, 29, 32, 34	<p>Planning for improving services</p> <p>Participation of children, young people and other stakeholders.</p>	CPC	September 2016	<p>Priorities are identified.</p> <p>Improvement Plan agreed.</p> <p>Improvement Plan focuses on and evidences priority areas of work for the Committee.</p> <p>Documentation evidences continuous revision of priorities based on available information and clear involvement of children, young people and other stakeholders.</p>	

	Actions	Care Inspectorate Report Page No.	Quality Indicator(s)	Lead(s)	Timescale	Success Criteria	Progress
4.4	<p>Develop a Corporate Parenting Plan that links explicitly to the Single Children's Services Plan with a specific focus on:</p> <ul style="list-style-type: none"> • Raising aspirations and attainment for all looked after children • Improving outcomes for children and young people looked after at home • Addressing the needs and improving outcomes for care experienced young people 	Pages 10, 11, 12, 14, 15	<p>Improving the wellbeing of children and young people</p> <p>Impact on children and young people</p>	LAC SPG/ICS Strategy and Performance Team/ operational managers and practitioners	1 st April 2017. First review of progress September 2016	<p>Improved outcomes and attainment for all looked after children.</p> <p>Increase in numbers of positive destinations and outcomes for Care Experienced young people.</p>	

	Actions	Care Inspectorate Report Page No.	Quality Indicator(s)	Lead(s)	Timescale	Success Criteria	Progress
4.5	Examine how the Chief Officers Group and the Joint Management Group can use Balanced Scorecards to evaluate the planning and delivery of services.	Pages 11, 37	Improving the wellbeing of children and young people Leadership of improvement and change	JMG/COG/ CPC/ ICS Strategy and Performance Team	December 2016 and six monthly thereafter	BSCs in place. Evidence that BSC is being appropriately used by relevant groups to measure performance. Evidence that scrutiny of scorecard leads to improvement actions.	



EQUALITY IMPACT ASSESSMENT TOOL

Part 1: Description/Consultation

Is this a Rapid Equality Impact Assessment (RIAT)?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
Is this a Full Equality Impact Assessment (EQIA)?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
Date of Assessment:	05/09/16	
Title of document being assessed:	Committee Report Number:	
	Joint Inspection of Services For Children And Young People Improvement Plan.	
1. This is a new policy, procedure, strategy or practice being assessed (If yes please check box) <input type="checkbox"/>	This is an existing policy, procedure, strategy or practice being assessed? (If yes please check box) <input checked="" type="checkbox"/>	
2. Please give a brief description of the policy, procedure, strategy or practice being assessed.	This is an Improvement Plan relating to the outcomes and recommendations of a Joint Inspection of Services to Children and Young People, published in March 2016..	
3. What is the intended outcome of this policy, procedure, strategy or practice?	To improve positive outcomes for children and young people in Dundee.	
4. Please list any existing documents which have been used to inform this Equality and Diversity Impact Assessment.	N/A	
5. Has any consultation, involvement or research with protected characteristic communities informed this assessment? If yes please give details.	No consultation has taken place.	
6. Please give details of council officer involvement in this assessment. (e.g. names of officers consulted, dates of meetings etc)	N/A	

<p>7. Is there a need to collect further evidence or to involve or consult protected characteristics communities on the impact of the proposed policy?</p> <p>(Example: if the impact on a community is not known what will you do to gather the information needed and when will you do this?)</p>	<p>No</p>
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Part 2: Protected Characteristics

Which protected characteristics communities will be positively or negatively affected by this policy, procedure or strategy?

NB Please place an X in the box which best describes the "overall" impact. It is possible for an assessment to identify that a positive policy can have some negative impacts and visa versa. When this is the case please identify both positive and negative impacts in Part 3 of this form.

If the impact on a protected characteristic communities are not known please state how you will gather evidence of any potential negative impacts in box Part 1 section 7 above.

	Positively	Negatively	No Impact	Not Known
Race, Ethnic Minority Communities including Gypsies and Travellers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender Reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Religion or Belief	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People with a disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Age	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lesbian, Gay and Bisexual	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Socio-economic	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pregnancy & Maternity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please state)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Part 3: Impacts/Monitoring

<p>1. Have any positive impacts been identified?</p> <p>(We must ensure at this stage that we are not achieving equality for one strand of equality at the expense of another)</p>	<p>Yes – it is intended that all children and young people will benefit from the Improvement Plan. The Plan will be monitored by the Community Planning Partnership and the Children and Families Partnership/Executive.</p>
<p>2. Have any negative impacts been identified?</p> <p>(Based on direct knowledge, published research, community involvement, customer feedback etc. If unsure seek advice from your departmental Equality Champion.)</p>	<p>No</p>
<p>3. What action is proposed to overcome any negative impacts?</p> <p>(e.g. involving community groups in the development or delivery of the policy or practice, providing information in community languages etc. See Good Practice on DCC equalities web page)</p>	<p>N/A</p>
<p>4. Is there a justification for continuing with this policy even if it cannot be amended or changed to end or reduce inequality without compromising its intended outcome?</p> <p>(If the policy that shows actual or potential unlawful discrimination you must stop and seek legal advice)</p>	<p>N/A</p>
<p>5. Has a 'Full' Equality Impact Assessment been recommended?</p> <p>(If the policy is a major one or is likely to have a major impact on protected characteristics communities a Full Equality Impact Assessment may be required. Seek advice from your departmental Equality lead.)</p>	<p>No</p>

<p>6. How will the policy be monitored?</p> <p>(How will you know it is doing what it is intended to do? e.g. data collection, customer survey etc.)</p>	<p>By the Community Planning Partnership and the Children and Families Partnership/Executive.</p>
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Part 4: Contact Information

Name of Department or Partnership	Social Work
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Type of Document	
Human Resource Policy	<input type="checkbox"/>
General Policy	<input type="checkbox"/>
Strategy/Service	<input type="checkbox"/>
Change Papers/Local Procedure	<input type="checkbox"/>
Guidelines and Protocols	<input type="checkbox"/>
Other	<input checked="" type="checkbox"/>

Manager Responsible	Author Responsible
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Signature of author of the policy:	Glyn Lloyd	Date: September 2016
Signature of Director/Head of Service:	Jane Martin	Date: September 2016
Name of Director:	Michael Wood	
Date of Next Policy Review:	September 2017	