

PERTH AND KINROSS COUNCIL

Lifelong Learning Committee – 16 January 2013

CHILDREN AND FAMILIES' SERVICES STRATEGY PROGRESS REPORT**Report by Executive Director (Education and Children's Services)****ABSTRACT**

This report highlights the progress made against the Children and Families' Services (CFS) Strategy priorities since approval on 2 November 2011. Much progress has been made and new priorities have emerged, however further embedding of improvement is required in some areas.

1. RECOMMENDATIONS

It is recommended that the Committee:

- 1.1 Notes the progress made towards addressing Children and Families' Services priorities;
- 1.2 Remits the Executive Director (Education and Children Services) to further report on progress as part of the Education and Children Services Standards and Quality report;
- 1.3 Remits the Chief Social Work Officer to report further within the Chief Social Work Officer's Annual Report; and
- 1.4 Notes the report will be referred to the Children and Young People's Strategic Partnership in early 2013.

2. BACKGROUND

2.1 The first formal Children and Families' Services Strategy was approved by Lifelong Learning Committee on 2 November 2011 (Report No: 11/537 refers). It identified key priority areas for Children and Families' Services to progress with partners. The strategy highlighted national Government drivers including 'Getting it Right For every Child'; 'How well do we protect children and meet their needs' HMIe Report, and the local context with a strong focus on partnership working. This is an overarching strategy including the formal Looked After Strategy.

2.2 Key Children and Families' Services priorities are as follows:

Children and Young People

- Benefit from strategies to minimise harm and are helped by actions taken in immediate response to concerns ;
- Are supported to live and grow into adulthood, in their own homes and community wherever possible;
- Are provided with the opportunities to achieve their potential;
- Are provided with support at the earliest opportunity;
- Are assisted by locality development to address root causes of poverty and disadvantage; and

- Receive services based on sound evaluation and evidence based models of practice.
- 2.3 The timescales for actions were ambitious and whilst in many cases these have been achieved, in some areas an extension of these timescales are required to further embed identified improvement. Review of the action plan has resulted in some of the actions being revised to provide a more effective response.
- 2.4 Additional actions have been identified during the course of 2011-2012, in particular to take forward jointly with Housing and Community Care, a Transition project aimed at supporting children and adults with learning disabilities and complex development disorders, more effectively in their own communities.

3 OUTCOME HIGHLIGHTS

- 3.1 Active partnership working has secured additional funding to support children affected by parental substance use and their carers. Council 'Change' Funding enabled Barnardos' Hopscotch project integrated further with the Change is A Must Team (CIAM), and bring the successful Tayside Council on Alcohol project, 'Kith and Kin' in to support Kinship Carers of Children affected by parental substance misuse.
- 3.2 A partnership bid with Women's Aid for Lottery funding will enable the delivery of Children Experiencing Domestic Abuse Recovery (CEDAR), a Therapeutic Recovery Programme, to children affected by domestic abuse and their mothers. This programme has been evaluated nationally as being very effective.
- 3.3 Positive service user engagement has begun with parents whose children are affected by the "Transition" project and this will help inform future developments. Feedback from children and young people is well embedded within Looked After Services, in line with GIRFEC principles. Information is being developed for GIRFEC Website in partnership with young people.
- 3.4 Change Is A Must (CIAM), Parenting Capacity Assessments have been recognised by COSLA as "best practice". This approach is being extended across the fieldwork services resulting in improved timescales for decision making in respect of the need for permanent alternative care.
- 3.5 A Multi-Agency Screening Group is now operational and includes representation from NHS Tayside and Education & Children's Services as standard. Representation from Housing and Community Care is also planned, resulting in more robust decision making and earlier intervention where appropriate. This will result in better outcomes for children in need but below the threshold for protection intervention. Effectiveness will be monitored as part of the Improvement Activity.

- 3.6 Joint Children and Families' Service/Mental Health protocols have been revised and training delivered for both Services to promote more comprehensive joint assessment.
- 3.7 The numbers of foster carers in Perth and Kinross is the highest ever and this will be the subject of a separate future Report to Lifelong Learning Committee. This enables more children to be Looked After in local placements within Perth and Kinross.
- 3.8 Children and Families' Services are actively involved in delivering the Early Years Strategy. An emphasis on the needs of vulnerable 0-3's has led to a refocus of the Gowan's Terrace Child and Family Centre. The Dartington Research project "Evidence2Success" engagement programme will help inform the future direction of services.
- 3.9 A detailed report on progress against each identified action is contained in the updated action plan (Appendix1).

4. CHALLENGES

- 4.1 Work continues with partner agencies to improve the quality of multi- agency chronologies and also to align practice across Tayside.
- 4.2 Further work is required to complete the actions identified as part of the Youth Justice Review.
- 4.3 Whilst there has been progress in achieving more children and young people being placed within Perth and Kinross, there are still challenges in being able to respond locally to the needs of the most challenging children and young people.

5. CONSULTATION

- 5.1 The Head of Democratic Services, Head of Finance, Head of Legal Services and Head of Human Resources have been consulted in the preparation of this report.

6. RESOURCE IMPLICATIONS

- 6.1 All resource implications will be met from within existing budgets.

7. COUNCIL CORPORATE PLAN OBJECTIVES 2009-2012

- 7.1 The Council's Corporate Plan 2009-2012 lays out five Objectives which provide clear strategic direction, inform decisions at a corporate and service level and shape resources allocation. They are as follows:-

- (i) A Safe, Secure and Welcoming Environment
- (ii) Healthy, Caring Communities
- (iii) A Prosperous, Sustainable and Inclusive Economy

- (iv) Educated, Responsible and Informed Citizens
- (v) Confident, Active and Inclusive Communities

This report relates to Objective Nos: (i), (ii), (iv), (v).

7.2 The report also links to the Education & Children's Services Policy Framework in respect of the following key policy area:

- Integrated Working

8. EQUALITIES IMPACT ASSESSMENT (EqIA)

An equality impact assessment needs to be carried out for functions, policies, procedures or strategies in relation to race, gender and disability and other relevant protected characteristics. This supports the Council's legal requirement to comply with the duty to assess and consult on relevant new and existing policies.

The function, policy, procedure or strategy presented in this report was considered under the Corporate Equalities Impact Assessment process (Eq1A) with the following outcome:

- (i) Assessed as **not relevant** for the purposes of Eq1A

9. STRATEGIC ENVIRONMENTAL ASSESSMENT

Strategic Environmental Assessment (SEA) is a legal requirement under the Environmental Assessment (Scotland) Act 2005 that applies to all qualifying plans, programmes and strategies, including policies (PPS).

The matters presented in this report were considered under the Environmental Assessment (Scotland) Act 2005 and no further action is required as it does not qualify as a PPS as defined by the Act and is therefore exempt.

10. CONCLUSION

Good progress has been made in implementing the strategy in the first year, some timescales have been amended to ensure the bedding in of actions. New actions have been identified to support progress against priorities and these have been incorporated within the action plan. Actions will continue to be linked to team improvement plans.

JOHN FYFFE
Executive Director (Education and Children's Services)

Note: No background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any

containing confidential or exempt information) were relied on to any material extent in preparing the above report.

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Appendices:

Appendix 1 – Children and Families' Services Strategy Action Plan 2011-2012

If you or someone you know would like a copy of this document in another language or format, (on occasion only, a summary of the document will be provided in translation), this can be arranged by contacting *The Communications Manager*
E-mail: ecsgeneralenquiries@pkc.gov.uk



Council Text Phone Number 01738 442573

Children and Families' Services Strategy Action Plan Progress Update

Appendix 1

Supporting Vulnerable Children and Families

Objective	RAG	Actions	Timescale	Lead	Progress update
Service User Involvement					
<p>Increase engagement of service users in the Children and Families' Services' evaluation process</p> <p><u>Outcomes</u></p> <p>Services are more accessible to children and families</p> <p>Service users express satisfaction at being involved in the process</p>	Amber	<p>Set up Focus Group of service users to inform future improvement</p> <p>Timetable of activity by teams and analysis on 6 monthly basis</p> <p>New Actions Develop alternatives to focus group methodology</p> <p>Activity underway to agree involvement and engagement framework with partners across Tayside</p> <p>Whole service day to be undertaken early 2013 to review engagement and involvement and to learn from good practice across teams</p>	<p>Dec 2011</p> <p>November 2011</p> <p>January 2013</p> <p>June 2013</p> <p>March 2013</p>	Service Managers	<p>Single focus group arrangement not sufficiently confidential. Alternatives being developed</p> <p>Most teams have activities underway relating to service user engagement opportunities identified in their team Improvement plan</p>

Objective	RAG	Actions	Timescale	Lead	Progress update
<p>Children's views are consistently sought, recorded and reflected in decision making</p> <p><u>Outcomes</u> <i>Children and young people report inclusive decision making approach</i></p>	Green	<p>Audit range of Child's Plan meetings and report twice yearly to Children and Families' Senior Management Team</p> <p>Embed use of 'What Do You Think'</p> <p>Further embed arrangements with Children's Rights Officers and 'Who Cares'</p>	<p>May 2012 December 2011</p> <p>March 2012</p>	<p>Improvement Officers</p> <p>Children's Rights Officers are actively engaged with young people in using these forms and reporting on feedback</p> <p>Team Leaders</p>	<p>A range of monitoring and audit activity demonstrates consistency in seeking views of children and young people and their family in individual care planning</p>
Communication					
<p>Increased availability of Information for children, young people, parents/carers and the public</p> <p><u>Outcomes</u> <i>Better informed children, young people, parents/carers and the general public</i></p>	Green	<p>Develop a range of traditional and new technologies to ensure wide access to information</p> <p>New Actions <i>GIRFEC website to be launched with section for Children and Families – in consultation with service users</i></p> <p><i>Child Protection leaflets being updated</i></p>	<p>February 2012</p> <p>Jan 2013</p> <p>Dec 2012</p>	<p>Service Manager Looked After Services</p>	<p>The use of websites hosted by Perth and Kinross Council such as Child Protection and Fostering and Adoption are regularly updated</p> <p>GLOW site has been used to extend information to children, young people and their parents</p> <p>Specialist services provide age appropriate information</p>

Objective	RAG	Actions	Timescale	Lead	Progress update
<p>Children, young people and parents/carers understand better the reason for decisions which affect them, being taken</p> <p><u>Outcomes</u></p> <p><i>Parents report improved partnership working with agencies</i></p> <p><i>Children and young people report effective advocacy arrangements</i></p>	Amber	Identify and implement 'best practice'	May 2012	Improvement Officers	Training based on Parenting Assessment by Change Is A Must undertaken. Evidence of impact shown by improved timescales in agreeing plans for permanent care Continued attendance at relevant meetings, and awareness raising of roles undertaken. Regular reports to the Getting It Right for Every Child (GIRFEC) Implementation Group
		Review conduct of formal meetings	June 2012		
		Further embed role of Children's Rights Officers and 'Who Cares' to maximise support for vulnerable children - monitor 6 monthly	Review April 2012		
		<p>New Actions</p> <p><i>Roll out training on Parenting Assessment approach (funding secured)</i></p> <p><i>Identify further training required arising from review of children's planning meeting</i></p>	<p>January 2013</p> <p>March 2013</p>		
Integrated Assessment and Planning to Meet Need					
<p>Consistency of approach with partners to planning for children and young people (GIRFEC Implementation)</p> <p><u>Outcomes</u></p> <p><i>Children and families receive a consistent, co-ordinated approach to having their needs met</i></p>	Green	Pilot integrated Child's Planning Meeting Agenda, Record and Child's Plan	Oct – Jan 2012	Review Officer/ Improvement Officers	Pilot decision reviewed in schools because of complexity of materials and pending Scottish Government guidance
		Integrate decision making processes for residential placements	March 2012		<p>Heads of Service Education and Children and Families' Services</p> <p>Placements reflect holistic approach to meeting children's needs, and joint decision making</p>
		<p>New Actions</p> <p><i>Identify opportunities to integrate Additional Support for Learning and Social Work legal requirement into single process</i></p>	May 2013		

Objective	RAG	Actions	Timescale	Lead	Progress update
<p>Comprehensive approach to risk assessment including use of integrated chronologies</p> <p><u>Outcomes</u> <i>More effective response and earlier decision making for children</i> <i>Robust Inter-Agency Risk Assessment</i></p>	Green	<p>Develop and embed joint risk assessment for parents with mental health and learning difficulties</p> <p>Review with partners Initial Screening and inter-agency Referral Discussion (IRD) in respect of all children raising concerns</p> <p>New Actions <i>Further audit of quality of single and interagency chronologies planned and revision of guidance as required. Alignment of practice across Tayside partners being undertaken</i></p>	<p>June 2012</p> <p>November 2011</p> <p>Sept 2013</p>	<p>Service Manager Improvement Officers</p> <p>Improvement Officers/Lead Officer, Child Protection/ Team Leaders/ Training and Development Officer</p> <p>Child Protection Practice member group</p>	<p>Protocols and risk assessment process reviewed. Mental Health joint training completed to further embed into practice. Further action regarding Learning Disabilities joint working required</p> <p>Initial Screening process reviewed. Multi agency screening group (MASG) in place with wider health and education involvement. Earlier identification of potentially vulnerable children within universal services. Staff awareness of risks improved</p>
<p>Children and young people affected by domestic abuse, parental substance misuse, mental health and learning difficulties, will be more effectively supported</p> <p><u>Outcomes</u> <i>Children and families receive a consistent, co-ordinated approach to having their needs met</i></p>	Green	<p>Training in joint risk assessment (Learning and Development / Mental Health)</p> <p>Training in SPECCS (Domestic Violence) for staff</p> <p>Evaluate and extend learning from Change is A Must and review funding arrangements for continuation of project</p>	<p>March 2012</p> <p>April 2012</p> <p>April 2012/May 2012</p>	<p>Training and Development Officer</p> <p>Improvement Officer / Team Leaders</p>	<p>Joint Mental Health/Children and Families' training undertaken. Adult Services including Mental Health to join Multi Agency Screening Group (MASG) to enable wider information sharing</p> <p>SPECCS training delayed but multi-agency risk assessment conference process now well established. Funding secured for Women's Aid to deliver CEDAR recovery programme</p> <p>Completed, new posts created to extend practice</p>

Objective	RAG	Actions	Timescale	Lead	Progress update
<p>Support to young people at risk of offending</p> <p><u>Outcomes</u></p> <p><i>Young people at risk of offending have care plans which meet their needs</i></p> <p><i>Reduction in offending of young people. Care plans are in place, in all cases the audit is robust</i></p> <p><i>A more effective and efficient deployment of Youth Justice resource</i></p>	Amber	<p>Ensure risk assessments in place for children and young people at risk of offending and putting themselves at risk</p> <p>Participate in review of Youth Justice Service</p> <p>New Actions</p> <p><i>Implement further actions arising from review of YJ Team role</i></p>	<p>Agreed with partners</p> <p>Partnership timetable</p> <p>February 2013</p>	Service Manager	<p>Review of Youth Justice Partnership complete. Audit of Youth Justice cases outstanding</p> <p>Review completed</p>
Looked After Children					
<p>More effective support for children and young people to remain within their own families</p> <p><u>Outcomes</u></p> <p><i>Children sustained within their families</i></p>	Amber	<p>Review and enhance intensive family support services for children and young people at high risk of being cared for away from home</p> <p>New Actions</p> <p><i>Further analysis of usage and impact of Community Support Team resources will be undertaken</i></p> <p><i>Recommission Action For Children SLA to provide more community based support</i></p>	<p>April 2012</p> <p>March 2013</p> <p>January 2013</p>	<p>Children and Families' Extended Management Team</p> <p>Head of Service</p>	<p>Increased opportunities identified for young people to access Woodlea resources to maximise independence and life experiences into adulthood</p> <p>The Cottages and Community Support Team have continued to analyse use of their resources both in relation to the respite/emergency beds and outreach work</p> <p>Completed new services from January 2013</p>

Objective	RAG	Actions	Timescale	Lead	Progress update
<p>Increased opportunities for children who are at risk of being cared for away from home, to remain within their communities safely</p> <p><u>Outcomes</u></p> <p>Placements reflect holistic approach to meeting children's needs</p> <p>Reduction in placement breakdowns</p>	Green	<p>Fostering recruitment to focus on teenage placements</p> <p>Review and enhance social work support to kinship carers</p> <p>New Actions</p> <p>Evaluation of introduction of Level 4 payments to be undertaken</p>	<p>Report to Lifelong Learning Committee January / December 2012</p> <p>July 2012</p> <p>April 2013</p>	<p>Service Manager Looked After Services</p> <p>Service Manager Looked After Services</p>	<p>Level 4 payments for carers of teenagers introduced in April 2012. The number of carers is the highest to date but it is a continued area of demand and a focus for recruitment</p> <p>Two Kinship Care posts have been funded and appointed for 2 years. These posts will provide support to the increasing number of children and young people in Kinship Care</p>
<p>Maximise opportunities for local placements for children and young people.</p> <p><u>Outcomes</u></p> <p>Children and young people who require to be looked after by the local authority will be placed locally</p> <p>Ensure education support packages in place locally wherever possible</p>	Amber	<p>Closer integration of Education and Social Work Services</p> <p>New Actions</p> <p>Agree joint panel membership and remit</p>	<p>April 2012</p> <p>January 2013</p>	<p>Heads of Service Children and Families' Services and Education</p>	<p>The review of both Additional Support Needs and Children and Families Service resource panels has been undertaken</p>

Objective	RAG	Actions	Timescale	Lead	Progress update
<p>Improved transition of vulnerable young people and those with additional support needs into adulthood</p> <p><u>Outcomes</u> <i>Maximum independence for young people in adulthood</i></p>	Green	<p>Implement and monitor effectiveness of Transitions Protocol</p> <p>Develop more locally based services for young adults</p> <p>New Actions <i>Complete Woodlea Transition Project</i></p>	<p>November 2011</p> <p>March 2013</p> <p>April 2014</p>	Service Manager Improvement Officer	<p>This work is being undertaken as part of the Transition Project. Early engagement with young people who will undertake transition, development of clear support mechanisms and the use of self directed support to enable this are in place.</p> <p>Included within the Woodlea Transition Project plan (eg teenagers' youth club).</p>
<p>Improved response to children affected by domestic abuse</p> <p><u>Outcomes</u> <i>Improved outcomes for children affected by domestic abuse</i> <i>Children's resilience improved</i> <i>Children affected by Drugs and Alcohol better supported in their own homes</i></p>	Green	<p>Notification of children affected by domestic abuse to take place across services in a timely, systematic way</p> <p>Children are supported in recovery from Drugs and Alcohol through participation in the CEDAR programme (Lottery Bid)</p> <p>Explore options to develop an intensive multi -agency response to individual children</p> <p>New Actions <i>Evaluate CEDAR project after 1 year</i></p>	<p>September 2012</p> <p>April 2014</p> <p>December 2013</p> <p>April 2014</p>	<p>Improvement Officer</p> <p>Improvement Officer</p> <p>Improvement Officer</p>	<p>Multi agency Screening group in place providing information to Universal services in respect of incidents of concern. Children Affected by Parental Substance Misuse (CAPSM) operational group -including domestic violence information – reported to universal services</p> <p>Children Experiencing Domestic Abuse Recovery (CEDAR) funding secured through Women's Aid partnership bid. Staff in post to begin delivery early 2013</p> <p>Action proposed 2013</p>

Objective	RAG	Actions	Timescale	Lead	Progress update
<p>Improved health and wellbeing of Looked After Children and Young People</p> <p><u>Outcomes</u></p> <p><i>Improved health of Looked After children and young people.</i></p>	<p>Green</p>	<p>Extend understanding of LAC health needs within universal services</p> <p>New Actions</p> <p><i>Rationalise the notification of LAC status to Health in line with CEL 16</i></p>	<p>July 2013</p> <p>February 2013</p>	<p>Service Manager</p>	<p>There continues to be positive links with Health and specifically the Young People's Team and Looked After Nurse has been embedded</p>

Raising Attainment and Achievement

Objective	RAG	Actions	Timescale	Lead	Progress update
Holistic approach to meeting need					
<p>Improved outcomes for children in their Early Years</p> <p><u>Outcomes</u></p> <p><i>Better outcomes for children in their early years due to intervention and prevention supports from 0-3</i></p> <p><i>Better outcomes for children in their early years due to intervention and prevention supports from 0-3</i></p>	Green	<p>Further develop support for vulnerable children 0-3 in Early Years services</p> <p>Improve integration of services around 'hubs'</p> <p>Support delivery of Early Years Strategy</p> <p>New Actions</p> <p><i>Identify further improvement Actions for Permanency Planning process</i></p> <p><i>Identify options to implement additional support for looked after 2 year olds</i></p>	<p>June 2012</p> <p>June 2012</p> <p>January 2013</p> <p>February 2013</p>	<p>Head of Service/ Early years Strategy Phase 2</p>	<p>Re-focus of Gowans' Family centre to support very vulnerable 0-3's</p> <p>Extension of CIAM project to inform decision making for very young children</p> <p>Progress reported to Early years Board</p> <p>Options agreed for implementation</p>
<p>Educational achievement of looked after children and young people</p> <p><u>Outcomes</u></p> <p><i>Improved attainment and achievement for young people who are Looked After</i></p>	Amber	<p>Continue to develop strategies with partners</p> <p>New Actions</p> <p><i>Identify further actions/options to support LAC in educational achievement</i></p>	<p>July 2012</p> <p>August 2013</p>	<p>Service Manager</p> <p>Service Manager</p>	<p>Ongoing regular multi agency Looked after Children's meetings are held where attainment and attendance are reviewed. An audit of looked after young people who were due to sit exams in 2012 was undertaken. Educational attainment has fallen marginally</p>

Objective	RAG	Actions	Timescale	Lead	Progress update
<p>Support for young people leaving care</p> <p><u>Outcomes</u></p> <p><i>Young people from Throughcare Services report better support in adulthood and independence</i></p>	Green	Publicise widely the support and advice available through @scott street in Throughcare Services	March 2012	Improvement Officer	There is ongoing publicity and support in conjunction with partner agencies at @Scott Street. Feedback from exit interviews with young people indicates that young people feel supported by the advice and contact available.

Improving Quality of Life for Individuals and Communities

Objective	RAG	Actions	Timescale	Lead	Progress update
Community Engagement					
<p>Develop innovative partnership approaches</p> <p>Enhanced partnership working at a local level</p> <p><u>Outcomes</u></p> <p><i>Greater involvement of community in design of locality services</i></p> <p><i>Children and families benefit from a more collaborative, locality approach</i></p>		<p>Deliver community involvement pilot</p> <p>Review management arrangements to deliver leadership at a locality level</p> <p>Extend 'Equally Well' approach to ensure good practice and lessons learned improve integrated working</p> <p>Increased Community capacity to support children and young people with complex disabilities</p> <p>Locality Befriending scheme 'We Care-Perthshire', extending locality support for Children with complex needs</p> <p>New Actions</p> <p><i>Undertake further consultation in Rattray.</i></p> <p><i>Review feedback from integration of self evaluation in Crieff area</i></p> <p><i>Undertake Evidence2Success partnership project with Dartington Research Unit to identify locally required outcomes, and support further community engagement</i></p>	<p>May 2012</p> <p>December 2012</p> <p>As determined with partners</p> <p>June 2012</p>	<p>Head of Service / Senior Management Team</p> <p>Head of Service Improvement Officer / Team Leaders</p> <p>Improvement Officer</p>	<p>Engagement project undertaken in Rattray under auspices of Child Protection Committee Action plan completed.</p> <p>Under consideration as part of wider CPP locality proposals</p> <p>Integration of self evaluation exercises in Crieff area underway to develop locality perspective</p> <p>Blaigowrie Integrated working model well established. Letham 'Equally Well' group at an early stage of development.</p> <p>SDS being pursued as part of Transition project.</p>
	Green				

Objective	RAG	Actions	Timescale	Lead	Progress update
<p>Undertake the corporate lead role for teenage pregnancy to implement the Blood Borne Viruses / Sexual Health Strategy</p> <p><u>Outcomes</u> <i>Reduction of teenage pregnancy through increased self-esteem and aspiration and a reduction in risk taking behaviour</i></p>	Green	<p>Continue to build links with partner agencies to address teenage pregnancy agenda</p> <p>Identify early intervention opportunities to address key areas that can reduce teenage pregnancy</p> <p>New Actions <i>Monitor local SH/BBV implementation plan</i></p>	<p>Review June 2012</p> <p>January 2013</p>	Service Manager	<p>SH/BBV Strategy Group meets 6 weekly to drive this agenda. Partnership working is well evidenced through approaches to support young people at @Scott Street</p> <p>A local SH/BBV strategy supported by an implementation plan has been developed which is monitored through NHS Tayside and Children and Young People Strategic Group</p>
Improved Access to Services					
<p>Improved access for Equalities Group</p> <p><u>Outcomes</u> <i>Children and families in equalities groups are better able to access appropriate support</i> <i>Equality of access</i></p>	Green	<p>Undertake Equality Impact Assessments of appropriate policies / services</p> <p>Identify and further engage with key equalities groups to improve effectiveness of provision</p>	<p>As required</p> <p>May 2012</p>	<p>Children and Families' Extended Management Team</p> <p>Children and Families' Extended Management Team</p>	<p>Undertaken as required</p> <p>Parents of Children and Young people with complex disabilities being engaged in Adult Learning Disabilities / Autism service design.</p>
<p>Extended service provision beyond normal working hours</p> <p><u>Outcomes</u> <i>Vulnerable children and families are more effectively supported</i></p>	Green	<p>Review delivery of services to support families in order to enhance support available at evenings and weekends</p>	<p>December 2013</p>	<p>Children and Families' Extended Management Team</p>	<p>Re-commissioning of Service Level Agreements underway to support this. New service to start 01/01/13.</p>

Enhancing the Delivery of High Quality Services

Objective	RAG	Actions	Timescale	Lead	Progress update
Workforce Planning					
Further Enhanced Workforce Skills <u>Outcomes</u> Skilled workforce	Green	Support new models of working through training and staff development Sharing evidence based practice from pilot projects	March 2013	Service Manager	New staffing models explored through Woodlea transition work. Further work undertaken to recruit Out of Hours workers on secondary contracts to reduce overtime payments
Leadership Development at all levels <u>Outcomes</u> Staff are confident and active in their role as leaders	Green	Identify opportunities to extend Leadership Training New Actions <i>Options to encourage applicants to go forward for practice learning qualification to be explored</i> <i>Succession planning and training requirements for senior practitioners, team leader and improvement officer levels to be explored</i>	December 2012 March 2013 September 2013	Head of Service	Relevant staff identified and released for training
Increase Efficiency Improved performance management <u>Outcomes</u> Efficient and effective workforce Improved performance and raised staff morale	Green	Absence Management Policy implemented through training and robust monitoring Performance management policy fully implemented and monitored	July 2012 July 2012	Service Manager Service Manager	Regular monitoring and active implementation of this policy has resulted in a reduction in sickness absence monitored by Human Resources Performance management process is utilised as required and further awareness raising of HR policies and toolkit was undertaken across the service

Objective	RAG	Actions	Timescale	Lead	Progress update
Effective Use of Management Information					
<p>Effective use of management information gathered at team and management level</p> <p><u>Outcomes</u></p> <p>Improved management information to inform service planning</p> <p>Greater targeting of provision</p>	Amber	<p>Agreed quantitative and qualitative information to be collected at team and management level.</p> <p>Quarterly discussion at Senior Management Team and with Team Leaders</p> <p>New Actions</p> <p>Support consistency of approach to development and implementation of improvement plans across service</p>	November 2012	Children and Families' Extended Management Team/Team Leaders	In conjunction with reporting BMIP targets, further analysis is undertaken to identify areas of good practice or areas of concern. Further targets at team level are set through team plans which are reported 6 monthly. Requires to be fully embedded across service
Ensure Effective Value for Money, Services are Commissioned and Delivered					
<p>Effective Commissioned Services</p> <p><u>Outcomes</u></p> <p>Statutory and voluntary services work in effective partnership to meet the needs of children and young people</p>	Green	<p>Implement Education and Children's Services Commissioning Strategy</p>	March 2012	Service Manager	Commissioning Strategy embedded. Work undertaken to evaluate Service Level Agreements, allocate improvement notices and re-commission as required
<p>Develop benchmarking projects in key service delivery areas</p> <p><u>Outcomes</u></p> <p>Opportunities for service improvements and cost savings identified</p>	Amber	<p>Identify two benchmarking projects for key areas of service, with relevant partners</p> <p>New Actions</p> <p>Agree new timescale for second benchmarking project</p>	March 2012	Service Manager	Work undertaken nationally regarding cost and use of residential care as part of development of national residential contract. Second benchmarking project agreed/not undertaken to date