
Report to: Housing, Health and Care Committee

Date of Meeting: 30 October 2014

Subject: Integrated Children's Services Action Plan

Report by: Head of Social Services

1.0 Purpose

- 1.1. The purpose of this report is to give an update in relation to the findings of the Care Inspectorate joint inspection of children services across Clackmannanshire Community Planning Partnership. This report refers to the previous report presented to Housing, Health and Care Committee in June 2014 and the Resource and Audit Committee September 2014.
- 1.2. The Integrated Children's Service Action Plan was also presented and agreed at the Clackmannanshire Alliance meeting on the 5th of September 2014. The Action Plan has also been presented to the G4 Steering Group for information and overview of the actions. Attached for information is the Joint Inspection Action Plan, (Appendix 1), and the Social Services Single Agency Inspection Action Plan (Appendix 2).

2.0 Recommendations

- 2.1. That the Committee note the Joint & Single Agency Plans and the actions to make improvements identified as a result of the inspection.

3.0 Considerations

- 3.1. The Care Inspectorate undertook a joint inspection across Clackmannanshire and Stirling Community Planning Partnership area between January and February 2014. The inspection covered the range of services in the area that had a role in providing services to benefit children, young people and families. The inspection covered services provided by Health Visitors, School Nurses, Teachers, Doctors, Social Workers, Police Officers and the Voluntary Sector. The inspection focused on services for children and young people in the Clackmannanshire Community Planning Partnership area (people under 18 or 21 if looked after). It explored the differences services are making to the lives of children.
- 3.2. The inspection comprised of document reviews, focus groups with staff from various professional backgrounds, children, young people and families. Evaluations were based on quality indicators published in October 2012.

3.3. Indicators used by the Care Inspectorate were as detailed below:

- Providing help and support at an early age
- Impact on children and young people
- Impact on families
- Planning and improving services
- Participation of children, young people, families and other stakeholders
- Assessing and responding to risks and needs
- Planning for individual children
- Leadership, improvement and change
- Improving the well-being of children and young people

3.4 Overall Evaluations

		Clackmannanshire
1	Providing help and support at an early stage	Good
2	Impact on children and young people	Good
3	Impact on families	Adequate
4	Planning and improving services	Adequate
5	Participation of Children, young people, families and other stakeholders	Good
6	Assessing and responding to risks and needs	Weak
7	Planning for individual children	Adequate
8	Leadership of improvement and change	Adequate
9	Improving the well-being	Adequate

3.5 Actions Plans:

Following multi agency feedback on the integrated draft plan a final action plan was produced (Appendix 1). As stated this plan has been presented to the Community Planning Partnership Alliance in Clackmannanshire and signed off by the Alliance on behalf of the partners.

The action plan will be monitored through the newly established Children and Young Persons Strategic Partnership Group. This group is co-chaired by the Director of Education and the Head of Service for Social Services. This group will report to the relevant Community Planning Partnerships in Clackmannanshire and Stirling in relation to the progress of the plan.

As required the joint action plan has been forwarded to the Care Inspectorate following the inspection.

In addition to the joint action plan, a Social Services Single Agency Action Plan (Appendix 2) has been developed. This focuses on the single agency actions to be taken forward specifically within Social Services to support the action within the joint plan. This action plan will be monitored through Social Services Senior Management Team (SSSMT).

4.0 Sustainability Implications

- 4.1 Activity to improve service delivery assists in achieving a sustainable service for the future.

5.0 Resource Implications

5.1. Financial Details

- 5.2. The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. No

- 5.3. Finance have been consulted and have agreed the financial implications as set out in the report. Yes ☒

5.4. Staffing

6.0 Exempt Reports

- 6.1. Is this report exempt? Yes ☐ (please detail the reasons for exemption below) No ☒

7.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

- (1) **Our Priorities** (Please double click on the check box ☒)

- | | |
|--|-------------------------------------|
| The area has a positive image and attracts people and businesses | <input type="checkbox"/> |
| Our communities are more cohesive and inclusive | <input checked="" type="checkbox"/> |
| People are better skilled, trained and ready for learning and employment | <input type="checkbox"/> |
| Our communities are safer | <input checked="" type="checkbox"/> |
| Vulnerable people and families are supported | <input checked="" type="checkbox"/> |
| Substance misuse and its effects are reduced | <input checked="" type="checkbox"/> |
| Health is improving and health inequalities are reducing | <input checked="" type="checkbox"/> |
| The environment is protected and enhanced for all | <input type="checkbox"/> |
| The Council is effective, efficient and recognised for excellence | <input checked="" type="checkbox"/> |

- (2) **Council Policies** (Please detail)

8.0 Equalities Impact

- 8.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?

Yes ☐ No ☒

9.0 Legality

- 9.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes ☒

10.0 Appendices

- 10.1 Please list any appendices attached to this report. If there are no appendices, please state "none".

Appendix 1 - Joint Inspection Action Plan.

Appendix 2 - Social Service Single Agency Inspection Action Plan.

11.0 Background Papers



- 11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes ☐ (please list the documents below) No ☒

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Liam Purdie	Asst Head of Social Services, Child Care	01259 225192

Approved by

NAME	DESIGNATION	SIGNATURE
Val de Souza	Head of Social Services	
Elaine McPherson	Chief Executive	



**Clackmannanshire
Council**



Care Inspectorate Joint Inspection of Services for Children and Young People in Clackmannanshire and Stirling Report, May 2014

Joint Inspection Action Plan September 2014

The Plan has been developed by NHS Forth Valley, Clackmannanshire and Stirling Councils, Police Scotland Forth Valley Division and Third Sector partners.

The Joint Inspection Action Plan (the joint plan) is an overarching plan that sets out actions that will be taken in partnership to address the areas for improvement identified through the Joint Inspection of Children's Services. The Community Planning Partnerships (CPPs) The Leadership Group in Stirling and the Alliance in Clackmannanshire have agreed to produce a single joint plan. This reflects the shared service arrangements for Education and Social Services across the two local authorities and the strategic partnerships in place across the two areas. This also recognises that the areas identified for improvement are held in common across the two CPPs.

The following table sets out the findings of the Care Inspectorate for Clackmannanshire and Stirling CPPs:

How well are the lives of children and young people improving?	Clackmannanshire	Stirling
Providing help and support at an early stage	Good	Good
Impact on children and young people	Good	Good
Impact on families	Adequate	Adequate
How well are services working together to improve the lives of children, young people and families?		
Planning and improving services	Adequate	Adequate
Participation of Children	Good	Good
Assessing and responding to risks and needs	Weak	Weak
Planning for individual children	Adequate	Adequate

How good is the leadership and direction of services for children and young people?		
Leadership of improvement and change	Adequate	Adequate
Improving the well-being	Adequate	Good

The Joint Plan is a high level plan. Education, Social Services and NHS Forth Valley have developed their own plans with identified actions, leads and timescales. These single agency plans are for internal purposes in areas where individual actions have to be undertaken to achieve the multi agency actions in the joint plan. Each agency is responsible for the delivery of its own plan.

Governance

The CPP's in Stirling and Clackmannanshire are ultimately responsible for the governance and delivery of the actions within the plan.

Each agency will be held accountable for the joint plan through a newly established strategic group within children's services. This group will be the Children and Young Persons Strategic Partnership Group. (CYPSPG). This group will be co-chaired by the Director of Children, Young People and Education and the Head of Service for Social Services. This is a strategic group made up of senior officers from all the agencies associated with children's services.

A sub group of this group will be tasked with the development and delivery of an Integrated Children's Services Plan and the operational delivery of the actions from the joint plan.

The sub groups will report to the CYPSPG which will report to the CPP Leadership in Stirling and the CPP Alliance in Clackmannanshire.

The G4, Chief Executive from Stirling, Clackmannanshire, NHS Forth Valley and Police Scotland will also receive a monthly report of progress from the plan and any barriers or risks in delivery.

See attached Community Planning Partnership structure chart of the governance for reference at end of action plan.

Areas for Improvement

The actions in the plan are set out in relation to the priority areas for improvement as identified within the respective reports.

The 5 areas of improvement identified as a priority from the Inspection and common to both CPPs are:

1. Improve, as a matter of priority, the processes for assessing risks to ensure that all children and young people are afforded the protection and support they need;
2. Improve plans for individual children and young people to manage risk and meet their needs;
3. Ensure that all vulnerable children, young people and their families get the help and support they need at an early stage when they are experiencing difficulties;
4. Implement systematic and robust processes for the joint strategic planning of integrated children's services;
5. Provide the strong collaborative leadership needed to increase the pace of change and improvement across services for children and young people.

Area for Improvement

1. Improve, as a matter of priority, the processes for assessing risks to ensure that all children and young people are afforded the protection and support they need						
Description of Key Issue	Actions	Lead Personnel/ Strategic Group	Priority	Timescale	How will we know?	Evidence of Progress (include document references)
The quality of risk assessments and chronologies require to improve as a matter of urgency	Risk assessment and associated procedures to be high priority on agenda for MACIG and for multi-agency self-evaluation activity	Jane Menzies AHofS Social Services MACIG	High	August 2014	Risk assessment is evidenced as a core priority for all agencies Records of MACIG minutes will demonstrate robust focus on the importance of risk assessment	The MACIG has in place a multi agency audit process to gauge progress in Key areas of practice. It is through this that assurance will be gained. Audit content will be considered to strengthen the scrutiny of risk and chronologies. This matter will serve as a key agenda item to oversee progress. External providers have been approached to deliver training in the NRAF for managers. DEC
	Review the framework for Risk Assessment is fit for purpose and in line with national guidelines	Liam Purdie AHofS Social Services CPC	High	March 2015	Multi-agency audit to evidence that risk assessments are completed timeously, contain sufficient analysis to inform decision making and incorporate the views of all relevant parties.	
	Develop a training Programme specific to Risk Assessment in the use of the National Risk Assessment Framework. (NRFA)	Liam Purdie AHofS Social Services	High	November 2014	Bespoke Training in Risk Assessment and implementation of agreed tools. Implementation plan and reporting framework in the use of the agreed tool.	

	Identify the consistent risk assessment tools to be used across all services.					14
	Complete multi-agency training in relation to risk assessment and the use of chronologies	Liam Purdie AHOS Social Services CPC	High	November 14	Monitor % of training undertaken on both a single and multiagency basis.	
	Review and ensure chronologies are fit for purpose.	Liam Purdie AHofS Social Services MACIG	High	March 2015	Audit of cases demonstrates that chronologies are fit for purpose, integrates information from partner agencies and contains sufficient detail. Measured against Care Inspectorate standards.	
Description of Key Issue	Actions	Lead Personnel/ Strategic Group	Priority	Timescale	How will we know?	Evidence of Progress (include document references)
The response to immediate harm is not adequate in all cases	Comprehensive scoping of activity and demand in relation to the MAASH	David McLaren Police Scotland	High	December 2014	The production of a report with assistance from the Strategy and Performance team.	Working group has been established to review the process of the MAASH and the procedures. Two meeting
	Establish a working group to analyse data, trends and	As above	High	December 2014	Production of a Terms of Reference document, membership and objectives.	

	referral pathways				A full options paper regarding the role and activity and subsequent resource implications of the MAASH	have taken place to scope the action from the inspection and future delivery process.
	Establish a strategic steering group to support implementation, overseen by G4	As above	High	December 2014	Regular and formal reporting to G4 on activity and progress regarding the development of a multiagency response within the MAASH	Post de-registration process has been agreed and will be reviewed as part of a sampling and audit activity scheduled for February.
	Review processes in relation to de-registration of child protection cases	Liam Purdie AHOS social services	High	September 14	Sampling and audit of deregistered cases on a monthly basis to demonstrate multiagency child plans remain active	
	Strengthen management overview of Child Protection investigations	Shirley Clarke Nurse Consultant CP, NHS FV	High	February 15	Evidence of ongoing supervision in CP cases for front line staff in Health. Achieved through single agency audit	
.Description of Key Issue	Actions	Lead Personnel/ Strategic Group	Priority	Timescale	How will we know?	Evidence of Progress (include document references)
Insufficient understanding by all agencies of	Implement training on the impact of abuse and neglect	Susanne Goetzold CP Training	High	December 2014	Increased evidence of staff understanding of the impact of abuse and neglect through a	Interagency training currently being

the impact of abuse and neglect	across agencies and establish programme to improve awareness	Coordinator			targeted perception survey Increased evidence within risk assessment audits of domestic abuse being appropriately considered	delivered. Numbers of staff participating will be collated.
	Raise staff awareness of escalation processes for raising concerns across all agencies	Anne Salter Lead Officer Child Protection	High	December 2015	The protocol for escalation is included in the training on abuse and neglect and measured through the associated audit activity	
Description of Key Issue	Actions	Lead Personnel/ Strategic Group	Priority	Timescale	How will we know?	Evidence of Progress (include document references)
Assessments within the Childs plan needs to be linked to appropriate actions and record impact of previous actions.	To increase the use of the Childs plan across all agencies to determine the collective contribution to the outcome	Anne Salter Lead Officer Child Protection	Medium	March 2015	Recording mechanisms are fit for purpose Audits demonstrate that staff are reviewing the impact of collective interventions and using this to inform ongoing assessment	Outcomes based framework currently being piloted in CP cases. Looking to roll out framework across both areas for end of year and pilot activity also for LAAC children.
	Increased use and awareness of an outcomes based approach, implemented across all agencies		Medium	March 2015	Increased use of Outcomes Framework across child protection multiagency practice. Measurement gained through case conference documentation	

						Outcome Framework has been uploaded onto electronic social work system.
More persistence required with parents who fail to engage	Training modules updated to support staff and to develop strategies and techniques to provide appropriate challenge.	GIRFEC Training Group Susanne Goetzold CP Training Coordinator	Medium	January 2015	Survey staff following training to evidence extent of improved knowledge and engagement	Resistance training has been sourced and looking to establish a training programme
Description of Key Issue	Actions	Lead Personnel/ Strategic Group	Priority	Timescale	How will we know?	Evidence of Progress (include document references)
Multi- agency Quality Assurance Framework	Establish a programme of multi-agency self-evaluation and audits to take place with clear focus on risk assessment	Jane Menzies AHofS Social Services MACIG	High	December 2014	Programme of audit activity involving all agencies with formal reports submitted to the CPC	

Area for Improvement

2. Improve plans for individual children and young people to manage risk and meet their needs						
Description of Key Issue	Actions	Lead Personnel/ Strategic Group	Priority	Timescale	How will we know?	Evidence of Progress (include document references)
The quality of plans for individual children require to improve and be linked to assessment of risks and needs	Embed consistent approaches to GIRFEC and the use of the single Child's Plan	David Leng Head of Educ. Children's Strategic Partnership Group	High	December 2015	Audits will demonstrate that the quality of planning for individual children and young people has improved, that plans are SMART, outcomes based and sufficiently detailed to enable progress to be evidenced Scrutiny across agencies of individual supervision processes.	
Description of Key Issue	Actions	Lead Personnel/ Strategic Group	Priority	Timescale	How will we know?	Evidence of Progress (include document references)
Arrangements for	Implement a	Pat Preece,	High	October 14	Clear agreed mechanisms in	

the review of the child's plan are not satisfactory	systematic approach to the review of all children and young peoples' plans	Review Manager			place to review plans for children and young people. Bi monthly reporting of number of CP meetings LAC reviews, CP conferences, Review Conferences and record of plans.	
	Develop a process of sampling for quality.	As above	High	October 14	Bi monthly report of plans sampled and report to MACIG	
	Review the process and procedures for the reviews of children and young people, agree service standards and priorities	Pat Preece, Review Manager Social Services	High	December 2015	Covalent will evidence that reviews are completed within agreed timescales A report evaluating the review process and the quality of review demonstrating that the child plans are reviewed effectively quarterly	
	Arrangements for involving children and young people in pathway planning (for looked after and accommodated children) improves	Mark Howie TM, TCAC Social Services Corporate Parenting Group			Focussed case file audit demonstrates young people are involved in developing pathway plans. Quarterly report to Corporate Parenting Group	
Description of Key Issue	Actions	Lead Personnel/	Priority	Timescale	How will we know?	Evidence of Progress

		Strategic Group				(include document references)
Delays in effecting transitions from children's to adults services for young people with a disability	Review model for Transitions moving to an Age Long Disability Pathway based on self directed support	Sandy Sneddon, Service Manager, Social Services	High	October 2014	Report to Committee October 14 proposing service redesign	
	Develop an operational model following committee approval, of a lifelong approach to managing needs of people with disabilities	Jane Menzies AHOS Strategy	Medium	March 2015	Implementation of a new service model	
	Joint workshops for staff and stakeholders to ensure full understanding of the model	Phillip Gillespie	Medium	February 2015	Feedback from staff and stakeholders evidences a good understanding and greater opportunities for joint working	
Description of Key Issue	Actions	Lead Personnel/ Strategic Group	Priority	Timescale	How will we know?	Evidence of Progress (include document references)
The views of children and	Improve staff understanding of	Chris Sutton, Service Manager,	Medium	February 2015	Increased evidence of children's views recorded through case	

young people require to be reflected in all plans for children and young people	the importance of obtaining and recording children's views	Social Services			conference activity.	
	Improve awareness of advocacy and children's rights services across the partnership	As above		April 15	Monitor referral rates to demonstrate improved understanding of the benefits of independent support when key decisions are being made in the lives of children and young people. Bi-annual reporting to the MACIG on progress	
	Review resource requirements for advocacy for children and young people	As above		October 14	A report on recommendations to go to the MACIG	

Area of Improvement

3. Ensure that all vulnerable children, young people and their families get the help and support they need at an early stage when they are experiencing difficulties						
Description of Key Issue	Actions	Lead Personnel/ Strategic Group	Priority	Timescale	How will we know?	Evidence of Progress (include document references)
Opportunities to provide children and young people with effective and flexible support as soon as they need it have decreased	Review of commissioning Strategy and funding to third sector.	Val de Souza Head of Social Work Services & Children's Strategic Partnership Group	Medium	March 2015	Review of commissioned services and finding against outcomes for children and families as set out in the Children and Young People's Act	Commissioning review under way following third sector seminar in May. Early Years collaborative Programme manager now recruited due to start November 2014
	Implementation of Early Years Collaborative across the service.	David Leng Head of Educ & Children's Strategic Partnership Group	High	September 2015	Reporting through the EYC Group ensuring the tests of change are completed and implementation strategies are in place to roll out.	

	Implementation of the 600 hours for LAC 2 year olds.	As above	High	September 2015	<p>Development of a protocol for LAC 2 year olds.</p> <p>Reporting of numbers of LAC 2 year olds accessing resources.</p> <p>Reporting on employment & training opportunities of carers.</p>	
	Parenting Support to be rolled out and developed as part of the Parenting Strategy.	As above	Medium	December 2015	<p>Development and formal launch of a Parenting Strategy.</p> <p>Parenting Strategy to have accompanying performance framework reporting on numbers of groups, individual sessions accessed and outcomes for parents and children. Regular reporting in place to Children's Strategic Partnership Group.</p>	
Early identification and intervention	Develop a formal process to ensure named persons get access to VPDs and ensure risks and needs are reviewed on receipt	David McLaren Police Scotland	Medium	March 2015	Audits demonstrate receipt and review of VPDs . Cross reference with action in section 1)	

Description of Key Issue	Actions	Lead Personnel/ Strategic Group	Priority	Timescale	How will we know?	Evidence of Progress (include document references)
Children living with parents who misuse substances/ have mental health problems would benefit from improved joint working across children's and adult's services	Programme of activities established to improve understanding and joint working	Anne Salter, Lead Officer Child Protection	Medium	December 2015	Feedback and evaluation following demonstrates improved understanding Case file audits demonstrate enhanced joint working to identify needs of children living with parents who misuse substances/have mental health problems.	
	Lead Officers for Public Protection promote collaboration and enhanced joint working.	Anne Salter, Lead Officer Child Protection Bridget Stone, ASP Coordinator and ADP Lead Officers	Medium	March 2015	Reviewed and re-launched joint working protocols. Accompanied by clear communication strategy and briefings with staff.	
	Develop the use of appropriate tools that measure the impact of mental health and substance misuse and impact n children	Anne Salter, Lead Officer Child Protection Bridget Stone, ASP Coordinator and ADP Leads	High	December 2015	Review of available national tools, options paper and recommendation presented to CPC. Implementation strategy that includes a sampling and auditing to identify improved joint working within operational	

					tools	
					Identification of key principles for learning, inclusion in training, supervision process and induction as appropriate.	

Area for Improvement

4. Implement systematic and robust processes for the joint strategic planning of integrated children's services						
Description of Key Issue	Actions	Lead Personnel/ Strategic Group	Priority	Timescale	How will we know?	Evidence of Progress (include document references)
Integrated Children' Services Plan (ICSP) requires to be developed	Build on current scoping document to deliver ICSP	David Leng Children's Strategic Partnership Group	High	October 2015	One ICSP across Clackmannanshire and Stirling CPPs provides a clear direction for the planning and delivery of integrated services across both local authority areas	Programme manager has been recruited and scoping and interviewing of partners. Steering group has been established and actions being recorded.
	Implement arrangements for		High	October 2015	A clear consultation and engagement strategy with	

	engaging all stakeholders in the development of the (ICSP)				accountable individuals and associated timescales.	
Need to increase use of data to understand negative trends regarding wellbeing	ICSP to set out methodology and mechanism to review trend data across CPPs	Stuart Crickmar Head of Strategy & Customer Service Andrew Pont Performance & Research Team Leader	High	December 2015	Report to Children's Strategic Partnership Group. Performance framework measuring progress towards outcomes as required in Care Inspectorate methodology.	
Description of Key Issue	Actions	Lead Personnel/ Strategic Group	Priority	Timescale	How will we know?	Evidence of Progress (include document references)
Streamline governance arrangements and reporting structures	Review of the current number of children's steering groups across the two local authorities and develop a clear governance framework	David Leng Val de Souza Children's Strategic Partnership Group	High	August 2015	Clarity over current groups, remit and purpose, reducing duplication. Clear articulation of children's strategic planning arrangements and context within the Community Planning Partnership	Following review new CYPSPG established. Reporting structure agreed and ongoing development of groups. Terms of reference being established for all groups highlighting reporting structure.
	Review and refine the membership and function of key strategic groups e.g. CP, MACIG in line with agreed	Jane Menzies AHofS for Social Services	Medium	November 2015	Clear role and development plan for the CPC and associated sub groups. Appropriate membership in terms of influence and decision making.	

	governance framework					
Joint Commissioning	Develop a joint commissioning strategy	Val de Souza Children's Strategic Partnership Group	Medium	March 2015	A clear statement of multi agency joint commissioning arrangements based on the ICSP incorporating vision, strategic direction intent, priorities and resource implications.	
Description of Key Issue	Actions	Lead Personnel/ Strategic Group	Priority	Timescale	How will we know?	Evidence of Progress (include document references)
Ensure that Child Protection Committee fulfils all of its functions for effective public reporting	CPC Development day to revisit role and function and membership and reporting strategy.	Jane Menzies AHofS for social services	High	August 2014	Restatement of CPC requirements aligned to National Guidance. Public reporting as standing agenda item. Evidence improved public reporting through CPC minute and activity.	A development event took place for the child protection committee considering its alignment with national guidance, areas of priority, its relationship with the community planning structure and committee membership. An action plan has been developed that will inform future work. This

						process considered all sub structures including the MACIG which oversees performance activity.
Participation of children, young people and other stakeholders	Develop a comprehensive participation strategy (with resource implications)	David Leng Children's Strategic Partnership Group	Medium	March 2015	There is a clear strategy within the ICSP to collate the views of children, young people and other stakeholders at strategy and senior levels. Adherence to ICSP and monitoring reports for Strategic Planning Partnership	Steering Group established and consultation events being planned for February March 2015 in draft ICSP..
	Seek Young Persons Views in the development of the ICSP	As above			A focus group established to inform the development of the plan and a clear articulation of their views within it.	

Area of Improvement

5. Provide the strong collaborative leadership needed to increase the pace of change and improvement across services for children and young people.						
Description of Key Issue	Actions	Lead Personnel/ Strategic Group	Priority	Timescale	How will we know?	Evidence of Progress (include document references)
Clear vision and strategy for Shared Services	Business case to be developed in relation to the full implementation of Shared Services	David Leng Val de Souza	High	June 2014	Formal Council agreement of shared service model for social care and education staff	Committee Reports June 2014 Staff Engagement Sessions (Social Services, June/July 2014)
	Increase the visibility of leadership (both political and senior officers) to front line staff across all agencies	CEX	Medium	June 2014	Engagement programme for social work and education services. Communication and awareness strategy following business case agreement.	
	Review and strengthen opportunities for communication and engagement		High	December 2015	Clear message of intent in the future of shared services. Engagement and communication with staff.	

	across Shared Services				Clear employment process with TUs and other relevant stakeholders.	
Description of Key Issue	Actions	Lead Personnel/ Strategic Group	Priority	Timescale	How will we know?	Evidence of Progress (include document references)
Staff morale and managing change	Review and monitor the impact of morale, workloads, capacity and different terms and conditions on the ability to sustain improvements service delivery	Val de Souza David Leng	High	March 2015	Outputs from Staff Surveys Outputs from Staff Engagement Activities. Internal survey for child care staff with both education and social care. Based on principles within Inspection Report. Survey report to Children's Strategy Partnership Group and Local Authority CEXs. Subsequence action plan developed.	
Leadership Development	Continue to support staff to benefit from leadership development initiatives	David Leng Val de Souza Children's Strategic Partnership Group	Medium	April 2015	Clear statement of required leadership skills for children's services. Opportunities for individual leadership development predicated on these skills. Report on initiative and staff perception following completion to Strategic Partnership Group	Leadership programmes in both Local Authority areas and Health

Version Control							
Last Updated	Version	Status	Database Code	Covalent Code	Name	Owner	Review Date
02/8/14	V1	Draft			LP	Social Services Strategy Service	
14/8/14	V 2	Draft			CS	Social Services Strategy Service	
17/8/14	V 3	Draft			CS	Social Services Strategy Service	
24/8/14	V4	Draft			LP/JM	Social Services Strategy Service	
22.08.14	V5	Draft			LP/JAB	Social Services Business Support	
26.08.14	V6	Draft			JM/jab	Social Services Business Support	
01.10.14	V7	Final			MG/jab	Social Services Business Support	

Glossary

<i>CPP</i>	Community Planning Partnership
<i>AHofS</i>	Assistant Head of Service
<i>CPC</i>	Child Protection Committee
<i>MACIG</i>	Multi Agency Continuous Improvement Group
<i>MAASH</i>	Multi Agency Assessment and Screening Hub
<i>G4</i>	Chief Executives: Stirling, Clackmannanshire, Forth Valley Health and Police
<i>CP</i>	Child Protection
<i>NHS FV</i>	National Health Service, Forth Valley
<i>GIRFEC</i>	Getting it Right for Every Child

<i>SMART</i>	Specific, Measurable, Achievable, Realistic, Timely
<i>LAC</i>	Looked After Children
<i>TM</i>	Team Manager
<i>TCAC</i>	Through Care After Care
<i>EYC</i>	Early Years Collaborative
<i>CYPSPG</i>	Children and Young Persons Strategic Partnership Group
<i>VPD</i>	Vulnerable Persons Database
<i>ADP</i>	Alcohol and Drugs Partnership
<i>ASP</i>	Adult Support and Protection
<i>ICSP</i>	Integrated Children's Services Plan

<i>TUs</i>	Trade Unions
<i>CEX</i>	Chief Executives

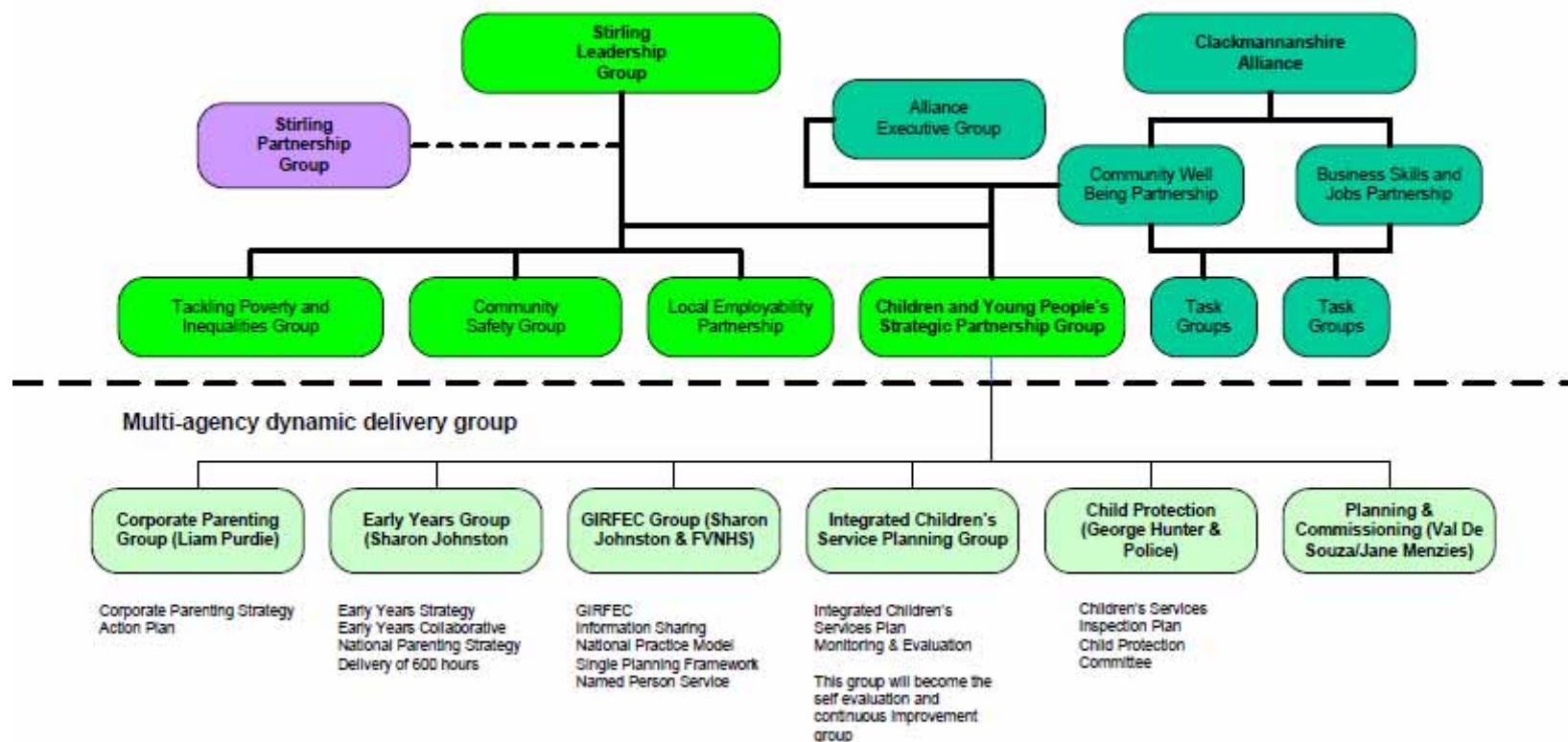
DRAFT



Community Planning Partnership



Clackmannanshire
Council



Care Inspectorate Joint Inspection of Services for Children and Young People in Clackmannanshire and Stirling Report, May 2014

Social Services Single Agency Inspection Action Plan September 2014

The Social Services Inspection Action Plan sets out actions that will be taken by Social Services to address the areas for improvement identified through the Joint Inspection of Children's Services. This single agency plan reflects the shared service arrangements for Social Services across the two local authorities and the strategic partnerships in place across the two areas. This also recognises that the areas identified for improvement are held in common across the two CPPs. The actions in the plan are set out in relation to the priority areas for improvement.

The 5 areas of improvement identified as a priority from the Inspection and common to both CPPs are:

1. Improve, as a matter of priority, the processes for assessing risks to ensure that all children and young people are afforded the protection and support they need;
2. Improve plans for individual children and young people to manage risk and meet their needs;
3. Ensure that all vulnerable children, young people and their families get the help and support they need at an early stage when they are experiencing difficulties;
4. Implement systematic and robust processes for the joint strategic planning of integrated children's services;
5. Provide the strong collaborative leadership needed to increase the pace of change and improvement across services for children and young people.

The single agency plans cross refers to the Joint Plan. Social Services will be held accountable for the Joint Plan through the strategic framework of governance for Children's Services.

The following table sets out the findings of the Care Inspectorate for Clackmannanshire and Stirling CPPs:

How well are the lives of children and young people improving?	Clackmannanshire	Stirling
Providing help and support at an early stage	Good	Good
Impact on children and young people	Good	Good
Impact on families	Adequate	Adequate
How well are services working together to improve the lives of children, young people and families?		
Planning and improving services	Adequate	Adequate
Participation of Children	Good	Good
Assessing and responding to risks and needs	Weak	Weak
Planning for individual children	Adequate	Adequate
How good is the leadership and direction of services for children and young people?		
Leadership of improvement and change	Adequate	Adequate
Improving the well-being	Adequate	Good

Area for Improvement

1. Improve, as a matter of priority, the processes for assessing risks to ensure that all children and young people are afforded the protection and support they need						
Description of Key Issue	Actions	Lead Personnel/ Strategic Group	Priority	Timescale	How will we know?	Evidence of Progress (include document references)
The quality of risk assessments and chronologies require to improve as a matter of urgency	Implement the National Risk Assessment Framework (NRAF) across social work services	Liam Purdie AHofS Social Services CPC	High	September 2014	Implementation plan and reporting framework in the use of the agreed tools	
	All staff to get copies of the NRAF and supporting tools.	Liam Purdie AHofS	High	October 2014	Record of receipt that all staff have access to the NRAF	
	NRAF to be electronically uploaded onto the current electronic case management system for use of managers and front line staff.	Liam Purdie AHof S & IT Admin officers	High	October 2014	Access to framework and tools on line.	
	Embed the NRAF in single case management system	Michael Grassom	Low	April 2015	Single Case Management system business processes and system configuration to link NRAF in child care case management system.	
	Deliver a training	Liam Purdie	Medium	December	Record of staff attending training.	

	programme specific to the NRAF for front line managers. (Training for Trainers)	AHofS		2014	Evidence within supervision notes in use of the tool. Audit activity to evidence use of the framework in case records and assessments.	
	Training for front line managers in case file audits and chronologies in line with care inspectorate standards.	Liam Purdie AHofS	Medium	December 2014	Identify front line managers to carry out audits of 20 cases in line with the care inspectorate standards. Commission external facilitators to mentor and guide managers.	
	Social Service staff to attend multi agency training on chronologies as part of the GIRFEC training.	Alex Bergin Learning and Development	Medium	January 2015	Monitor attendance of staff. IN house briefings through Team Meetings and at practice forums. Evidence of supervision to improve practice. Independent Reviewing Officers making specific decisions about completion and 'fit for purpose' chronologies through CP meetings.	
	Re- audit s part of the Quality Assurance Framework all social work case from the inspection. (176)	Sheila Graham and Michael Grassom	High	November 2014	Quality assurance framework to report on audit activity. Service manager report to highlight issues and remedial action in the sample.	
	Risk assessments to be linked to the Outcome Framework for: - Child protection & - LAAC.	Michael Grassom	Medium	November 2014	Evidence of the use of the outcomes framework in CP cases and LAAC cases through audit activity.	

	Ensure that managers are adhering to requirements of Quality Assurance Framework (Case File audit)	Service Managers		Monthly	Monthly returns in relation to Q&A audits across management group. Reported as part of the performance framework.	
--	--	------------------	--	---------	---	--

1. Improve, as a matter of priority, the processes for assessing risks to ensure that all children and young people are afforded the protection and support they need

Description of Key Issue	Actions	Lead Personnel/ Strategic Group	Priority	Timescale	How will we know?	Evidence of Progress (include document references)
The response to immediate harm is not adequate in all cases	Review the current Vulnerable Persons Reports (VPR) with Police and the Initial Referral Discussion process.	Sheila Graham Service Manager	High	September 14	Sampling and reporting on a monthly basis to evidence response and social work action. Annual report of outcomes. Ongoing sampling of IRD's on a bi monthly basis.	
	Review the current practice of Child Protection de-registered cases. Evidence 6 weekly deregistration core group takes place. Devise a reporting	Sheila Graham/ Michael Grassom			Sampling of deregistered cases and child plans. Supervision of Team Leaders/Team Managers to evidence de-registered actions. Feedback from wider audit activity.	

	framework.					
--	------------	--	--	--	--	--

1. Improve, as a matter of priority, the processes for assessing risks to ensure that all children and young people are afforded the protection and support they need						
Description of Key Issue	Actions	Lead Personnel/ Strategic Group	Priority	Timescale	How will we know?	Evidence of Progress (include document references)
Insufficient understanding of the impact of abuse and neglect	Ensure there is sufficient face to face interventions with children affected by domestic violence and neglect	Team Leaders	High	March 2015	Increased evidence within audits of domestic abuse and neglect being appropriately considered and addressed including through face to face interventions. Evidence of Domestic violence impact discussions in supervision. Sampling of staff supervision	
	Recording tools to be reviewed and implemented incorporating requirement to summarise	Michael Grassom Service manager	Medium	April 2015	Assessments linked to appropriate actions/risks and record impact of previous actions. This is embedded in Single Case Management System	

	effectiveness of previous interventions					
--	---	--	--	--	--	--

I1. improve, as a matter of priority, the processes for assessing risks to ensure that all children and young people are afforded the protection and support they need						
Description of Key Issue	Actions	Lead Personnel/ Strategic Group	Priority	Timescale	How will we know?	Evidence of Progress (include document references)
Assessments within the Child's plan needs to be linked to appropriate actions and record impact of previous actions.	Develop set of guidance as part of development of case management system to ensure consistent systems and standards for case recording linked to Outcomes Framework	Michael Grassom Service Manager	Medium	December 2015	Recording mechanisms are fit for purpose Audits demonstrate that staff are reviewing the impact of collective interventions and using this to inform ongoing assessment	
More persistence required with parents who fail to engage	Social Services staff participate in training to develop strategies and techniques to provide appropriate challenge.	Alex Bergin Social Services Learning and Development Team	Medium	July 2015	Team Managers and Quality Assurance framework to evidence case sampling. Challenge and recording of staff in supervision. Practice Forums and briefings. Use of mentors in challenging cases.	
	Investigate and benchmark work in other local authorities	Chris Sutton Planning and Commissioning	Low	March 2015	Report with analysis of the outcomes of alternative delivery models and options for future	

	and third sector partners areas in relation to evidence based outcomes and interventions. e.g. Multi Systemic Therapy Family case Conferencing	Team			commissioning of services.	
--	---	------	--	--	----------------------------	--

Area for Improvement

2. Improve plans for individual children and young people to manage risk and meet their needs						
Description of Key Issue	Actions	Lead Personnel/ Strategic Group	Priority	Timescale	How will we know?	Evidence of Progress (include document references)
Arrangements for the review of the child's plan are not satisfactory	Implement a systematic approach to the review of all children and young peoples' plans	Pat Preece, Review Manager	High	December 2014	Clear agreed mechanisms in place to review plans for children and young people. Bi monthly reporting of number of CP meetings LAC reviews, CP conferences, Review Conferences and record of plans.	
	Review the process and procedures for the reviews of children and young people, agree service	Pat Preece, Review Manager	High	December 2014	Covalent will evidence that reviews are completed within agreed timescales A report evaluating the review process and the quality of review demonstrating that the	

	standards and priorities				child plans are reviewed effectively quarterly	
	Arrangements for involving children and young people in pathway planning (for looked after and accommodated children) improves	Mark Howie TM, TCAC Social Services Corporate Parenting Group	Medium	January 2015	Focussed case file audit demonstrate young people are involved in developing pathway plans. Quarterly report to Corporate Parenting Group	

2. Improve plans for individual children and young people to manage risk and meet their needs

Description of Key Issue	Actions	Lead Personnel/ Strategic Group	Priority	Timescale	How will we know?	Evidence of Progress (include document references)
Delays in effecting transitions from children's to adults services for young people with a disability	Review model for Transitions moving to an Age Long Disability Pathway based on self directed support Develop an operational model following committee approval, of a lifelong approach	Jane Menzies AHOS Strategy	Medium	October 2014	Report to Committee October 14 proposing service redesign Implementation of a new service model stakeholders evidences a good understanding and greater opportunities for joint working	

	to managing needs of people with disabilities					
	Joint workshops for staff and stakeholders to ensure full understanding of the model	Phillip Gillespie & Liam Purdie AHofS	Medium	February 2015	Staff feedback and implementation plan for new service delivery model.	

2. Improve plans for individual children and young people to manage risk and meet their needs						
Description of Key Issue	Actions	Lead Personnel/ Strategic Group	Priority	Timescale	How will we know?	Evidence of Progress (include document references)
The views of children and young people require to be reflected in all plans for children and young people	Improve staff understanding of the importance of obtaining and recording children's views	Chris Sutton, Service Manager, Social Services	Medium	February 2015	Increased evidence of children's views recorded through case conference activity. &	
	Improve awareness of advocacy and children's rights services across the partnership	All Team Leaders/mangers	Medium	February 2015	Monitor referral rates to demonstrate improved understanding of the benefits of independent support when key decisions are being made in the lives of children and young people. Bi-annual reporting to the MACIG on progress	

	Review resource requirements for advocacy for children and young people	Chris Sutton Service Manager			A report on recommendations to CYPSPG	
--	---	---------------------------------	--	--	---------------------------------------	--

Area of Improvement

3. Ensure that all vulnerable children, young people and their families get the help and support they need at an early stage when they are experiencing difficulties						
Description of Key Issue	Actions	Lead Personnel/ Strategic Group	Priority	Timescale	How will we know?	Evidence of Progress (include document references)
Opportunities to provide children and young people with effective and flexible support as soon as they need it have decreased	Review of Commissioning Strategy and funding to third sector.	Val de Souza Head of Social Services & Children's Strategic Partnership Group	Medium	March 2015	Review of commissioned services and finding against outcomes for children and families as set out in the Children & Young People's Act.	

3. Ensure that all vulnerable children, young people and their families get the help and support they need at an early stage when they are experiencing difficulties

Description of Key Issue	Actions	Lead Personnel/ Strategic Group	Priority	Timescale	How will we know?	Evidence of Progress (include document references)
Children living with parents who misuse substances/ have mental health problems would benefit from improved joint working across children's and adult's services	Programme of activities established to improve understanding and joint working e.g. Forth Valley wide Public Protection event	Anne Salter, Lead Officer Child Protection Bridget Stone, ASP Coordinator and ADP Leads	Medium	September 2014	Feedback and evaluation demonstrates improved understanding Case file audits demonstrate enhanced joint working to identify needs of children living with parents who misuse substances/have mental health problems.	
	Lead Officers for Public Protection promote collaboration and enhanced joint working.	Anne Salter, Lead Officer Child Protection Bridget Stone, ASP Coordinator and ADP Leads Service Managers Adult and Child Care	Medium	December 2014	Implementation strategy that includes a sampling and auditing to identify improved. joint working across child care and adult services.	
	Develop the use of appropriate tools that measure the impact of mental health and	Anne Salter, Lead Officer Child Protection Bridget Stone, ASP Coordinator and ADP Leads	Medium	February 2015	Review of available national tools, options paper and recommendation presented to CPC.	

	substance misuse and impact on children					
--	---	--	--	--	--	--

4. Implement systematic and robust processes for the joint strategic planning of integrated children's services

Description of Key Issue	Actions	Lead Personnel/ Strategic Group	Priority	Timescale	How will we know?	Evidence of Progress (include document references)
Integrated Children's Services Plan (ICSP) requires to be developed	Social Services staff contribute to and provide leadership to support development of ICSP	Val De Souza Head of Social Services	High	December 2015	One ICSP across Clackmannanshire and Stirling CPPs provides a clear direction for the planning and delivery of integrated services across both local authority areas	
Ensure that Child Protection Committee fulfils all of its functions for effective public reporting	CPC Development day to revisit role and function and membership and reporting strategy.	Jane Menzies AHOS for Social Services	High	August 2014	Restatement of CPC requirements aligned to National Guidance. Public reporting as standing agenda item. Evidence improved CPC minute and activity.	

5. Provide the strong collaborative leadership needed to increase the pace of change and improvement across services for children and young people.

Description of Key Issue	Actions	Lead Personnel/ Strategic Group	Priority	Timescale	How will we know?	Evidence of Progress (include document references)
Staff morale and managing change	Review and monitor the impact of morale, workloads, capacity and different terms and conditions on the ability to sustain improvements service delivery	Val de Souza	High	March 2015	Outputs from Staff Surveys Outputs from Staff Engagement Activities Associated Action Plans	
	Staff engagement sessions to communicate: - outcomes of inspection. - Shared services - Communication	Val de Souza	High	August 2014	Feedback from staff engagement sessions.	
Leadership Development	Continue to support staff to benefit from leadership development initiatives	Val de Souza	Medium	April 2015	Ongoing support through leadership programmes and development activities, PDPs evidence participation and benefits to the Service	

