

ITEM No ...6.....

REPORT TO: CHILDREN AND FAMILIES SERVICES COMMITTEE - 27 JANUARY 2020

REPORT ON: TAYSIDE PLAN FOR CHILDREN, YOUNG PEOPLE AND FAMILIES ANNUAL UPDATE 2019

REPORT BY: EXECUTIVE DIRECTOR OF CHILDREN AND FAMILIES SERVICE

REPORT NO: 48-2020

1.0 PURPOSE OF REPORT

1.1 This report follows the first 12 month update approved by Elected Members in October 2018 (Article VI of the Children and Families Services Committee held on 29 October 2018, Report Number 343-2018 refers) on the implementation of the Tayside Plan for Children, Young People and Families 2017-2020. The report summarises key areas of progress over the past year and priorities for the next 12 months, provided in detail in Appendix A. In addition, the report explains the process for the development of the next regional plan for the period 2020-2023, which is due to be submitted to the Scottish Government in May 2020.

2.0 RECOMMENDATIONS

2.1 It is recommended that Committee Members:

- Note the continued progress made in the past year in the implementation of the Tayside Plan for Children, Young People and Families 2017-2020.
- Instruct the Executive Director to submit for approval the next Tayside Plan covering the period 2020-2023 in May 2020.
- Instruct the Executive Director to bring a further progress report back to the Children and Families Services Committee in January 2021.

3.0 FINANCIAL IMPLICATIONS

3.1 To support delivery of the aims of the Tayside Plan, Tayside Regional Improvement Collaborative activity is supported by the Scottish Government via a grant allocation for the period 1 August to 31 July in any given year. For the 2018-19 period, a total of £368k was spent across all TRIC partner organisation groups, from an original allocation of £592k. The available funding for 2019-20 is £903k which is made up of £679k current year funding along with £224k prior year underspend.

4.0 BACKGROUND

4.1 The development of the Tayside Plan for Children, Young People and Families 2017-20 ([The Tayside Plan](#)) was developed by Angus, Dundee and Perth and Kinross Councils along with NHS Tayside, other statutory partners and the Third Sector to promote a clear and consistent regional approach towards the Getting It Right for Every Child (GIRFEC) policy framework. It identified five main priority areas for collaborative work:

- 1 Pre-birth and Early Years;
- 2 Learning and Attainment;
- 3 Health and Well-Being;
- 4 Looked After Children, Care Leavers, Young Carers and Youth Justice;
- 5 Safeguarding and Child Protection.

An annual report on the progress made during 2018-19 on the delivery of the Tayside Plan has been submitted as a draft to the Scottish Government (Appendix A). The report describes the governance arrangements for the implementation of the Tayside Plan and the progress made by regional multi-agency Priority Groups focusing on each of the priorities and their intended next steps. It places a particular emphasis on shared regional leadership, services, approaches and learning. Locally, the plan is also consistent with and complements both the City Plan and the Council Plan.

5.0 PROGRESS

5.1 Over the last 12 months, the 5 Priority Groups have continued to focus on the delivery of action plans which make best use of available capacity and contribute towards transformational whole system change. The groups have been supported in this work by a Performance and Data Group, which is developing a performance framework informed by national work on standard data required for Child Protection and Looked After Children in particular. A Communications Group has also developed a website, <https://www.taycollab.org.uk/> and a twitter account (@taycollab) both assisting to share good practice and promote evidence based learning and approaches. Some key achievements include:

Priority Group 1 - Pre-Birth and Early Years

- A Training Co-ordinator has been appointed for the delivery of the Solihull Approach towards working with families and sessions are planned for the academic year 2019-2020
- A Universal Pathway for Health Visiting reporting system has been reviewed to ensure a consistent approach
- Incredible Years Programme delivered in Angus/Perth and Kinross and Breast Buddies Group extended from Perth and Kinross to Dundee
- The Family Nurse Partnership criteria to access services has been extended with breastfeeding rates remaining above the national average
- An Addressing Neglect and Enhancing Wellbeing test of change focusing specifically on 0-5 year olds is being implemented in Perth and Kinross
- A greater level of support noted for maternal health and in development of the Lochee Maternity Hub
- Training provided in the Allied Health Professional transformational plan, 'Important to Me', reduced waiting times for Speech & Language Services
- In respect of Early Learning and Childcare expansion, an early years workforce survey has been launched and progress assessment tools investigated

Priority Group 2 - Learning and Attainment

- Tay Pedagogy Hub created, professional networks established and market place event held at Abertay University
- Numeracy attainment dips explored and tests of change developed; Tay Maths conference held; and Tay Numeracy Hub built with progress evaluation underway
- Curriculum event and Digital Learning Festival held, self-evaluations shared and links made across authorities to share practice/provide support
- Leadership Development and Induction Programme delivered; 1st day of Middle Leader Curriculum Design course; and a Collaborative Middle Leadership programme planned
- Options for areas of focus on research into evidence have been put forward on how to direct and support practitioner enquiry

Priority Group 3 - Health and Well-Being

- A Development Officer has been appointed to support the development of a new Tayside Strategy for Parents
- Alcohol and Drug Partnership action plans have led to a Tayside Delivery Plan and regional curriculum framework on substance use prevention
- Initial consultation work for Tayside Mental Health Strategy has been undertaken and a CAMHS Toolkit has been completed
- A Tayside working group has been established to implement the national Pregnancy and Parenthood in Young People (PPYP) strategy

- A stakeholder event has been held to inform the shared development of a Child Healthy Weight Strategy

Priority Group 4 - Looked After Children, Care Leavers, Young Carers and Youth Justice

- A Tayside Child Poverty Summit was held and action plans submitted to Scottish Government from each Local Authority
- Corporate Parenting Plans have been reviewed in each area and a shared social media application to facilitate improved engagement with care experienced children is being tested
- An options appraisal relating to Looked After Children Reviewing Officers has been completed, leading to a Tayside Review Officer Network
- A shared performance framework on approaches towards Young Carers is underway, with local system changes made to capture and report on relevant information
- A regional review of the delivery of respite services for families with children with a disability is underway
- A Tayside Youth Justice Practitioner Forum is developing consistent approaches towards assessment, including tools and frameworks for assessing high risk of harm

Priority Group 5 - Child Protection

- Development of consistent policies and procedures which reflect best practice on Chronologies, Initial Referral Discussions and Information Sharing
- An Addressing Neglect and Enhancing Wellbeing (ANEW) programme is being piloted in 3 primary schools in Dundee
- A regional 'Connect with Neglect' Conference has been held, exploring learning from the separate ANEW tests of change being progressed in Dundee and Perth and Kinross
- Child Protection Initial and Significant Case Reviews analysed to identify and help effectively respond to core themes
- A mapping of current programmes to keep children safe online has been completed, as well as an associated research project in partnership with Abertay University

Clearly, a wide range of initiatives are at different stages of development but they are all increasingly coming to fruition and some are already beginning to lead to better outcomes for children, young people and families. As can be seen in Appendix 2 of the Annual Report, given the varying demographics and baselines when the plan was developed there are some understandable variations in outcomes between the 3 local authority areas but there have also been some significant local achievements, such as:

- Reduced proportion of children with no speech, language and communication concerns
- Reduced proportion of P7 pupils with no obvious dental disease
- Reduced educational exclusions and increased attainment for Looked After Children
- Reduced emergency admissions from unintentional injuries for children aged 0-15 years.

NEXT STEPS

As can be seen at Appendix A, each of the Priority Groups have outlined next steps in relation to each action in their delivery plans over the next 6 months. These steps will inform the development of the next 3 year plan, due to be submitted to the Scottish Government in May 2020. In parallel with this, each group is working with the Performance and Data Group to ensure that the impact of each action can be properly identified, recorded and reported on. The next version of the plan will therefore also include a refined performance framework.

5.0 POLICY IMPLICATIONS

5.1 This Report has been subject to an assessment of any impact on equality and diversity, fairness, poverty, environment and corporate risk. There are no major issues.

6.0 CONSULTATIONS

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

7.0 BACKGROUND PAPERS

7.1 None.

Paul Clancy
Executive Director

Glyn Lloyd
Acting Head of Service
Children's and Community Justice Services

January 2020



The Tayside Plan for Children, Young People and Families

ANNUAL REPORT 2018 - 2019

Tayside Regional
Improvement Collaborative
(Phase 3) 2019



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Foreword

I am pleased to present the year two Annual Report of the Tayside Plan for Children, Young People and Families 2017-20. On writing this introduction last year, I noted our strengthening commitment and determination towards achieving our vision that 'our children and young people will have the best start in life and Tayside is the best place in Scotland to grow up'. Our achievements as a collaborative partnership over 2018 -2019 have been considerable. This report highlights the growth of each of the five Priority Groups into partnerships delivering real improvement. Our collaborative approaches to delivering a strategy for parents co-produced with parents and communities, the delivery of Solihull as a positive intervention and improvement in the Inter-agency Referral Discussion process are just some examples from our collaborative work. The real question is how our work is impacting on the children, young people, families and communities we serve? This will be our focus as we move into year three of the plan with an increased focus on impact and outcomes.

This plan serves to meet our requirements to report on both our integrated planning arrangements across children's services and how we are working collectively to raise attainment through the Tayside Regional Improvement Collaborative (TRIC). We are committed to fully integrating our work on the TRIC within our children's planning framework, recognising that outcomes in health, wellbeing and educational attainment are inter-related and inter-dependent. We have recognised and built on the early successes, and reflected on areas we want to make more progress with.

As we move into the last year of our current plan, our attention is turning to the future. We are confident in the strong partnership we have developed and the potential we have to improve long term outcomes for our children and young people. As we work towards developing our future plan we recognise that for us to achieve success, we need to extend our collaboration to fully involve children, young people and families in identifying and delivering services to best meet their needs. We have many examples of good engagement and want to build on this further. I very much look forward to reporting in Year Three, at the end of our current plan, on what we have achieved together and to outline our further ambition.

Margo Williamson

Chair of Tayside Children's Services Collaborative

Strategic Executive Group



Introduction



“Our children and young people will have the best start in life and Tayside will be the best place in Scotland to grow up”

The Tayside Plan for Children, Young People and Families 2017-2020 forms the Integrated Children’s Services Plan for the three Community Planning Partnership areas in Tayside and is led by the three Councils in Tayside (Angus, Dundee and Perth and Kinross), NHS Tayside, Police Scotland, the Third Sector and other organisations that influence service delivery in the Community Planning Partnership (CPP) areas. The plan was developed, and is being delivered, within a framework of policy, legislation, evidence-based practice and analyses of local needs. It maintains a focus on the improvement of outcomes for children and young people in the area, recognising the importance of a holistic focus on the family and whole child to achieve this. It builds the collective capacity and resilience of services, shares expertise and makes the best use of resources to accelerate progress towards improving outcomes in health, wellbeing and attainment.

The plan is the first of its kind to reach across both geographic and organisational boundaries and focuses on five shared priority areas to improve outcomes for children and young people:

- **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 their 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 in the community.**

In developing the plan, partners committed to a number of areas of collaboration: the development of shared planning and delivery; the alignment of systems and processes; shared learning and workforce development; and shared commissioning arrangements. This aimed to ensure that a genuinely whole system approach was adopted to achieve a step change in how resources are mobilised towards delivery of improvement in the most important priorities and outcomes for children and young people.

The plan is underpinned by a range of key drivers: legislation such as the Children and Young People (Scotland) Act 2014 and the Education (Scotland) Act 2016; national policy such as Getting It Right For Every Child and national improvement frameworks such as Best Start and the Child Protection Improvement Programme.

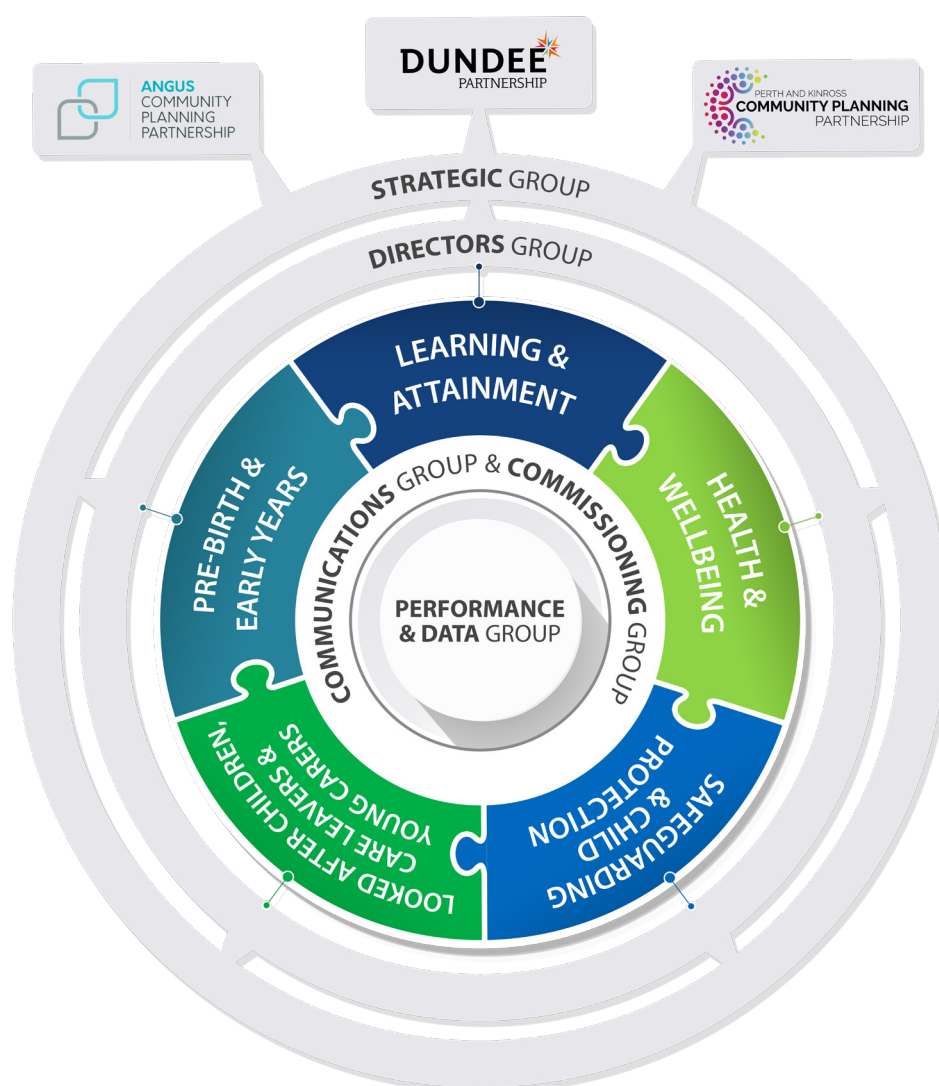


Tayside Collaborative Model

The Tayside Collaborative is led by a high level **Strategic Group** consisting of the Chief Executives of each of the three Tayside Local Authorities and NHS Tayside, a Chief Executive from the Third Sector, a Chief Social Work Officer, a Health and Social Care Partnership Chief Officer, the Chief Superintendent from the Tayside Division of Police Scotland, a Senior Fire Officer from Scottish Fire & Rescue Service and the TRIC Lead.

The group provides collective leadership and is supported by the **Directors Group**, consisting of three Local Authority Directors, the NHS Tayside Director of Operations and Director of Public Health and a Detective Chief Inspector from the Tayside Division of Police Scotland. The Education Scotland Regional Advisor for the TRIC and a Manager from the Care Inspectorate are also in attendance at meetings.

Reporting to the Directors Group are the leads of the **five Priority Groups**, which reflect the areas of priority outlined in the Tayside Plan.



Delivering the priority areas of the Tayside Plan

Delivery of each of the priority areas is led by a Senior Sponsor from the Directors Group and a Priority Group Lead (a Senior Manager from one of the Local Authorities or NHS Tayside). To enable delivery of improvement, each Senior Sponsor and Priority Group Lead is supported by members, who include relevant representatives from partner organisations. Members of these groups (Appendix 1) are responsible for both leading and influencing actions and informing and communicating developments within their own organisation and localities.

Through delivery of the priorities, the Tayside Plan aims to also improve collaboration in eight areas:

- ✓ **Commissioning**
- ✓ **Shared services**
- ✓ **Capital investment**
- ✓ **Single strategies**
- ✓ **Continuous improvement**
- ✓ **Learning and workforce development**
- ✓ **Engagement and participation**
- ✓ **Governance arrangements**

Three additional sub groups, **Performance and Data, Commissioning and Communication**, work closely with the Priority Groups to help deliver these collaboration objectives through their actions:

- The Performance and Data Group ensures that the priority groups are informed by current information and research and that their agreed actions have effective performance measures in place.
- The Commissioning Group provides support as groups begin to identify key shared investment priorities requiring a targeted and joint approach going forward.
- The Communications Group supports the priority groups in engaging more effectively with the wider workforce (delivering services for children, young people and families), key stakeholders and the public.

It was agreed in 2018 that this report on the Tayside Plan would also report on progress on the Tayside Regional Improvement Collaborative (TRIC) Plan. This reflects the local focus on meeting the needs of the 'whole child' and on working across a spectrum of services to improve outcomes in education, health and wellbeing. This also recognises the need to secure improvement in our public services, including our education, health and social work services.

The progress of the priority groups in delivering improvement in the past year, the areas requiring further work and the priorities for the next year are outlined in the next section.

Group Progress and Next Steps

The Tayside Plan Shared Priority Area has been included for each priority group. Key achievements and next phase activity is listed under each Tayside Plan aim for each of the groups. In some cases, as work has progressed, activity can fall under more than one of the aims. Indeed, some activity can link to aims of other priority groups as plans progress. This reflects the inter-dependency across systems of improving outcomes for people.

Priority Group 1: Pre-birth & Early Years

'Our children will have the best start in life; they will be cared for and supported to learn in nurturing environments.'

Strong partnerships continue to support good collaborative working and practice in this group. This is contributing to the local delivery of the partnership elements of several national programmes, such as Best Start - Maternity and Neonatal Care, Universal Pathway for Health Visiting, Ready to Act - Allied Health Professionals and the Expansion of 1140 hours of Early Learning and Childcare. This, and activity identified from analysis of local needs, is delivering on the original actions which the group has responsibility for within the Tayside Plan.

In the Tayside Plan, we said we would do the following to ensure children get the best start in life in Tayside:

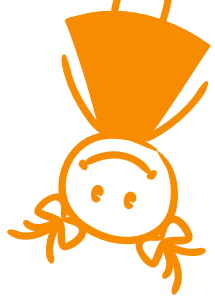
1. Provide targeted multi-agency support to families to ensure children aged 0-5 years reach their developmental milestones

To deliver on the year two actions of building relationship based practice across the early years' workforce by **Solihull Approach** across NHS, education, children and families and third sector partners, a training co-ordinator has been appointed. Sessions are now planned across Tayside from August 2019 onwards, as well as a 'train the trainer day'.

Next Step: Build relationship based practice across the Early Years workforce by embedding the Solihull Approach in NHS, Council and third sector partners. The training will be evaluated and the impact of the approach will be monitored and reported on.

2. Deliver a new Health Visiting Pathway and expand the Family Nurse Partnership Programme

Having agreed to gather data (in year two) on the impact of the implementation of the **Universal Pathway for Health Visiting** on children and families to support improved outcomes, it can be said:



- More Child's Plan and 'Team Around the Child' meetings are led by Health Visitors across Tayside: support to families happens at the earliest opportunity in a more co-ordinated way
- Incredible Years parenting programme has been delivered jointly (in Angus and Perth & Kinross)
- Breast Buddies peer support group has been extended from Perth and Kinross to Angus and Dundee
- Reporting systems (providing the data required to review the pathway programme) have been reviewed

Next Step: Improve the availability and use of developmental milestone review data to inform development of early intervention, including for children under 27 months old.

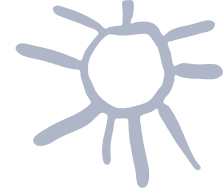
The expansion of the **Family Nurse Programme**, to include women aged 20-24 in their 1st pregnancy and with additional identified vulnerabilities continues to achieve good enrolment and engagement in the programme and attrition is low. Further progress includes:

- Increased ability to analyse data: knowing there are high numbers with a mental ill health diagnoses or at risk of living in poverty helps target resources more efficiently and effectively.
- Fewer children being placed on the Child Protection Register and in the care of the local authority in 2018 than in previous years.
- Breastfeeding rates remain above the national average.
- Practice placement for student nurses has been developed.
- Extension of the programme has been shared nationally.
- Positive feedback highlights how those involved feel more informed as parents.

For both these programmes, the UNICEF Baby Friendly Gold Award was retained.

Next Step: Continue to review engagement of the 20-24 year old cohort of pregnant women who meet the identified FNP vulnerability criteria characteristics, using analysis of the FNP Data system and Tayside suite of summaries (TSOS). This will identify learning points for this client group to then track emerging trends and outcomes. A final evaluation report will be available early 2020.





3. Realign resources to improve the availability and impact of early intervention services, including for children who have a disability or complex needs

To support the commitments to both build relationship based practice and community resilience to better support pregnant women and their families, and to reduce the number of women requiring to be engaged in the Unborn baby protocol (year two), activity has focussed on learning from a key project. **'Addressing Neglect and Enhancing Wellbeing'** (ANEW) (delivered in partnership with CELCIS in Perth and Kinross and Dundee) is now at the implementation stage.

The impact of the appointment of a Welfare Rights Officer in Perth and Kinross, on outcomes for pregnant woman, is being identified by the development of a Test of Change (year two). This post will help to support families to reduce the impact of poverty by maximising income potential for all in this targeted group.

Progress continues to deliver on providing a greater level of support for maternal health within maternity services and on learning from the development of a maternity Hub in Lochee (year two). Although it is too early to identify the learning from the latter, progress has been recognised with:

- Caseload Midwifery (Angus): to improve continuity of care (Angus)
- 'Keeping Mothers and Babies Together' implementation
- Infant feeding and 'Skin to Skin' research
- Bases for Support Worker/Family Nurses (Perth and Angus Units) and work with Child Protection nurses (Dundee): to improve integrated working

Next Step: Improve support for maternal health in pregnancy and first year by: identifying and implementing Best Start partnership-based actions, by improving Perinatal Mental Health care and by extending the scope of Routine Enquiry.

4. Deliver on the 5 ambitions of Ready to Act, the National Allied Health Professional (AHP) transformational plan

This area focuses on the action to consider how to collaborate on improving early language skills in children aged 0-3, particularly those at risk of not meeting their developmental milestones. Progress has been seen in areas such as:

- A Multi-agency group trained in 'Important to Me': a resource supporting collaborative relationships and conversations
- Access to Speech and Language Therapy via an Advice Line and 'Drop-in' option: waiting times have reduced, with only small numbers requiring targeted intervention
- Two multi-agency improvement practicums (Angus and Perth and Kinross) showcased at National event: to evidence importance of relationships and collaboration





Next Steps: Develop and spread learning from the above in order to improve engagement with families and to improve targeting of support as required.

5. Develop and implement an evidence-based Tayside parenting strategy in partnership with Health and Social Care and other appropriate partnerships

The development of a Strategy for Parents is being taken forward under Priority Group 3: Health and Wellbeing.

6. Develop and deliver high quality, flexible early learning and childcare provision

Progress can be seen in four areas:

- **Leadership Development:** Strategies currently adopted by each Local Authority have been shared. A survey of the Tayside Early Learning workforce has been launched to inform development of suite of learning opportunities across Tayside.
- **Sustaining and Improving Quality:** Strategies, approaches and materials related to improving quality in Early Learning and Childcare have been shared. On- going activity relates to how each authority tracks children's progress and how these, and other assessment tools, might be combined into one shared, electronic assessment tool with optional elements.
- **Policy Developments:** Deferred entry policies have been aligned and a cross boundary policy has been drafted. This will be updated to take account of the National Standard and Funding Follows the Child Approach.
- **Procurement/Contracts:** Ideas relating to procurement and contract monitoring have been shared, with the intention of developing a suite of resources that can be used across Tayside for contract management.

The extent to which the expansion from 600 hours to 1140 hours has improved outcomes for children (in particular for those at risk of disadvantage between 2 and 5, and on their parents' ability to work, train or study (year two action)) cannot be determined at this stage.

Next Step: Implementation of 1140 hours of Early Learning and Childcare through four areas above.

7. Develop ways to support speech, language and communication capacity, including inclusive communication with children, young people and parents

This aim has been merged with the work undertaken to deliver on aim 4 above.



Priority Group 2: Learning & Attainment

'Our children, young people and their families will be meaningfully engaged with learning and combined with high quality learning experiences, all children and young people will extend their potential.'

Year 2 has seen significant progress in the initial four improvement areas (workstreams), the successful implementation of a further workstream and a sixth workstream being explored. The impact of the collective work during the year has extended to a significant number of practitioners across Tayside, from class teachers to middle senior leaders.

In the Tayside Plan, we said we would do the following to ensure children and young people succeed:

- 1. Ensure children who are at risk of not achieving their potential are provided with the extra support they need**
- 2. Provide parents, carers and young people with opportunities to be active partners through supported learning and consultation on improvement plans**
- 3. Implement initiatives for post-school training, apprenticeships and further and higher education to improve pathways to employment**
- 4. Promote collaborative working across schools and their communities to support robust self-evaluation, and improved quality of provisions**
- 5. Support young people to make informed choices and exercise greater control as they transition to adulthood**
- 6. Ensure close partnership working is designed to close inequality gaps, address complex needs and share good practice that already exists**

The impact of the initial development of the Tayside Regional Improvement Collaborative (TRIC) in January 2018 allowed for these aims to be refined, with RICs across Scotland focusing on closing the attainment gap and raising attainment for all. Improvement in six actions above is delivered by the workstreams, which were originally drawn from an analysis of school improvement plans and agreed by educational leaders. As activity of these workstreams can contribute to one or more of the aims, priority reporting has been structured to reflect this.

Moving forward, work will focus on scaling up already established workstreams. A full time group leader has been appointed to help plan and implement increased scale and impact. Further analysis of school self-evaluation plans and performance data will be undertaken in Summer 2019 to identify any further areas of shared focus that would benefit from collaborative support. This is likely to include joint work on family learning, parental engagement and developing the young workforce.





Learning and Teaching (with a focus on feedback) (Workstream 1)

Raising levels of attainment amongst all learners through effective feedback

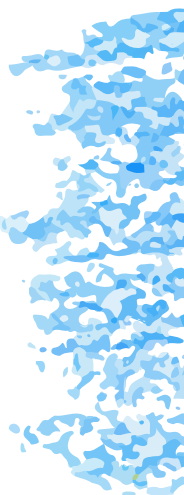
- Increased teacher knowledge and skills in the pedagogy of effective approaches to feedback to learners. Teachers' skills in improvement science methodologies and practitioner research to ensure change is systemic and sustainable, has been developed.
- Creation of a Tay Pedagogy Hub (on Glow): building the professional capacity of teachers by increasing collaboration across partner authorities through professional learning communities. More learning in a short period of time achieved and increased pace at moving to scale by testing professional learning in different localities.
- Reviewed and selected appropriate self-evaluation feedback resources on the Moderation Hub. Developed professional networks across identified schools in each authority. These schools have tested the implementation of the resource from the Hub and identified the appropriate measures of impact with all schools. Information sessions held to lay foundations for collaborative enquiry groups – Collaborative Research in practice, supported by the General Teaching Council of Scotland (GTCS).
- A market place event for sharing professional learning from the project was held in April 2019 at Abertay University. Evidence of impact was collected and evaluation is demonstrating positive outcomes.

Next Step: Schools and the University of Dundee will work in partnership to upskill practitioners to embark on professional enquiries. There will be further monitoring and development of the online learning community. We will review the provision of on-hand support/coaching for teachers in classrooms by establishing consistent TRIC Implementation Officer support.

Numeracy (Workstream 2)

Developing a shared understanding of what constitutes “effective learning and teaching approaches that promote positive attitudes and develop high expectations, confidence and resilience in maths” (Making Maths Count: Recommendation 4, Scottish Government, 2016)

- A group of schools across Tayside, where attainment in numeracy at P4 had dipped, explored the reasons for this, then planned and implemented tests of change.
- Tay Maths Conference held in March 2019. Evaluations of this event were very positive.



- Tay Numeracy Hub (on Glow) built to allow access to Tayside wide online professional learning, case studies and key documents such as the Angus Maths Progress Checks, Dundee Progression Guidance and Perth and Kinross Numeracy Strategy. A number of online learning tutorials successfully trialled.
- Evaluation of progress is underway with the majority of schools involved.

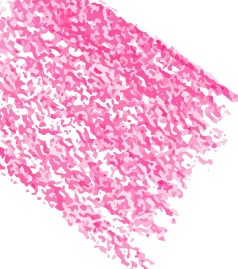
Next Step: Identify practitioners and develop additional online learning tutorials with Education Scotland funding (Numeracy Hub Champion Grant). Completion of evaluation of progress will inform next phase of activity. Case studies will enhance the learning materials on the Hub. A plan for the development of support for primary to secondary numeracy progression, in order to increase pace and challenge in this area, will be developed.

School Improvement (Workstream 3)

Developing the capacity within schools and clusters to improve learning by supporting the development of schools as learning organisations within the context of children's services

- A Collaborative Directory has been developed and shared, allowing for sharing of effective practice and highlighting areas in which support would be of benefit.
- A Curriculum event for senior leaders shared key guidance from Education Scotland, and examples of practice in Tayside schools.
- A Digital Learning Festival (TRIC Digifest) was held in May 2019. This was planned collaboratively with Tayside local authorities, University of Dundee and Education Scotland. Participants visited workshops and heard about effective practice in digital technology. A Digital Collaboration Fund will extend collaboration across Tayside to enhance digital learning.
- Self-evaluation documents have been shared. This has enabled schools to more accurately reflect the strengths and improvement needs of their schools. Guidance has been developed and examples of evaluative self-evaluation documents gathered and shared. Very positive feedback has been received about the usefulness of the guidance, with requests for further support in this area.
- Collaborative School Visits continue to ensure high standards and expectations are shared and developed through increased participation in reciprocal visits across Tayside. Visits in each authority have involved collaborative teams of central officers and Headteachers engaging in moderation and quality assurance processes. Evaluation is evidencing positive impact from this collaborative activity.




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- Enhanced Collaborative Support is enhancing school improvement activity and leadership of change by Headteachers, senior management teams and school staff. Links have been made across authorities with schools to share practice and provide support.

Next Step: The Enhanced Collaborative Support approach will be developed further to support using data, sharing of practice with opportunities for time to talk, support in self-evaluation processes, support in monitoring and tracking processes. The use of the Collaborative Directory will be embedded and further opportunities to support Tayside wide school improvement activity will be explored.



School Leadership (Workstream 4)

Developing a shared leadership strategy to improve leadership and management of schools

- Leadership Development and Induction Programme (LDIP) for newly appointed Headteachers from each of the three local authorities, has been delivered. Further local input considered processes and procedures related to Finance, HR, Property, Communication, Complaints and Employee Services.
 - Participants in above benefited from an experienced peer Headteacher as a mentor, or a professional mentor, to further support the development of leadership capacity by providing a mechanism for newly appointed Headteachers to seek advice, guidance and ideas.
 - The LDIP was led and managed by officers and experienced Headteachers, with representation from each local authority. Effective use of expertise from within each local authority, including data specialists, leadership specialists and educational psychology, was utilised. Well received partnership working was acknowledged from Education Scotland, the Scottish College of Educational Leadership (SCEL) and the Improvement Service.
 - All elements of the LDIP have been evaluated and feedback has been very positive, with participants highlighting the positive benefits of the collaborative approach.
 - Planning for the Collaborative Middle Leadership (CML) programme is underway. The programme will focus on the HGIOS4 quality indicator 2.3 Learning, Teaching and Assessment, and the leadership role of middle leaders.
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Next Step: The CML programme will be delivered through a blended approach over an academic year from June 2019 to May 2020. The LDIP will continue for newly appointed Tayside Headteachers.





Curriculum Leadership (Workstream 5)

Strengthening approaches to evaluating, designing and developing the curriculum

- Middle Leader Curriculum Design course for fellow middle leaders has been developed with the first day having taken place in May 2019. The aim of the two day course is to enhance the capacity of middle leaders to evaluate and lead improvements in curriculum design through collaboration. Participants represent Early Years, Primary and Secondary sectors in three curricular areas: Science, Expressive Arts and Technologies.
- Day one focused on activities to review and refine the curriculum. Participants reflected on their curriculum and collaborated to create an evaluation tool focused on the seven design principles, including an activity to increase use of pupil voice to shape the curriculum offer.
- On returning to school, participants would test their learning and evaluate their curriculum offer against the design principles.

Next Step: Ahead of day 2 of the course, participants will reflect on their evaluations and feedback from pupils, enabling them to produce action plans which will allow them to affect a small test of change.

Research into Evidence (Workstream 6)

Developing expertise in schools to undertake high quality professional enquiry

- Having recognised that progress in other workstreams was potentially being hindered by staff lacking: research knowledge to direct practitioner enquiry; critical knowledge to undertake practitioner enquiry and/or critical knowledge to evaluate data generated as a result of practitioner enquiry, this workstream has evolved. The rationale includes the need to look at existing expertise and knowledge. Options for areas of focus have been considered, with the combination of the use of a Research Hub (on Glow) and testing of Pupil Equity Funding (PEF) interventions (supporting schools to identify appropriate approaches to investment of PEF resources and to undertake rigorous evaluation of the impact of interventions through PEF funding) is the preferred option.

Next Step: Clarity of purpose will be agreed. Education Scotland Attainment Advisors (and possibly the University of Dundee) will have a role to play in supporting the development of the workstream. 'Research into Evidence' activity will be developed.



Priority Group 3: Health & Wellbeing

'Our children and young people will be physically, mentally and emotionally healthy.'

Again, we see a group continuing to build strong collaborative relationships across its membership, as well as across the services and agencies from which members originate. This has resulted in enhanced levels of partnership working in relation to decision making, progressing tasks and creative approaches to challenges.

In the Tayside Plan, we said we would do the following to promote good physical, mental and emotional health for children:

1. Develop and implement, in partnership, an evidence-based Tayside parenting strategy

- Two consultation phases (one with parents/others with a parenting role and another with providers of services for parents) have been completed on the draft content of a Tayside strategy for parents.
- Parenting Strategy has become a Strategy for Parents, recognising the feedback from parents about their strengths. Feedback has informed the content of the strategy, including the overarching vision and priorities for improvement.
- A Development Officer was appointed in April 2019: to support all aspects of the strategy, including optimising its implementation.

Next Step: Finalise the Strategy for Parents and the initial associated Delivery Plan. Indicators will be developed with the Data & Performance Group to monitor implementation and impact.

2. Develop and implement a Tayside multi-agency framework to prevent and address early initiation into substance misuse

- Investment in services and resources for children and families by each of the 3 Tayside Alcohol & Drug Partnerships (ADPs) has been secured.
- Children, young people & families Working Groups in each ADP have developed action plans that become part of a Tayside ADP delivery plan.
- A Tayside Curricular Framework on Substance Use Prevention has been launched, following consultation with young people on what they feel may be missing from current school curriculum input.

Next Steps: Implement the above Framework (within the context of the ADP Delivery Plan) and ensure linkages to the similar workstream of Priority Group 4. Embed and evaluate the Tayside Curricular Framework on Substance Use Prevention in every school over the next 3 years across Tayside.



3. Develop and implement a Tayside Mental Health Strategy for children and young people to ensure a focus on prevention, early identification and support

- Initial consultation work to develop the draft content of a Tayside Mental Health Strategy has taken place.
- A Tayside Emotional Health and wellbeing conference is planned for August 2019, which will then inform the Strategy.
- The CAMHS Innovation Fund Toolkit for Practitioners has been completed and will form part of the Strategy.

Next Step: Following the conference in August 2019, further consultation will take place with parents, carers and young people on the content of the draft Strategy. The format and content will be finalised, in line with the National Taskforce recommendations and regional improvement plans. The group will build on connections with the recently established Tayside Mental Health Alliance.

4. Implement the Pregnancy and Parenthood in Young People Strategy (PPYP) alongside work to reduce teenage pregnancy and support to young parents

- A Tayside multi-agency Short Life Working Group, with added input from Scottish Government, has been established to lead on and drive implementation of the national PPYP strategy.

Next Step: Develop an implementation plan, in conjunction with young people, for the National PPYP Strategy, based on a refreshed needs assessment.

5. Develop a Tayside strategy to improve Child Healthy Weight

- A multi-agency Child Healthy Weight (CHW) stakeholder event led to the formation of CHW Strategy Writing Group, the development of a driver diagram (as the basis of the CHW draft strategy) and the development of CHW communication material (short film and leaflet) for the purposes of second stage engagement and consultation with stakeholders.

Next Step: Draft the format and content for the Tayside CHW Strategy, together with an associated communication and implementation plan.

In relation to all next steps identified, this group is committed to undertaking further work (in conjunction with the Performance and Data Group) to review the existing outcomes measures within the Tayside Plan and identify relevant data and refresh (or establish) measures to demonstrate impact. The group will continue to develop links and work with the Commissioning Group to inform, and be informed on, future commissioning decisions and activity related to the new Health & Wellbeing Strategies currently under development.





Priority Group 4: Looked After Children, Care Leavers & Young Carers

'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.'

This group have continued to progress a range of regional initiatives designed to reduce inequalities and disadvantage in the diverse groups of Looked After Children and Care Leavers, children and young people with Complex and Additional Support Needs, Young Carers and Youth Justice. In broad terms, the group has worked to add regional value to existing local approaches and has explored options appraisals on shared services, shared approaches towards priorities, shared commissioning, shared learning and workforce development.

In the Tayside Plan, we said we would do the following to improve outcomes for children and young people who experience particular inequalities and disadvantage:

1. Informed by the work of Fairness Commissions, work together to reduce the impact of poverty on our children, young people and families

- A Tayside Child Poverty Summit was held in February 2019 to allow practitioners and leaders from across Tayside the opportunity to be involved in co-production of action plans that now form part of Local Child Poverty Action Reports. The event focussed on identifying regional actions that impact on Child Poverty. These shared actions are now being developed by a multi-agency group.
- Child Poverty Action Plans have been developed and submitted by each Local Authority to Scottish Government.
- Working together on Tayside-wide procurement to eradicate period poverty by making products available and accessible to all.

Next Step: Local Child Poverty leads will jointly explore how regional work might add value through collaborative efficiencies, effectiveness and Best Value. This could involve further work on shared approaches or shared commissioning arrangements for services to vulnerable groups.

2. Develop and implement a Corporate Parenting Strategy which pro-actively and systematically addresses the needs of Looked After Children and Care Leavers

- Corporate Parenting Strategies have been reviewed in each area, with the conclusion that each Community Planning area will retain their own Strategy to reflect both wider and more local needs.





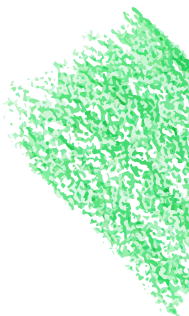
- Plans have been shared regarding what works well in each area and where we may need to focus attention further. This has informed how each area is using Scottish Government funding through Scottish Attainment Challenge Fund for Looked After Children to improve local provision for our young people.

Next Step: Continue with ongoing work to achieve maximum impact from funding for looked after children and develop appropriate measures of success where necessary.

3. Ensure Looked After Children and Care Leavers are fully involved in decisions about their care and influence service delivery

- Having focussed on the development of Looked after Children and Care Leavers participation and engagement in services and on children's rights, a draft Engagement and Participation Strategy will be open to consultation with children and young people in August 2019.
- An options appraisal, exploring the possibility of a shared regional Review Service has been completed. The review concluded that best value could be achieved by developing shared approaches to quality and review for looked after children. This included how we develop best practice on engaging children, young people and families in plans that affect them.
- To help take forward the above findings, a Tayside Review Officer Network Event took place in February 2019. The focus was on engagement of children and families in Reviews, Case Conferences and approaches to self-evaluation and quality improvement.
- Angus Corporate Parenting Board have taken a lead in the development of a digital tool to offer young people a way of engaging with their Review Officer and Social Worker to share views, report their achievements and concerns. The tool has been developed in partnership with young people. The project plan involves opportunities to scope the use of this tool more widely.

Next Step: The Tayside Review Officers Network will finalise a practice evaluation framework focusing on assessment, planning and outcomes for children and young people. Consultation on our 'My Views' in Dundee will be extended to consult on local application ahead of a full launch across two Tayside areas.



4. Ensure Young Carers are identified, provided with support, and assisted to manage appropriate caring responsibilities

- Following on from the development of local Carer Strategies in each area, work has commenced on a shared performance framework designed to help partners consistently collate, analyse and act on quantitative and qualitative information on key processes and outcomes.
- Changes have been made to local IT systems to establish the number of identified Young Carers, and whether they have been offered a Young Carers Statement.
- Where a young person has been in receipt of a Young Carers Statement, the impact this may have on their health and wellbeing is being examined.

Next Step: Key trends regarding Young Carers across Tayside will be reported on.

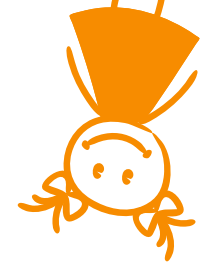
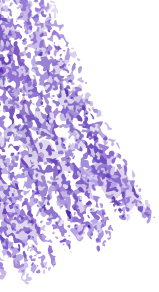
5. Ensure children and young people with complex and enduring needs experience high quality care and support and are included within their local communities

- Work is being undertaken to scope the arrangements in place across the Local Authorities and the NHS across Tayside for the provision of respite services for families who have children with disabilities.
- Links have been established between the above and work of the Tayside Review Officer Network.

Next Step: Explore the opportunities and feasibility of further collaboration and take forward options appraisals and consultation as necessary to inform any future developments.

6. Ensure children and young people with complex and enduring needs receive timely, effective support in their transition into adulthood

Next Step: Transition from children to adulthood is an area of work this group will focus on in the year ahead, by scoping best practice from each area and planning for growth with colleagues, including Health and Social Care Partnerships.



7. Ensure that children and young people who have offended receive appropriate child-centred support which reduces the risk of re-offending

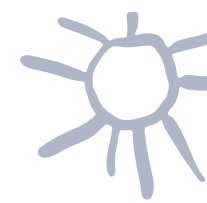
- Common areas of focus regarding young people have been identified through a Tayside wide practitioners’ forum: those who are seen as vulnerable and presenting risk to themselves; those who are emotionally fragile but do not have a mental health diagnosis; and those placed in secure accommodation. As a result, joint working arrangements are scheduled to be discussed with representatives from Police Scotland, NHS Tayside and the three local authorities.

Next Step: In addition to continued work on the above, a new model of risk assessment will be shared: Care and Risk Management processes (CARM).

In terms of general group next steps, together with the Commissioning Group and Priority Group 5, Advocacy Services will be reviewed to ensure that care experienced, and potentially other children and young people, consistently and systematically receive appropriate independent advocacy.

Priority Group 5: Safeguarding & Child Protection

‘Our children and young people will be safe and protected from abuse at home, school and in the community.’



The work of this group continues to focus on earlier intervention and effective, actions to remove and reduce the risk of significant harm. This is being delivered through incremental improvements for consistent, high quality child protection practice and identifying areas for large scale change and integrated delivery.

There are six working groups taking forward action plans to achieve step change in notoriously complex areas. Progress has been made in establishing clear and unambiguous guidance for staff. Going forward, there are further plans for workforce development and learning from case reviews.

In the Tayside Plan, we said we would do the following to ensure our children and young people will be safe and protected from abuse at home, school and in the community:

1. Continue to build a confident, competent and supported workforce in order to protect children and young people from abuse, exploitation and neglect

The main focus has been to develop and implement updated guidance on key child protection processes in order to support high quality responses where children and young people need protection. Key achievements under this aim include:

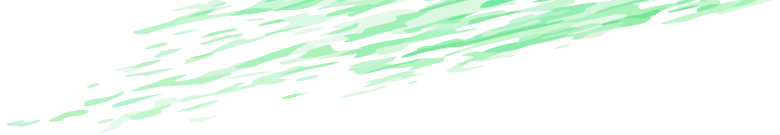




- Tayside Connect with Neglect conference held in November 2018 was attended by practitioners across health, education, social work, youth work, police and third sector partners. The views of young people with experience of childhood neglect featured prominently. The programme enabled shared learning from the work in partnership with CELCIS in Addressing Neglect and Enhancing Wellbeing (in both Dundee and Perth and Kinross) and also in the use of the Graded Care Profile (in Angus). Following attendance, the majority of attendees felt more confident assessing the impact of neglect and responding to families.
- Building on the longstanding commitment of the three Child Protection Committees (CPCs), a joint leadership event in April 2019 brought together Chief Officers and members of CPCs. A commitment was made to further explore collaborative leadership for public protection and support the implementation of best practice for multi-agency case reviews across Tayside.
- Analysis of Tayside Child Protection Initial and Significant Case Reviews (ICRs/SCRs) was considered in January 2019. A researcher was commissioned to identify recurrent themes and trends as well as the effectiveness of improvement activity.

Next Step: To build confidence across the workforce, outcomes from the Connect with Neglect conference will assist in the development of learning materials for use in a variety of contexts. Over the next year, a multi-agency programme for first line managers will be developed. A report will be taken to Chief Officers by the end of the year to propose new arrangements for case reviews across Tayside.

2. Continue to promote highly effective practices in the sharing of information in order to protect and safeguard children, young people and vulnerable


- Tayside Practitioner's Guidance on Chronologies was finalised in February 2019. All practitioners, working or involved with children, young people and their families across Tayside, will benefit from consistent practice guidance on the effective use of Chronologies.
- A Code of Practice for Information Sharing, Confidentiality and Consent was published by the Perth and Kinross Community Planning Partnership in January 2019 and has been adopted across the collaborative.

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- A consistent approach for Inter-Agency Referral Discussions (IRDs) has been developed to improve practice and to achieve consistency. Refreshed standardised multi-agency guidance for conducting IRDs, along with associated templates and tools, has been developed for use across Tayside. Local areas for improvement, joint inspection findings and national operating procedures for Police Scotland have all been taken into account. Arrangements for IRDs remain an area for improvement nationally.


Next Step: An updated protocol for Paediatric Medical Examinations, to fit with IRD guidance, will be finalised by September 2019. Workforce development programmes will support the implementation of any updated guidance across Tayside. Multi-agency quality assurance and review of IRDs will be established.

3. In partnership with the Centre for Excellence for Looked After Children in Scotland (CELCIS), strengthen our approaches to tackling and mitigating the effects of childhood neglect

Work has been ongoing with CELCIS to improve multi-agency GIRFEC responses for school aged children in Dundee and to enhance the availability of support for pregnant women and their partners (extending into the first year of life) in Perth and Kinross as part of the National Child Protection Improvement Programme.



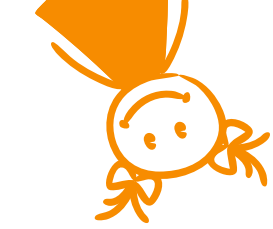
Next Step: Improvement work via Addressing Neglect and Enhancing Wellbeing (ANEW) (supported by CELCIS) will continue to be supported to develop early intervention and preventative approaches to neglect across the collaborative where this links to services to protect children.



4. Improve children and young people's capacity for personal safety and the avoidance of abuse and exploitation, including from their use of the internet by developing creative approaches to help children and young people to stay safe online

- An initial mapping of current programmes aimed at keeping children safe online was carried out by third sector representatives across Tayside and further education.
- In partnership with the University of Abertay, a research project was completed which sets out learning from research into the interface between children and young people, online risks and their views about the best ways to support them to stay safe.

Next Step: A training programme (Click: Path to Protection) from the Marie Collins Foundation will be extended to be delivered to practitioners in Dundee and Angus, following its success evaluation in Perth and Kinross. Local 'champions' will also be trained.



An adapted local model of the Getting it Right; Staying Safe online event, held annually in Perth in March will be rolled out across other areas. This is currently a nationally recognised event.

A multi-agency working group will plan, coordinate and implement the roll out of good practice in relation to upskilling parents and carers about how to minimise the risks posed to children on line.

5. Develop a shared Tayside communication strategy in support of consistent messages to promote the protection and welfare of children and young people

Next Step: This area will be given focus in the year ahead.

6. Involve children, young people, parents and wider families in decision-making and planning processes that affect them to develop and implement best practice for the involvement and participation of children, young people and families in key child protection processes and in the work of the CPCs

- Analysis of practice across the collaborative has been completed to identify key areas for development. The following have been prioritised:
 - » Tayside guidance for Child Protection Case Conferences and processes
 - » Resources available to parents, carers, children and young people
 - » Shared approach to quality assurance and evaluation of practice, with data and management information to be shared by January 2020

Next Step: Actions will work towards implementing best practice in participation and involvement. Advocacy services for children, young people and families involved in key child protection processes will be reviewed and consideration will be given to the potential for strategic, joint commissioning.

The implementation of a comprehensive performance and management information and reporting framework will commence this year. Performance and Data colleagues are assisting with this development with help from CELCIS. This will allow quantitative and qualitative information, in relation to key child protection processes to be collected, analysed and scrutinised in a quarterly basis within each Child Protection Committee, Chief Officers Group and across the collaborative. The plan is to have this in place early in 2020.





Supporting Sub Groups

Performance and Data Group

This group meets quarterly throughout the year, continuing to involve data analysts from across the 3 Local Authorities and NHS Tayside, who work together on data and performance information for a range of other Local Authority and Health Board strategies, plans and operational activities.

In this phase, individual analysts have been assigned to specific Priority Group to support and facilitate a robust and consistent data and performance focus and to review and refine outcome measures.

Performance Framework

A set of indicators was agreed when the Tayside Plan was first introduced. Performance in relation to these high level outcome measures has been provided in Appendix 2.

For this year, the core data set highlights the following:

- ✓ An increasing proportion of children with no speech, language and communication concerns identified at 27-30 months (further investigation of this change across Tayside will be undertaken)
- ✓ A high sustained proportion of vulnerable 2 year olds and 3 /4 years accessing early learning and childcare
- ✓ Some positive improvements in some areas for children's dental health
- ✓ High levels of positive destinations for those leaving school
- ✓ High levels of performance for children placed in family based placements

Although many indicators demonstrate that some progress is being made, there are a number that are more difficult to interpret or require closer consideration. The following can be taken into consideration:

- As some indicators are based on relatively small cohorts, for example specific SIMD quintiles or Looked after Children/ young people, there will be significant year on year variation.
- Across three areas with differing demographics, the usual variations would be expected.

- **Longer term trends over an extended period will be required to confirm established change in particular as collaborative work becomes more established.**

As a group, members continue to work together to further develop and refine the framework, including in respect of qualitative measures. Their aim is to ensure that the framework promotes a better understanding of the impact of Tayside services and informs what is then done more of or less of or, indeed, differently.

The group recognise that they need to increase their involvement with and understanding of workstream objectives and focus on sustainability as a key priority. The current data set will be influenced by work taking place nationally and regionally on a core data set for child protection committees and a core data set for Looked After Children. This will be incorporated into the work of the group and include other measures as each of the priority groups develop further.

Commissioning Group

Having been established to support the Tayside Plan, this group continues to meet as required. Over the last year the group has raised awareness of their strategic commissioning role by aligning some of their members to specific Priority Groups. Particular pieces of work, such as the development of the Tayside Strategy for Parents, have seen involvement from this group.

Existing services that are in place across Tayside have also been reviewed, such as the Speech and Language contract with NHS Tayside. This approach will continue as the group completes their review of advocacy provision over the year ahead. Furthermore, as a result of being able to utilise the services framework developed for Children, Young People and Families in Dundee City Council, all 3 Tayside Local Authorities are now able to access the services awarded within the framework.

Communications Group

From TRIC funding, this group have secured a (0.2 FTE) Communications Officer to take forward general communication tasks and support Priority groups, and their workstream leads, directly. The last 12 months have seen the development and launch of a website www.taycollab.org.uk which communicates not only the holistic nature of the Regional Collaborative, but also key messages relating to the Integrated Service Plan for Children, Young People and Families across Tayside. To further engage our audience, a dedicated Twitter account (@taycollab) is being used and its ownership is widening to group members across the collaborative.

Not only will Communication representatives from each of the Priority groups ensure messages pertaining to their group's activities remain current and relevant, they will also direct the Communications group to ensure their services are utilised effectively to support improvement outcomes.

Areas of Collaboration

Work will continue collaboratively across Tayside, building further on the eight key areas that were identified in the first joint plan. This includes:

- **Commissioning:** further opportunities to jointly review and identify possibilities for collaborative commissioning are being developed
- **Shared services:** where there is an identified benefit in developing shared service delivery models, these will continue to be explored
- **Capital investment:** Consultation on the potential of a Joint Community Learning Campus (JCLC) for pupils of Dundee, Angus and Perth and Kinross with parents/communities in the Carse of Gowrie, Dundee and Angus has been completed. This will inform future joint decisions around the provision of the JCLC
- **Single strategies:** there has been agreement and, in some cases, implementation of the Tayside Strategy for Parents, Children and Young People Mental Health Strategy and Child Healthy Weight Strategy. Regarding Early Learning and Childcare places, the deferred entry criterion has also been aligned across Tayside
- **Continuous improvement:** in recognition of the challenges involved in new ways of working, opportunities such as the Collaborative Leadership Workshop in March, brought together individuals from differing roles and organisations across Tayside to consider where they were in their collaborative working journey. Individual and organisational learning needs were identified in order to achieve the outcomes aimed for in the Tayside Plan. This event has set the agenda for a series of planned GIRFEC Regional Leadership Seminars, the first of which will be hosted in Tayside in September 2019. The seminars will support the development of shared understanding and approaches in the leadership and delivery of services
- **Learning and workforce development:** examples include the implementation of the Solihull Approach across the early years workforce in Tayside and the various learning events for Tayside teachers such as the Digifest and the Numeracy conference. The Leadership and Development Induction programme for Headteachers across Tayside is a further example
- **Engagement and participation:** various consultation events have been staged across Tayside as part of the development of the Strategy for Parents. The views of young people and children will be at the heart of the draft Engagement and Participation Strategy for Looked After Children and Care Leavers. Feedback to learners also has a dedicated workstream in the Learning and Attainment Group
- **Governance arrangements:** to continue to build capacity to support further collaboration work is underway to refresh governance arrangements, including responsibilities and relationships with the three CPPs

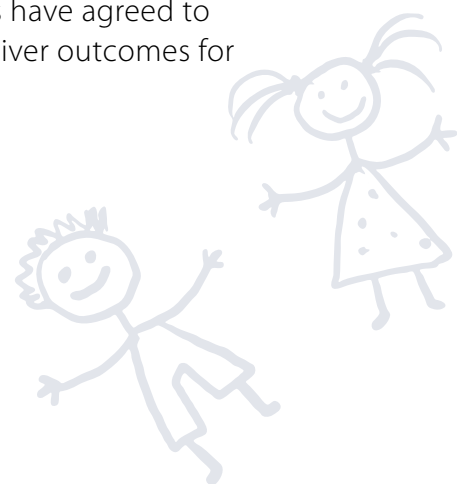
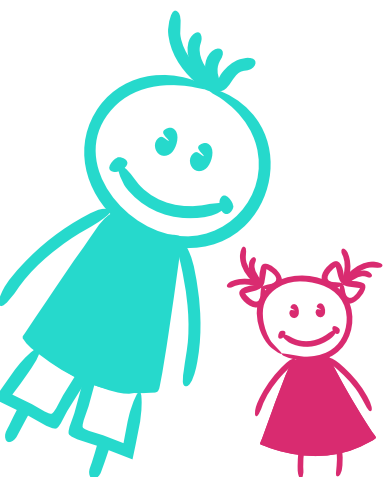
Conclusion

With an established infrastructure now in place to support the implementation of the Tayside Plan for Children, Young People and Families, Year 2 has seen a significant gain in momentum within the 5 priority groups tasked to deliver the outcomes. All Priority Groups now have a number of workstreams, increasing the number of staff involved in delivery of the Plan.

Groups are now beginning to see beyond the challenges facing collaborative working, to the benefits that could come with such an approach, recognising the 'bigger picture' in what is an ambitious and demanding ask. This year has seen increased collaboration, with greater sharing of information, resources, methods and knowledge. In particular there has been a strong focus on workforce development with learning shared through conferences, leadership programmes and training opportunities.

Priority groups will work more closely with performance and data colleagues in learning from indicator improvements in some areas, researching contributing factors and considering how these could be applied in other areas. Where possible, groups will be expected to demonstrate, via their workstream objectives, how their work contributes to change in the more high level indicators. If required, analysis of supplementary data may be required to highlight this connection.

In this final year of the Tayside Plan 2017-2020, and the third phase of the TRIC, the focus will then be on 'scaling up' and sustainability and on further developing how improvement in both actions and outcomes is being measured. To build on the enhanced momentum of year 2, the existing governance structures have agreed to be reviewed to ensure we continue to extend our ambition and deliver outcomes for all communities in Tayside.






Appendix 1: Priority Group Members (Job Titles & Organisations)

(AC – Angus Council, DCC – Dundee City Council, PKC – Perth & Kinross Council)

Pre-birth & Early Years (Priority Group 1)

Head of Education: Early Years and Primary, PKC (Chair)
Associate Midwife Director, NHS Tayside
Consultant Midwife, NHS Tayside
Professional Nurse Advisor FNP, NHS Tayside
Senior Nurse Health Visiting Service (PKC & AC), NHS Tayside
Allied Health Professional Lead, NHS Tayside
Education Manager Early Years, DCC
Service Leader (Early Years & Early Intervention), AC
Service Manager, Education & Children's Services, PKC
Care Inspectorate Representative
Education Scotland Representative

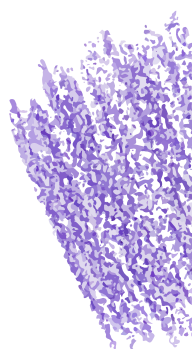


Learning & Attainment (TLAG) (Priority Group 2)

Chief Education Officer, AC (Chair)
Chief Education Officer, DCC
Head of Service: Early Years and Primary, PKC
Head of Service: Secondary Education, PKC
Improvement Officer (x2), AC
Education Officer, DCC
Quality Improvement Officer (x2), PKC
Education Scotland Representatives
TRIC Implementation Officers (x4 part time) DCC/PKC

Health & Wellbeing (Priority Group 3)

Lead Nurse (Named Person Service), NHS Tayside (Chair)
Quality Improvement Officer, PKC
Education Officer, DCC
Senior Manager, Children's Services, DCC
Service Manager, Evidence 2 Success, PKC
Service Manager ASN/Educational Psychology, AC
Lead Officer ADPs, AC/PKC
CAMHS Manager, NHS Tayside
AHP Manager, NHS Tayside



Senior Nurse School Nursing Service, NHS Tayside
Consultant in Public Health, NHS Tayside
Senior Health Promotion Officer, NHS Tayside
Dietetic Consultant in Public Health, NHS Tayside
Senior Nurse, CAMHS, NHS Tayside
Consultant Clinical Psychologist, NHS Tayside
Community Paediatrician, NHS Tayside
PKAVS Development Officer (Heath & Social Care)

Looked after Children, Care Leavers & Young Carers (Priority Group 4)

Service Manager, Strategy & Performance, Children & Families, DCC (Chair)
Senior Manager, Residential Services, DCC
Education Manager, DCC
Senior Manager, Children and Families, PKC
Service Leader, Child Protection & Review, AC
Service Manager, Dundee Carers Centre
Locality Reporter Manager, SCRA
Detective Chief Inspector, Police Scotland
Lead Nurse Children & Young People, NHS Tayside
Community Paediatrician, NHS Tayside
Information Officer, DCC

Safeguarding & Child Protection (Priority Group 5)

Depute Director, Education and Children's Services / CSWO, PKC (Chair)
Detective Chief Inspector, Tayside Division, Police Scotland
Detective Inspector, Police Scotland
Assistant Director, Barnardo's Scotland
Lead Nurse Child Protection, NHS Tayside
Consultant Paediatrician, NHS Tayside
Independent Chair, Angus Child Protection Committee
Independent Chair, Dundee Child Protection Committee
Independent Chair, Perth and Kinross Child Protection Committee
Lead Officer, Protecting People, DCC
Team Leader, Protecting People AC
Child Protection Inter-Agency Coordinator, PKC
Angus Women's Aid – Anne Robertson Brown

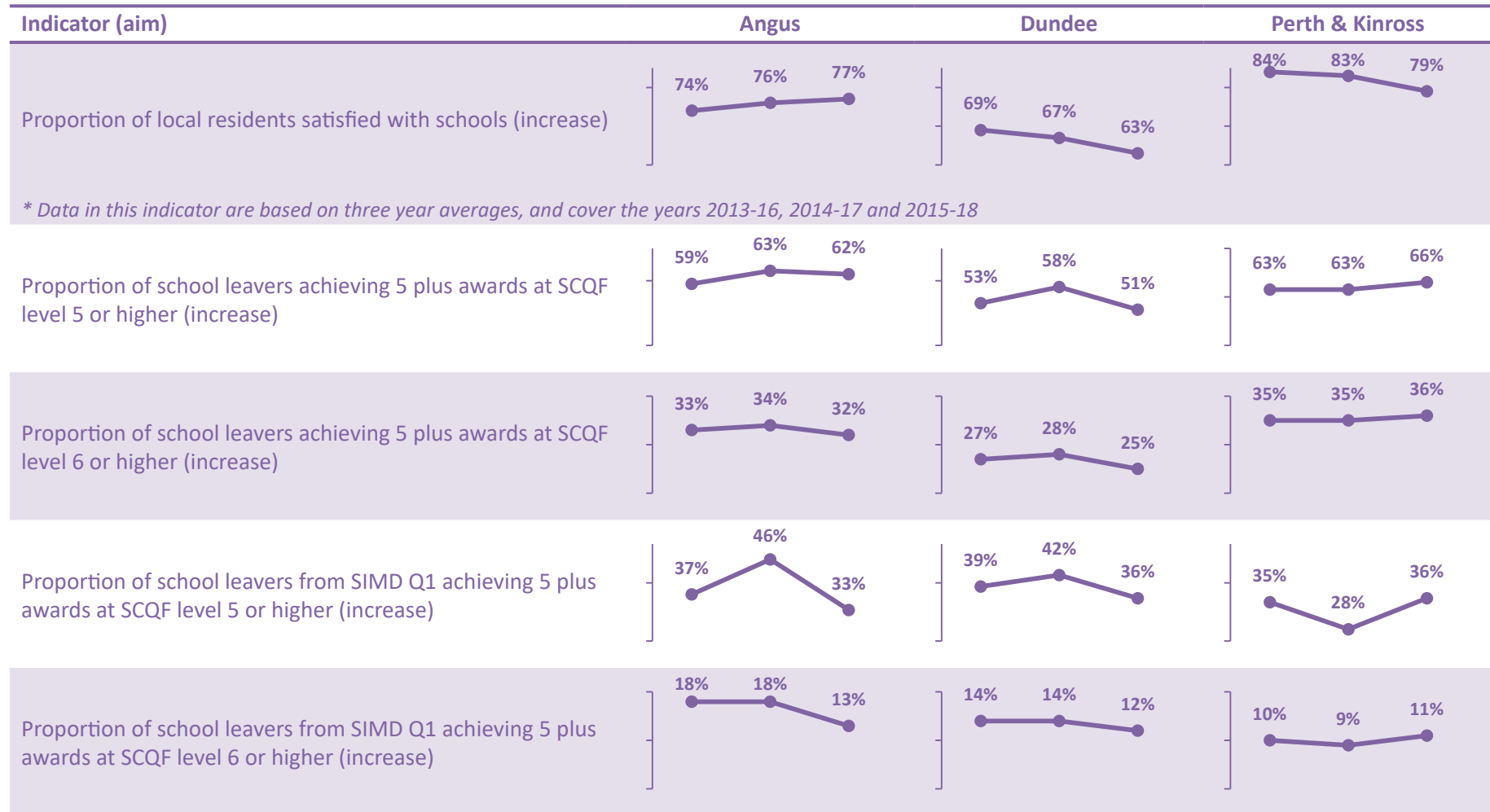
Appendix 2: Performance Framework

Unless otherwise noted, data for all indicators covers the years 2015/16, 2016/17 and 2017/18

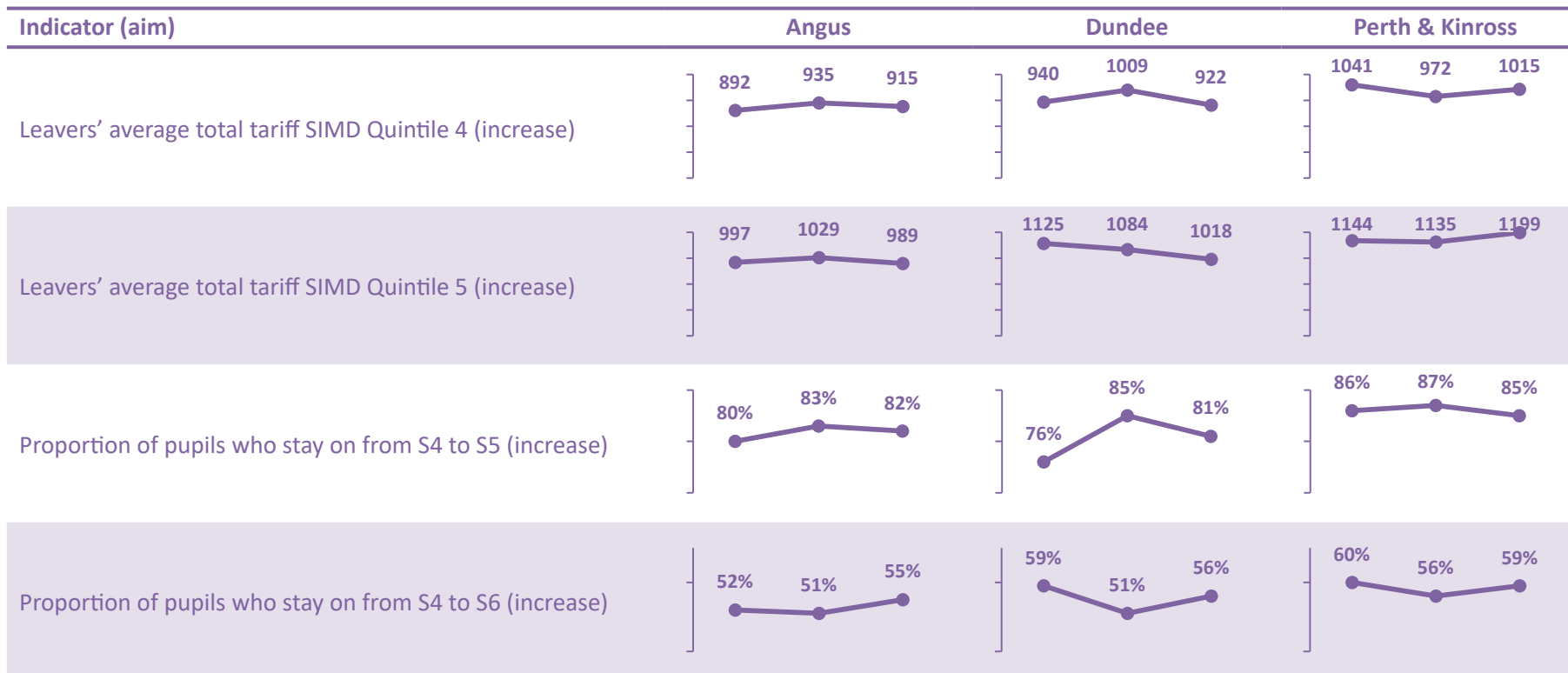
1. Our children will have the best start in life, they will be cared for and supported to learn in nurturing environments.

Indicator (aim)	Angus	Dundee	Perth & Kinross
Proportion of children with at least one developmental concern recorded at 27-30 months Child Health Review (reduce)	22% 21% 15%	22% 22% 18%	19% 19% 12%
Proportion of children with no speech, language and communication concerns identified at 27-30 months Child Health Review (increase)	83% 83% 89%	83% 82% 88%	85% 84% 90%
Estimated proportion of 2 year olds children who have accessed early learning and childcare provision (increase)	9% 11% 9%	15% 16% 16%	8% 8% 9%
* Data in this indicator are from the relevant census week in September for the years 2016, 2017 and 2018			
Estimated proportion of 3 & 4 year old children who have accessed early learning and childcare provision (maintain)	95% 94% 96%	99% 97% 98%	93% 104% 102%
* Data in this indicator are from the relevant census week in September for the years 2016, 2017 and 2018			

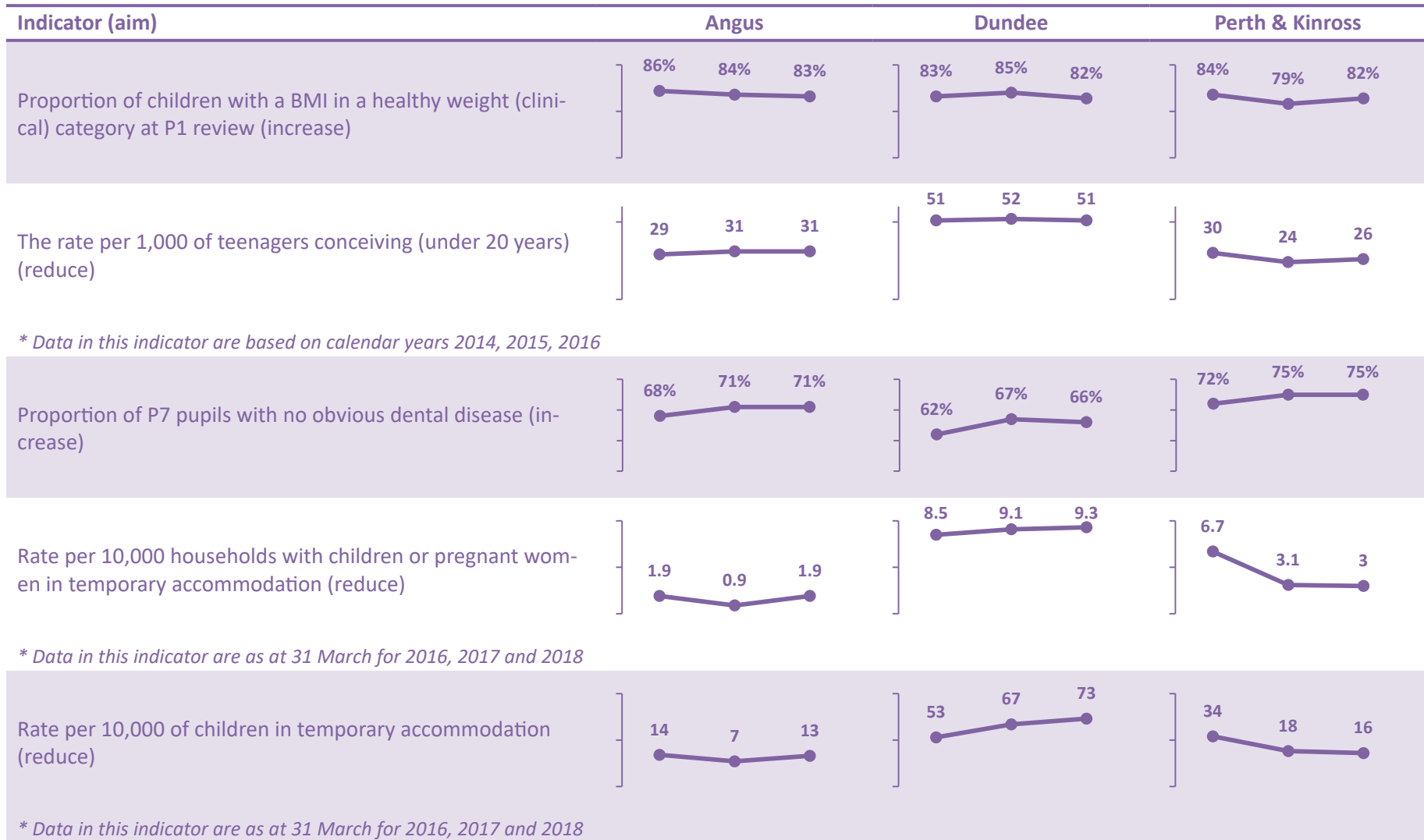
2. Our children, young people and their families will be meaningfully engaged with learning and combined with high quality learning experiences all children and young people will fulfil their potential.



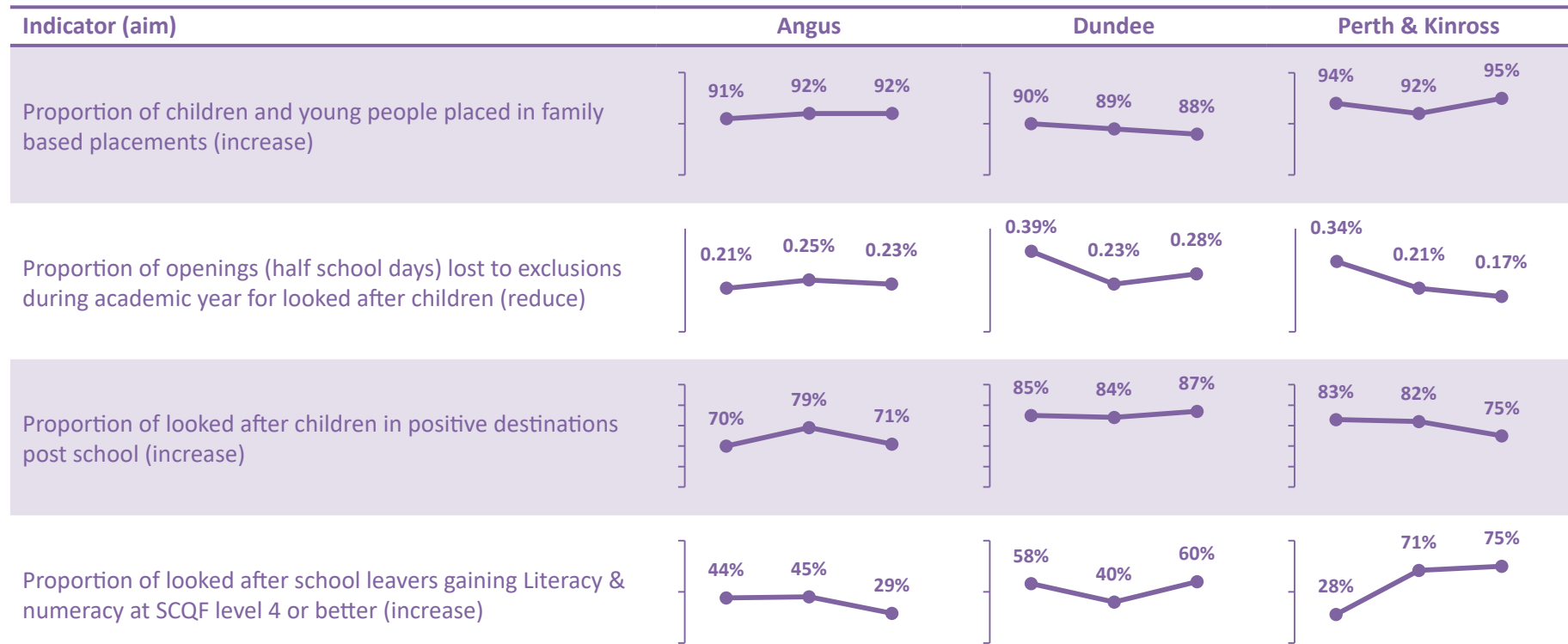
Indicator (aim)	Angus	Dundee	Perth & Kinross
Proportion of school leavers achieving literacy and numeracy at SCQF level 4 or above (increase)	91% 90% 88%	86% 86% 83%	84% 86% 90%
Proportion of school leavers achieving literacy and numeracy at SCQF level 5 or above (increase)	66% 72% 67%	54% 59% 54%	62% 60% 63%
Proportion of pupils entering positive destinations after leaving school (increase)	95% 95% 95%	92% 94% 91%	95% 94% 96%
Leavers' average total tariff SIMD Quintile 1 (increase)	583 634 503	555 593 510	558 490 548
Leavers' average total tariff SIMD Quintile 2 (increase)	668 683 685	646 705 624	678 653 683
Leavers' average total tariff SIMD Quintile 3 (increase)	811 822 804	946 913 802	889 917 896



3. Our children and young people are physically, mentally and emotionally healthy.

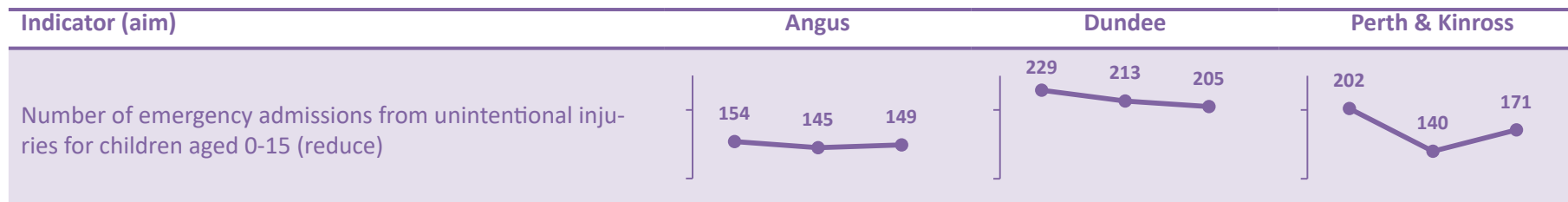


4. Our children and young people who experience particular inequalities and disadvantage will achieve health, wellbeing and educational outcomes comparable to all other children and young people.



* Data in this indicator are based on three year averages, and cover the years 2013-16, 2014-17 and 2015-18

5. Our children and young people are safe and protected from harm at home, school and in the community.



Indicator	Source	
1. Our children will have the best start in life, they will be cared for and supported to learn in nurturing environments		
Proportion of children with at least one developmental concern recorded at 27-30 months Child Health Review (reduce)	ISD Child Health 27-30 Month Review	
Proportion of children with no speech, language and communication concerns identified at 27-30 months Child Health Review (increase)		
Proportion of 3 & 4 year old children who have accessed early learning and childcare provision (maintain)	SG Summary Statistics for Schools	
2. Our children, young people and their families will be meaningfully engaged with learning and combined with high quality learning experiences all children and young people will fulfil their potential		
Proportion of local residents satisfied with schools (increase)	Scottish Household Survey LA Tables	
Proportion of secondary school pupils achieving 5 plus awards at SCQF level 5 or higher (increase)	Insight (Senior Phase Benchmarking) https://www.gov.scot/policies/schools/national-improvement-framework/	
Proportion of secondary school pupils achieving 5 plus awards at SCQF level 6 or higher (increase)		
Proportion of secondary school pupils from SIMD Q1 achieving 5 plus awards at SCQF level 5 or higher (increase)		
Proportion of secondary school pupils from SIMD Q1 achieving 5 plus awards at SCQF level 6 or higher (increase)		
Proportion of school leavers achieving literacy and numeracy at SCQF level 4 or above (increase)		
Proportion of school leavers achieving literacy and numeracy at SCQF level 5 or above (increase)		
Proportion of pupils entering positive destinations after leaving school (increase)		
Leavers' average total tariff SIMD Quintile 1, 2, 3, 4, 5 (increase)		
Proportion of pupils who stay on from S4 to S5 (increase)		Calculated from Scottish Government pupil census
Proportion of pupils who stay on from S4 to S6 (increase)		
3. Our children and young people are physically, mentally and emotionally healthy		
Proportion of children with a BMI in a healthy weight (clinical) category at P1 review (increase)	ISD Child Health - Primary 1 Body Mass Index (BMI) Statistics	
The rate per 1,000 of teenagers conceiving (under 20 years) (reduce)	ISD Teenage Pregnancy Publication	
Proportion of P7 pupils with no obvious dental disease (increase)	ScotPHO Profiler (ISD)	
Rate per 10,000 households with children or pregnant women in temporary accommodation (reduce)	Homelessness in Scotland publication	
Rate per 10,000 of children in temporary accommodation (reduce)		
4. Our children and young people who experience particular inequalities and disadvantage will achieve health, wellbeing and educational outcomes comparable to all other children and young people		
Proportion of children and young people placed in family based placements (increase)	LGBF Indicator CHN 9	
Proportion of openings lost to exclusions during academic year for looked after children (reduce)	Local calculation (SEEMIS)	
Proportion of looked after children in positive destinations post school (increase)	Insight	
Proportion of looked after school leavers gaining Literacy & numeracy at SCQF level 4 or better (increase)	Insight (3 year average)	
5. Our children and young people are safe and protected from harm at home, school and in the community		
Number of emergency admissions from unintentional injuries for children aged 0-15 (reduce)	ISD Emergency Care Publication	