

Tayside Plan

for Children, Young People and Families

One Year Report 2017 – 2018



#Taycollab

Foreword

I am pleased to present the first Annual Review of the Tayside Plan for Children, Young People and Families 2017-20. In developing the plan just 12 months ago, all partners across Tayside set ambitious goals for our children, young people and families. We have worked within the *Getting it Right for Every Child* policy framework towards improving inter-related and inter-dependent outcomes in health, wellbeing and educational attainment. We have focused on 5 shared priorities which evidence indicated would assist children, young people and families most both across the region and within each local authority area. We were particularly keen to focus on prevention; the involvement of communities in developing our approaches; and to reduce inequalities.

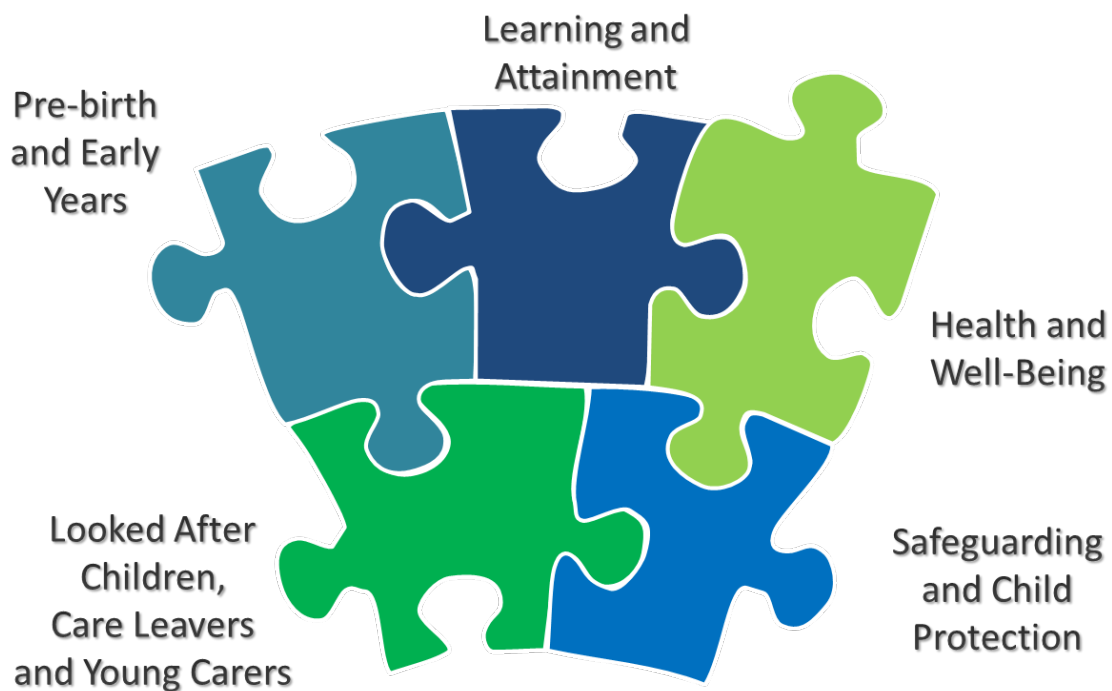
This update shows that, only one year into the implementation of the plan, we are making clear progress in either establishing the foundations on which transformative and sustainable improvements can be achieved or they are already driving improvements across a range of indicators. I believe this has been achieved through effective leadership involving a partnership focused on early identification of need, evidence based practice, cultural change and necessary resource shift across geographical boundaries and within and between organisations.

In this context, the update also highlights the key challenges partners have faced and will continue to face in trying to implement our plan across the region and in a climate of fiscal constraint. Equally, it shows some areas of the plan where we have not achieved comparable or sufficient improvements and which therefore require a particular focus to help drive improvements at faster pace. In doing so, we will continue to work together to learn from and adapt to information on our design and delivery of services, especially in relation to the views of our local communities. We are determined to ensure that, in another 12 months, we can again show how we are further 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'*.

Margo Williamson, Chief Executive of Angus Council and Chair of Tayside Children's Services Collaborative Strategic Executive Group

1. Introduction

The Tayside Plan for Children, Young People and Families is led by the Councils of Angus, Dundee and Perth and Kinross with NHS Tayside. The plan was developed within a framework of policy, legislation, evidence based practice and analyses of local needs. 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 was created in partnership with our Community Planning Partnerships, Health and Social Care Partnerships, Police Scotland and the Third Sector. The plan is the first of its kind to reach across both geographic and organisational boundaries and focuses on 5 shared priorities:



In developing the plan, partners committed to a range of key principles, including the development of a culture of collaboration and a holistic focus on the family and whole child whether services are delivered at home, in school or in the wider community. We recognised that our collaboration would take a range of forms from the development of shared systems, processes and learning, through to local community engagement and participation, shared commissioning arrangements and even the full integration of some services. Either way, we were determined to

ensure that we adopted a genuinely whole system approach which mobilised resources towards the same priorities and outcomes. Some key drivers included:

- **Christie Report on the Future Design and Delivery of Public Services**
- **Children and Young People (Scotland) Act 2014**
- **Scottish Attainment Challenge**
- **Carers (Scotland) Act 2016**
- **Framework for Maternity Care**
- **Improving Maternal and Infant Nutrition: A Framework for Action**
- **Child Protection Improvement Programme**

2. Tayside Collaborative Model

The Tayside Collaborative is led by a high level Strategic Group consisting of the Chief Executives of the 3 Local Authorities and NHS Tayside, a Chief Executive from the Third Sector, a Health and Social Care Partnership Chief Officer, Chief Superintendent from Tayside Division of Police Scotland, Senior Fire Officer from Scottish Fire & Rescue Service and the Tayside Regional Improvement Collaborative Lead Director. The group provides collective leadership and is supported by a Directors Group consisting of the 3 Local Authority Executive Directors for Children and Families Services, Director of Operations of NHS Tayside, Director of Public Health within NHS Tayside and a Detective Chief Inspector from Tayside Division, Police Scotland. Reporting to the Directors Group are five Priority Groups which reflect the five areas of priority outlined in the Tayside Plan, along with Commissioning and Performance Groups.

Strategic Group
Directors Group
Priority, Commissioning and Performance Groups

Each Priority Group is led by a Senior Manager from either a Local Authority or NHS Tayside and has an identified Senior Sponsor from the Directors Group to provide constructive support and challenge to the work. The groups include relevant representatives from across the region depending on the priority focus and members are also responsible for informing and communicating developments at a

local level within and between partner organisations. Locally, some partnership governance arrangements have also been retained to both ensure there is a strong connection between regional and local developments and to maintain a continued focus on local structures and priorities. An organisational chart is attached as Appendix 2.

In respect of the Commissioning and Performance Groups, the former was established to develop collaborative commissioning related to the priorities identified in the Tayside Plan. The latter was established to ensure shared approaches to gathering and reporting on key performance indicators and work on the establishment of new indicators. This group is a virtual network of representatives from each of the authority areas, each of whom are also members of the Tayside Population Health Information Network (Children's TayPHIN) to ensure collaboration with NHS Tayside and other partnerships.

3. Progress towards achieving our priorities

The 5 priorities outlined in the plan were informed by a strategic assessment of need and are accompanied by both individual vision statements for each priority area and a set of high level intentions designed to set the parameters of specific action plans to improve outcomes. This has required significant and ongoing collaboration within and between each of the groups to ensure actions remain relevant to our priorities, that they are complimentary in relation to cross-cutting themes and to avoid duplication. In the last 12 months, all 5 Priority Groups have developed and started to implement action plans as outlined below.

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

What we will do to ensure children get the best start in life in Tayside:

- Provide targeted multi-agency support to families to ensure children aged 0-5 years reach their developmental milestones
- Deliver a new Health Visiting Pathway and expand the Family Nurse Partnership Programme
- Realign resources to improve the availability and impact of early intervention services, including for children who have a disability or complex needs
- Deliver on the 5 ambitions of Ready to Act, the National Allied Health Professional (AHP) transformational plan
- Develop and implement an evidence-based Tayside parenting strategy in partnership with Health and Social Care and other appropriate partnerships
- Develop and deliver high quality, flexible early learning and childcare provision
- Develop ways to support speech, language and communication capacity, including inclusive communication with children, young people and parents

What we have achieved in year 1

The work of Pre-Birth and Early Years group is informed by relevant 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 Child care to reflect the targets required over the next 3-5 years on the path to full implementation. Over the past year, the group has refined and focussed on the key areas for development within large scale transformation projects and there is now a clearer, shared focus on what actions need to be taken

to improve outcomes across Tayside. With each of the main action areas, the following key achievements have been noted:

- Collaboration between maternal and infant nutrition team, family nurses and health visitors on increasing both initiation and continuation of breastfeeding has been assessed and awarded the UNICEF Baby Friendly Gold Community Award
- Four work streams have been developed to take forward implementation of the Best Start - Maternity and Neonatal Transformation Programme
- Infant feeding assistant has been agreed to support women in hospital
- The universal health visiting pathway was implemented in May 2017 and the milestones to increase and sustain the workforce has been achieved
- Work in Perth and Kinross supported by CELCIS focused on addressing neglect and enhancing wellbeing in pregnancy and into the first year of life has identified a transformation zone in South/West Perth and Kinross. There is an intention to scale the learning.
- Extension of the Family Nurse Partnership to first time mothers aged 20-24 who meet the eligibility criteria has been taken up by almost 100 women
- A comprehensive range of training and improvement programmes has been undertaken by AHP staff, to build capacity, change thinking and practice and support the use of improvement methodology. A package of training and support for early years practitioners across all agencies has also been developed to support evidence based key messages on early language development with parents and carers.
- A number of specific projects to support early literacy is being undertaken in all three local authority areas in collaboration with nurseries.
- Comprehensive consultation has taken place to support the development of a Tayside Parenting Strategy.

The Tayside group of Early Years teams successfully delivered their expansion plan for the delivery of 1140 hours of Early Learning and Childcare to the Scottish Government and received confirmation of funding for implementation of the programme by 2020. Whilst there are different models of delivery suited to the demographic and geographical needs of each area, the ELCC work stream is

focused on providing a consistent approach across Tayside, and is collaborating on four key areas: quality assurance, workforce expansion and development, partnerships including childminders and policy development.

Next Steps

Greater collaboration and consistent approaches of service delivery and practice has been achieved in year 1 and this will continue to be a focus of future work.

We will develop further a consistent collation of data to support improvement, and the capacity of agencies and practitioners to use improvement methodology to demonstrate the effectiveness of interventions. This is being addressed through joint working with a data team and with the Children and Young People Improvement Collaborative advisor.

Recruitment of trained staff is a challenge for maternity services, health visiting and early years education services due to the expansion of national programmes. Workforce expansion and development programmes are in place across all areas, including Allied health Professionals who are developing new and better ways of working to ensure that they can meet the demands of an increasing need for their services.

We have identified further actions to support our work over the next year. We will;

- Build relationship based practice across the early years workforce by embedding the Solihull approach across NHS, education, children and families and third sector partners.
- Focus on a greater level of support for maternal health within maternity services
- Develop a Test of Change in the impact of a Welfare worker on the outcomes for women within the FNP programme in Perth and Kinross
- Reduce the number of women requiring to be engaged in the Unborn baby protocol

- Implement the plan in the Perth and Kinross transformation zone to build relationship based practice and community resilience to better support pregnant women and their families
- Test model of maternity Hub in a locality area of Dundee
- Collate data on the impact of the implementation of the Universal pathway for Health Visiting on children and families to support improved outcomes
- Continue to deliver “Ready to Act” transformation programme
- Consider how to collaborate on improving early language skills in children aged 0-3, particularly those at risk of not meeting their developmental milestones
- Implement the expansion plans for the delivery of 1140 hours of ELCC across Tayside, and deepen collaboration on high quality service delivery
- Work with Education Scotland and Care Inspectorate to further develop leadership skills and capacity in self -evaluation as it relates to the ELC National Standard and Care Standards
- Assess the extent to which the expansion from 600 hours to 1140 hours has improved outcomes for children particularly those at risk of disadvantage between 2 and 5, and their parents ability to work, train or study.
- Further develop performance measures and data across all areas of activity to support evidence based practice, and to support improvement activity.

Priority 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 extend their potential.

What we will do to ensure children and young people succeed:

- Ensure children who are at risk of not achieving their potential are provided with the extra support they need
- Provide parents, carers and young people with opportunities to be active partners through supported learning and consultation on improvement plans
- Implement initiatives for post-school training, apprenticeships and further and higher education to improve pathways to employment

- Promote collaborative working across schools and their communities to support robust self-evaluation, and improved quality of provisions
- Support young people to make informed choices and exercise greater control as they transition to adulthood
- Ensure close partnership working is designed to close inequality gaps, address complex needs and share good practice that already exists

What we have achieved in year 1

Over the first year of the plan, the group has focused on building the foundations for effective collaboration to improve learning experiences and educational outcomes across Tayside. In January 2018, the requirement to develop a Regional Improvement Collaborative (RIC) Plan focused on closing the attainment gap and raising achievement for all also provided an opportunity to refine the approach. The group identified four work streams that would benefit from collaboration. These work streams were drawn from an analysis of school improvement plans and agreed within a wider leadership forum of educational leaders. The four work streams are:

- 1. Learning and teaching with an initial focus on feedback**
- 2. Numeracy**
- 3. Leadership**
- 4. School improvement**

On the basis of ongoing evaluation, including an analysis of school improvement plans from across the region, two more workstreams have been identified on the topic of curriculum leadership and building capacity in the effective use of research and evidence. Further collaborative work is also being explored in the areas of literacy and developing the young workforce. Some key developments between local authority areas have also involved:

- Sharing information about the effective use of Pupil Equity Funding including extended input to school leaders about evidence based educational interventions

- Developing joint approaches towards engagement and participation, including opportunities for carers and children to be active partners through supported learning and consultation on school improvement plans
- Angus and Dundee are working together to further implement an innovative approach to the senior phase called Future Skills College (FSC) along with Dundee and Angus College.
- A consistent approach to school leadership development is being rolled out. This includes an effective induction programme for new head teachers and comprehensive school leadership support within and across schools.
- A small number of schools will receive intensive cross-authority support in order to support the leadership of improvement and a universal approach to improving school collaboration through a strengths directory
- Consideration of increased multi-agency self-evaluation using new inspection information when that becomes available. This builds on the collaborative approaches to improvement already trialled across the collaborative.
- Informed by Priority Group 3, the development of curriculum materials on the topic of substance misuse is in process. This will add to our successful collaborative resource on sexual health, relationships and parenthood.
- An established network of professionals to review and plan multiagency supports for children and young people with complex needs and close inequality gaps.

Next Steps

As well as evaluating year one of the Tayside Plan, Priority Group 2 have also prepared phase 2 of the TRIC. The number of workstreams have grown having taken account of school improvement planning for session 2018/19 and an ongoing consideration of national requirements. Individual workstream plans have been developed by a cross section of practitioners from across the region with the facilitation of a lead officer. As each workstream has developed a detailed action plan, the scope and extent of project reach has been assessed. The school improvement theme for example includes both a universal school offer as well as targeted support for identified schools as does the numeracy sub-theme.

The feedback project is a deeper piece of work starting off with six schools from across the region and developed in partnership with an external provider and the GTCS. The leadership theme will impact on middle leaders and new Head Teachers from August 2018. Existing collaboration is already very successful in the area of modern languages 1 & 2 and collaborative work on literacy is emerging. The focus is therefore now on implementation and evaluation in order to assess whether interventions should be rolled out.

Each work stream has specified their interventions and associated performance measures. Overall education performance measures are outlined in the Performance Information of year one (Appendix 2). This will have a continued focus in year 2 of the plan and support has been accessed from Education Scotland and the Scottish Government's Improvement Advisor. Performance leads from each local authority and the NHS are working in partnership to develop a collaborative baseline of data that can be used year on year to assess progress.

Continued focus on communicating the work of the collaborative will be supported by the establishment of a website to enhance the face to face and written updates as well as extend the reach of key messages. The priority group will also plan and assess focused interventions for looked after young people in response to the provision of national resource.

All aspects of the work of priority group 2 is built upon collaboration. The very good working practices that had been developed through shared work on school improvement has contributed to the fast progress of work between January and June 2018. It is anticipated that the pace of this work will increase as consideration is given to additional areas of collaboration and ensuring the impact of those already in train. It is likely that our focus will evolve into the development of shared services or lead authorities for specific functions.

Priority 3 - Our children and young people will be physically, mentally and emotionally healthy.

What we will do to promote good physical, mental and emotional health for

children:

- Develop and implement a Tayside multi-agency framework to prevent and address early initiation into substance misuse
- Develop and implement a Tayside Mental Health Strategy for children and young people to ensure a focus on prevention, early identification and support
- Implement the Pregnancy and Parenthood in Young People Strategy (PPYP) alongside work to reduce teenage pregnancy and support to young parents
- Develop a Tayside strategy to improve Child Healthy Weight
- Develop and implement, in partnership, an evidence based Tayside parenting strategy

What we have achieved in year 1

In the past 12 months, a well functioning Tayside Health & Wellbeing Priority Group (HWPG) has been established and the group has an engaged and committed membership from across the 3 Local Authorities, the Third Sector and NHS Tayside. Achievements towards delivering on the HWPG actions include:

- Production of a draft Tayside Parenting strategy which has recently completed consultation processes with practitioners and families
- An agreed Tayside partnership approach to implementing the national PPYP strategy
- Securing joint leads from NHS Tayside and a Local Authority to drive the Tayside mental health strategy and a planning workshop with stakeholders
- Planning of a pan-Tayside child healthy weight event for practitioners, leaders and community members to co-produce a child healthy weight strategy
- Securing Tayside's joint Alcohol & Drug Partnership (ADP) Lead Officer as lead for the Substance Use Prevention framework Task & Finish group
- Direct involvement and support from the Scottish Government (CYPIC) national improvement adviser to all 5 areas for action for the Tayside HWPG

- Relationships developing with the 3 Tayside Health and Social Care Partnerships to ensure policy developments are aligned

Moving forward, the Tayside HWPG will continue to lead and support the work of the multi-agency Task & Finish Groups and key individual leads, in order to achieve strategy development and implementation within the identified timescales. In addition, members will be reviewing existing outcomes measures within the Tayside Plan, commencing with a dental health measure and identifying relevant refined and/or additional measures. This work will be undertaken in conjunction with Tayside Plan Performance Group members.

The HWPG will also be developing links and working with the Tayside Plan Commissioning Group members to both inform and be informed on future commissioning activity related to the new health and wellbeing strategies being developed.

Priority 4 - 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.

- Informed by the work of Fairness Commissions, work together to reduce the impact of poverty on our children, young people and families.
- Develop and implement a Corporate Parenting Strategy which pro-actively and systematically addresses the needs of Looked After Children and Care Leavers
- Ensure Looked After Children and Care Leavers are fully involved in decisions about their care and influence service delivery
- Ensure Young Carers are identified, provided with support, and assisted to manage appropriate caring responsibilities
- Ensure children and young people with complex and enduring needs experience high quality care and support and are included within their local communities
- Ensure children and young people with complex and enduring needs receive

timely, effective support in their transition into adulthood

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

What we have achieved in year 1

Corporate Parenting

In the last 12 months, partners in the 3 Local Authority areas have developed Corporate Parenting Plans designed to promote the 8 outcomes for Looked After Children and Care Leavers outlined in the Children and Young People (Scotland) Act 2014. In addition to improving health and wellbeing outcomes, plans include a focus on required improvements in school attendance, exclusions, attainment and positive destinations. Building on this, partners have also informed the provision of additional Scottish Government funding to build capacity for looked after and care experienced children and are presently collaborating to target this at areas of greatest need.

In order to improve permanence planning processes, a joint family placement quality assurance post was established between Angus and Dundee. Building on this, all 3 local authority areas jointly carried out an options appraisal on approaches towards developing and reviewing effective Child's Plan's for all Looked After Children, the outcome of which will be progressed over the next 12 months.

Partners are also developing a single strategy for engagement and participation with Looked After Children and Care Leavers. The parameters of the strategy have been agreed and will include the shared development of approaches which reflect the age, stage of development and interests of individual and/or groups of children and young people. Crucially, the strategy will involve mechanisms to ensure that their views are systematically obtained and routinely inform both day-to-day practice and the longer-term design, delivery and development of services.

Young Carers

Each Local Authority area has now developed a Carers Strategy which outlines processes to improve the identification, assessment and support of Young Carers. This is already starting to lead to increases in the numbers of known Young Carers and the provision of support which ranges from advice and guidance to more intensive packages where this is required. Going forward, partners have committed to the development of a shared performance framework and a shared approach towards short-breaks.

Complex and Enduring Needs

In the last 12 months, partners have coordinated the development of a number of shared strategies relating to accessibility, speech and language therapy and mediation. This work has had a particular focus on improving the inclusion of children and young people and over the next 12 months will be supported by associated training and workforce development. Going forward, partners have also committed to the development of a single autism strategy.

Young People Who Have Offended

Partners work in this area has initially focused on the development of shared approaches towards risk assessment through the use of agreed assessment tools and joint workforce development. This includes both generic risk assessments and assessments of those young people who have been identified as being at risk of causing significant harm. Going forward, partners have committed to a consistent approach towards Early and Effective Identification and Diversion from Prosecution processes and responding to specific crime trends or associated issues, such as internet crime and substance misuse.

Next Steps

Collectively, these actions are contributing towards some reductions in inequalities in these priority groups. There have been marked improvements in the number of school exclusions across all 3 Local Authority areas. However, as our performance framework illustrates, partners still need to be persistent in focussing on improving

attainment levels and positive destinations of care experienced children and young people in particular. Over the next 12 months, our priorities will therefore involve:

- Targeted use of additional funding for Looked After Children and Care Leavers
- Implementation, monitoring and review of an agreed approach towards the quality assurance of looked after and care experienced children and young people's plans
- The development and implementation of a shared engagement and participation strategy
- The development of a shared approach towards short-breaks and a performance framework relating to Young Carers
- A shared focus on the inclusion of children and young people with complex and enduring needs and an autism strategy
- Consistent approaches towards risk assessments, prevention/early intervention and priority crimes for young people who have offended

Priority 5 - Our children and young people will be safe and protected from harm at home, school and in the community.

What we will do to keep children safe:

- Continue to build a confident, competent and supported workforce in order to protect children and young people from abuse, exploitation and neglect
- Continue to promote highly effective practices in the sharing of information in order to protect and safeguard children, young people and vulnerable adults
- 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
- Improve children and young people's capacity for personal safety and the avoidance of abuse and exploitation, including from their use of the internet
- Develop a shared Tayside communication strategy in support of consistent messages to promote the protection and welfare of children and young people

- Involve children, young people, parents and wider families in decision-making and planning processes that affect them

What we have achieved in year 1

Priority 5 - Our children and young people will be safe and protected from abuse at home, school and in the community

Building on a history of collaboration by the three Child Protection Committees to share practice and pool resources for workforce development, Priority Group 5 has identified opportunities to add further value by focusing on a number of common key areas which already featured within Child Protection Committee improvement plans. Initially, this has involved focusing on incremental improvements to achieve consistent high quality practices across the collaborative. It is envisaged that this will provide a more solid foundation for larger scale change and move towards greater sharing of resources and integrated models of delivery over the life-time of the plan. A delivery plan is supported by Action Groups with representation sufficient to implement improvement across agencies forming the collaborative and a clear remit to achieve step change in key areas which are notoriously complex and problematic both locally and nationally. Taking time to connect through regular meetings and developing shared understandings of similarities or variations is building stronger partnership working. The groups also monitor progress systematically and are working to identify barriers to achieving best practice and stimulate collaborative solutions.

What we have achieved

A standardised approach to key child protection processes across Tayside, in particular Inter-Agency Referral Discussions (IRDs) and Medical Examinations to improve practice consistency and to provide better outcomes for children and young people.

A new suite of guidance in relation to key child protection processes including Initial Referral Discussions and building chronologies will be in place by the end of December 2018. The group has recognised that this requires more than the

production of written guidance and that this needs to be accompanied by culture and practice change alongside joint quality assurance arrangements. Multi-agency staff groups across Tayside are informing the new guidance, practice direction and associated workforce development.

A Consultant Paediatrician from NHS Tayside will contribute to an Initial Referral Discussion (IRD) Action Group. They will lead on the revision of a Tayside Protocol for conducting Joint Paediatric Forensic Medical Examinations ensuring that the planned improvements for IRDs and all new guidance will dovetail and ensure robust decision-making for medical assessment/examination.

In November 2018, a practitioner learning event 'Connect with Neglect' will be held. Raised awareness and understanding on tackling neglect and enhancing wellbeing will be achieved by sharing learning in relation to the work in each local authority to address neglect and enhance wellbeing. This will include work in partnership with CELCIS as part of the Child Protection Improvement Programme in Dundee and Perth and Kinross and a partnership approach towards the implementation of a Graded Care Profile in Angus.

The group has also collated learning from Initial and Significant Case Reviews carried out by each of the three CPCs over the last 3 years and will work over the next year to disseminate learning to first line managers across all relevant services.

We have prioritised opportunities to involve local children and young people in developing cyber security; personal safety; and CSE awareness, and the group is currently exploring the potential to work with experts and undergraduate students in psychology and online gaming at Abertay University. An initial mapping and scoping exercise about current programmes aimed at keeping children safe online has been carried out by 3rd sector colleagues and extends to FE colleges.

The group is committed 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. A mapping of existing processes and researching practice by Chairs of Child Protection Case Conferences has

started and on completion the group will identify a few key areas for implementation across Tayside and explore the potential for joint commissioning of services.

The 3 CPCs jointly responded to a Scottish Government/CELCIS/Care Inspectorate consultation on a shared national dataset. This will build on local datasets and inform the development of new performance measures over the next 12 months. It will also provide a meaningful framework to demonstrate progress and which is aligned with the new Care Inspectorate framework for children in need of care and protection published in July 2018.

A Tayside Chronology Action Group includes education and social work representatives across all three local authorities and is on target to produce revised guidance by October 2018. Once approved by respective CPCs, this will be implemented thereafter via a Tayside-wide multi-agency workforce learning development plan.

A Tayside Child Protection Learning and Development Group Work Plan 2018 – 2020 was published in June 2018 and includes Tayside Inter-Agency Learning and Development for IRDs, Chronologies and the Shared Learning Event: Connect with Neglect. Regular Joint Meetings planned for Tayside Child Protection Lead Officers and Learning and Development Officers will ensure the plan is resourced and implemented.

Next Steps

There will be a review of the priority group 5 delivery plan before the end of 2018 and a focus on ensuring that the work is moving towards greater sharing of resources and integrated models of delivery.

The Priority Group has agreed to prioritise the development of first line managers across relevant services over the next year of the plan. This is to support a competent and confident workforce with staff who are able to manage complex

professional judgements and to promote the necessary cultural conditions across all services for the protection of children and young people at risk.

Commissioning Group

The work of this group is involving reviewing existing Service Level Agreements for common areas of provision, identifying future need and engaging with established working groups supporting the Tayside Plan. In the last 12 months, this has started with a review of advocacy provision for which the group is linking with Priority Group 4.

Performance Group

This group is made up of Data Analysts from across the 3 Local Authorities and NHS Tayside, who already work together on data and performance information for a range of other Local Authority and Health Board plans. The group meets regularly with Priority Group chairs to facilitate a robust and consistent data and performance focus within the individual Priority Groups. Data analyst group members will work with individual Priority Groups to review and refine outcome measure for year 2 of the plan.

What does our Performance Information tell us?

In developing the Tayside Plan, we recognised the importance of ensuring we have shared and robust performance indicators. We therefore developed an initial performance framework which we believed would provide some indication of progress or barriers to progress in each priority area. Going forwards, we are continuing to work together to further develop and refine the framework, including in respect of qualitative measures. We want to ensure that the framework promotes a better understanding of the impact of our services and informs what we do more of or less of or differently. For this year, our core data set highlights the following trends:

- ✓ An increase in the uptake of early learning and child care for vulnerable 2 year olds and 3 and 4 year olds across the area
- ✓ Improvements in learning and attainment with data showing that there are areas where we have maintained our position and areas of improvement
- ✓ Some positive improvements in some areas for children's BMI, dental health and emergency admissions to hospital from unintentional injuries;
- ✓ Maintaining high levels of performance for children placed in family based placements.

In general, trends in relation to outcomes for Looked After Children are improving but they are also subject to annual fluctuations and are still not comparable with their peers across a range of indicators. We recognise that they need to both accelerate and be sustained and this will continue to be one of our key priorities over the next 12 months. The current data set will be influenced by the work taking place nationally on a core data set for child protection committees and a core data set for Looked After Children. We will incorporate this into our work and include other measures as each of the priority groups mature.

4. Conclusions and Next steps

In the first year of the Tayside Plan, partners have created an infrastructure to support the transformative changes needed to deliver on our Tayside commitments. Our assessment is that each of the groups are now in a clear position with strong and effective leadership and guidance to drive forward our work. National developments relating to the Regional Improvement Collaborative have served to strengthen significantly the work and direction of Priority Group 2. Building on this, the next steps described by each of our Priority Groups outlines how, over the next 12 months, our work will be shaped around 4 common themes:

Leadership – continuing to promote a whole systems model of collaborative leadership crossing geographical and organisational boundaries, including in relation to schools. The approach will involve a shared holistic focus on improving inter-dependent health, wellbeing and attainment outcomes for children and young people.

Workforce development – committing to children’s services and local communities as one system and taking opportunities to share how we ensure our workforce are ready and prepared to identify, support and where necessary protect our children and young people.

Shared services – assessing areas to identify where sharing resources across 2-3 community planning areas will promote best value and contribute towards improving outcomes for children and young people. This will also apply to commissioned services.

Shared approaches – taking shared approaches to our work including shared policy and practice, engagement and participation and self-evaluation to make best use of our resources, involve communities in developments and promote consistently high levels of practice across Tayside.

The review of advocacy services being jointly progressed by Priority Group 4 and the Commissioning Group will have a particular focus on children’s rights. It will be accompanied by the development of a shared engagement and participation strategy which promotes different methods of involvement dependent upon age, stage and individual needs. We will also work with partners involved in our Fairness Commissions to develop or refine actions designed to specifically address child poverty across the region. We recognise that, although demographically varied, high levels of urban and rural poverty are experienced in each local authority area.

The foundations for continued collaboration and improved outcomes across the region in accordance with the principles of Getting it Right for Every Child policy framework and other legislative and policy drivers have been strengthened. Over the second year of the plan, as key areas of work being progressed by the Priority Groups comes to fruition, we should see further improvements in the key performance indicators outlined in our performance framework. We will also further develop and refine the framework to improve our understanding of the impact of services and help illustrate both progress and barriers more effectively.

Appendix 1 – Performance Framework.

Please note that whilst the previous year's figures are generally shown for comparison, a longer time series of information is required to establish any trends in performance/outcomes.

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

Indicator	Latest year (previous year/ baseline)	Angus	Dundee	Perth & Kinross
Increase the % of children reaching all of their developmental milestones at the time of their 27-30 months Child Health Review to at least 85%		Not reported as this year as seen a change in a recording a new domain – figures are not comparable. Alternative indicator used below		
Reduce the % of children with at least one developmental concern recorded at 27-30 months Child Health Review		21% (21%)	22% (21%)	19% (19%)
Increase the % of children with no speech, language and communication concerns identified at 27-30 months Child Health Review		80% (82%)	81% (82%)	82% (83%)
Increase the % of 2 year olds children who have accessed early learning and childcare provision		10%	22%	10%
Maintain the % of 3 and 4 year old children who have accessed early learning and childcare provision		87% (91%)	93% (99%)	97% (93%)

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	Latest year (previous year/ baseline)	Angus	Dundee	Perth & Kinross
Increase the % of local residents satisfied with schools		76% (76%)	67% (65%)	83% (85%)
Increase the % of secondary school pupils achieving 5 plus awards at SCQF level 5 or higher		60% (58%)	54% (52%)	63% (62%)
Increase the % of secondary school pupils achieving 5 plus awards at SCQF level 6 or higher		32% (32%)	26% (27%)	36% (36%)
Increase the % of secondary school pupils from SIMD Q1 achieving 5 plus awards at SCQF level 5 or higher		46% (39%)	37% (37%)	31% (32%)
Increase the % of secondary school pupils from SIMD Q1 achieving 5 plus awards at SCQF level 6 or higher		18% (18%)	11% (13%)	10% (8%)
Increase the % of school leavers achieving literacy and numeracy at SCQF level 4 or above		90% (91%)	86% (86%)	86% (84%)
Increase the % of school leavers achieving		72%	59%	60%

Indicator Latest year (previous year/ baseline)	Angus	Dundee	Perth & Kinross
literacy and numeracy at SCQF level 5 or above	(66%)	(54%)	(62%)
Increase the % of pupils entering positive destinations after leaving school	94% (94%)	94% (94%)	95% (92%)
Average total tariff SIMD Quintile 1	673 (602)	542 (529)	558 (523)
Average total tariff SIMD Quintile 2	615 (646)	713 (689)	657 (746)
Average total tariff SIMD Quintile 3	877 (760)	859 (869)	1028 (850)
Average total tariff SIMD Quintile 4	813 (914)	939 (916)	951 (1023)
Average total tariff SIMD Quintile 5	1008 (982)	1103 (1086)	1124 (1135)
Increase the % of pupils who stay on from S4 to S5	83% (80%)	76% (76%)	85% (86%)
Increase the % of pupils who stay on from S4 to S6	51% (52%)	59% (59%)	55% (60%)

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

Indicator: Latest year (previous year/ baseline)	Angus	Dundee	Perth & Kinross
Increase the % of children with a BMI in a healthy weight (clinical) category at P1 review	84% (86%)	85% (83%)	79% (84%)
Reduce the rate per 1,000 of teenagers conceiving (under 20 years)	31 (29)	52 (51)	24 (30)
Increase the % of P7 pupils with no obvious dental disease	81% (67%)	74% (65%)	83% (74%)
Reduce the number of households with children or pregnant women in temporary accommodation, per 10,000 households	0.9 (1.9)	9.1 (8.5)	3.1 (6.7)
Reduce the number of children in temporary accommodation per 10,000	7 (14)	67 (53)	18 (34)

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

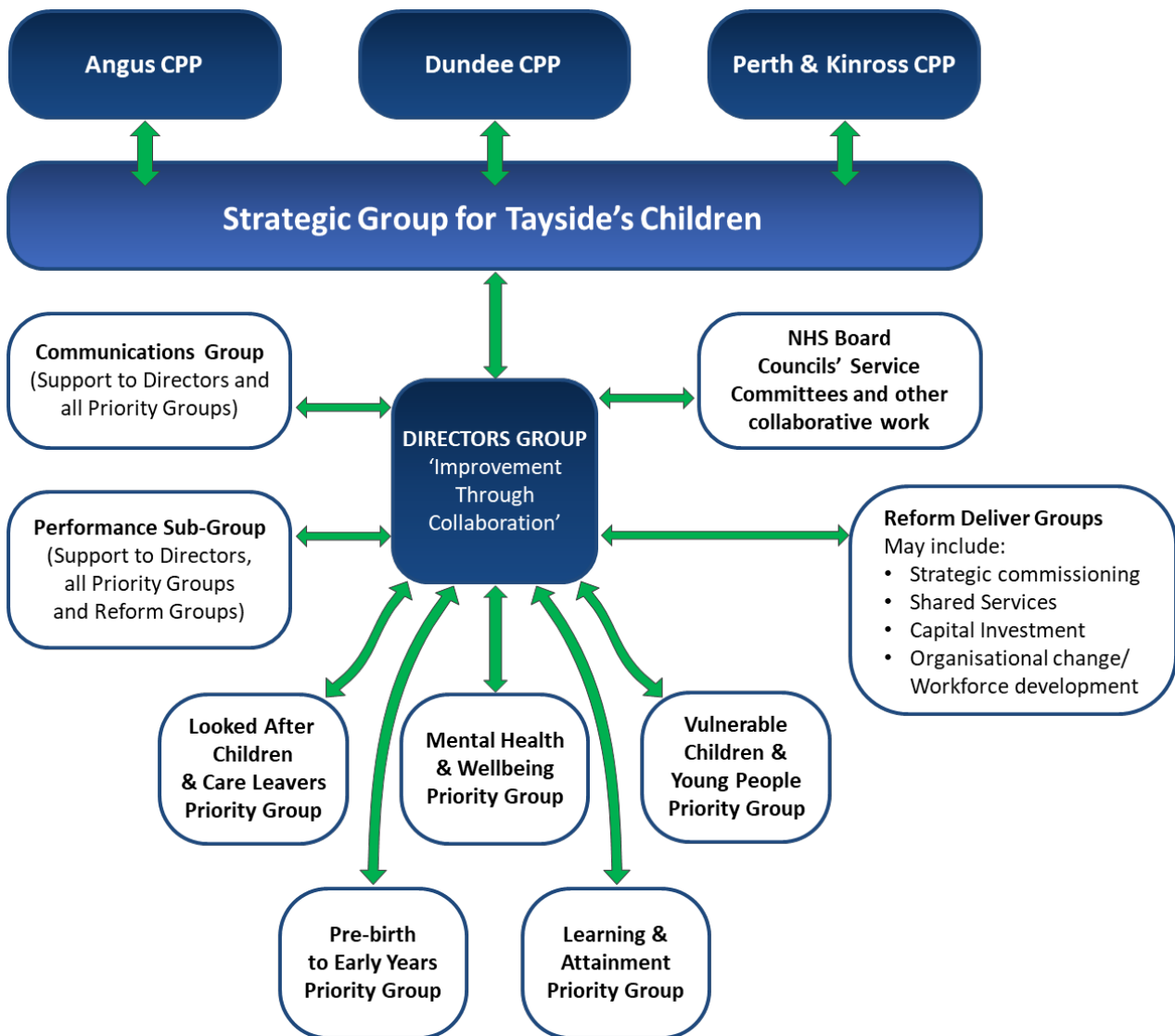
Indicator: Latest year (previous year/ baseline)	Angus	Dundee	Perth & Kinross
Increase the % of children and young people placed in family based placements	92% (91%)	89% (90%)	92% (94%)
Reduce the % of openings lost to exclusions during academic year for looked after children	0.25% (0.21%)	0.23% (0.39%)	0.21% (0.34%)
Increase the % of looked after children in positive destinations post school	79% (70%)	84% (85%)	82% (83%)

Increase the % of looked after school leavers gaining Literacy & numeracy at SCQF level 4 or better	46% (44%)	40% (58%)	71% (48%)
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5. Our children and young people are safe and protected from harm at home, school and in the community

Indicator: Latest year (previous year/ baseline)	Angus	Dundee	Perth & Kinross
Emergency admissions from Unintentional Injuries for children aged 0-15	145 (154)	213 (229)	140 (202)

Appendix 2 – Tayside Children’s Services Collaborative Infrastructure



Appendix 3 – Priority Group (PG) Membership

PG1 – Pre Birth and Early Years (0-5)

Head of Education: Early Years and Primary, Perth and Kinross Council (Chair)

Chief Midwife, NHS Tayside

Consultation Neonatologist, NHS Tayside

Lead Nurse Early Years, NHS Tayside

Lead Nurse/Service Manager Children and Young People, NHS Tayside

Allied Health Professional Lead, NHS Tayside

TSI representative, Dundee TSI

Education Manager Early Years, Dundee City Council

Education Officer, Angus Council

CELCIS project officers, Perth and Kinross Children and Families and NHS Tayside.

PG2 – Learning and Attainment

Chief Education Officer, Angus Council

Chief Education Officer, Dundee

Head of Service: Early Years and Primary, Perth and Kinross Council

Head of Service, Secondary Education, Perth and Kinross Council

SLSO Angus

Education Officer, Dundee

2 x Quality Improvement Officer Perth and Kinross Council

RLO Education Scotland

PG3 – Health & Wellbeing

NHS Tayside Programme Lead Children & Families - CHAIR

Service Manager Perth & Kinross Third Sector Interface

Education Officer Dundee City Council (DCC)

Senior Manager (SWD) DCC

Service Manager, Evidence 2 Success, Perth & Kinross Council (PKC)

Quality Improvement Officer PKC

Service Manager ASN/Educational Psychology Angus Council (AC)
Lead Officer Tayside ADPs (AC)
NHS Tayside Clinical Services Manager (Paediatrics/CAMHS)
NHS Tayside Child Health O.T. Service Manager (AHPs)
NHS Tayside Interim Service Manager Children & Families (Angus)
NHS Tayside Public Health Dept. - Consultant in PH medicine/Portfolio Lead Children & Young People
NHS Tayside Public Health Dept. - Executive Lead Sexual Health & BBV
NHS Tayside Public Health Dept. – Dietetic Consultant PH nutrition
NHS Tayside Clinical Lead CAMHS
NHS Tayside Consultant Clinical Psychologist (CAMHS)
NHS Tayside Community Paediatrician

PG4 – Inequalities

Service Manager, Children and Families Strategy and Performance, Dundee City Council – Chair
Senior Manager, Residential Services, Dundee City Council
Education Manager, Dundee City Council
Senior Manager, Children and Families, Perth and Kinross Council
Service Leader, Children, Families and Justice Service, Angus Council
Service Manager, Angus, Third Sector Interface
Service Manager, Carers Centre, Dundee
Locality Reporter Manager, Scottish Children’s Reporter Administration
Detective Chief Inspector, Tayside Division, Police Scotland
Senior Manager, NHS Tayside
Community Paediatrician, NHS Tayside

PG5 – Child Protection

Depute Director, Education and Children’s Services / CSWO (Chair)
Detective Chief Inspector, Police Scotland (Sponsor)

Detective Inspector, Police Scotland

Assistant Director, Barnardo's Scotland

Lead Nurse Child Protection, NHS Tayside

Consultant Paediatrician, NHS Tayside

Third Sector Strategic Officer for Children's Services, Voluntary Action Angus

Independent Chair, Angus Child Protection Committee

Independent Chair, Dundee Child Protection Committee

Independent Chair, Perth and Kinross Child Protection Committee

Team Leader, Protecting People Partnership (Dundee)

Lead Officer, Angus Child Protection and Adult Protection Committees

Child Protection Inter-Agency Coordinator, Perth and Kinross

Strategic Commissioning group

The group has representatives from each of the 3 local authorities, Third Sector Interface and NHS Tayside.