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**Report to: Housing, Health and Care Committee**

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**Date of Meeting: 29 January 2015**

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**Subject: Integrated Children's Services Action Plan**

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**Report by: Head of Social Services**

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### **1.0 Purpose**

- 1.1. The purpose of this report is to give an update in relation to the action plan following the Care Inspectorate joint inspection of children's services across Clackmannanshire and Stirling Community Planning Partnership areas (CPP's).
- 1.2 This report refers to the previous reports presented to Housing, Health and Care Committee in June and October 2014 and the Resource and Audit Committee September 2014. Attached for information is the Joint Inspection Action Plan as reported through Covalent (*Appendix 1*)

### **2.0 Recommendations**

- 2.1. That Committee note the Joint Inspection Action Plan and the actions to date 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 areas 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. Following the Joint Integrated Inspection a joint action plan was developed. The Integrated Children's Service Action Plan was presented and agreed at the Clackmannanshire Alliance meeting on the 5th of September 2014. Progress of the action plan was also presented at the Alliance meeting of the 5th of December. In addition The Action Plan has also been presented to the

G4 Steering Group which is now known as the Public Protection Forum for information and overview of the actions.

- 3.3. As identified at previous committees the action plan will be monitored through the Children and Young Persons Strategic Partnership Group. This group is co-chaired by the Director Children Young People and 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.
- 3.4. Within one year of the publication of the report the Care Inspectorate and other bodies taking part in this inspection will revisit the Community Planning Partnership areas to assess and report on progress made in meeting the areas for improvement set out in the action plan. There has been no date identified from the Care Inspectorate for the return inspection however following discussion with the link inspectors it is envisaged that the return will be before the end of June 2015.

There were several areas of action identified from the inspection however the following three areas were identified as an initial priority for action.

- 1) Governance of Children's Services
- 2) An Integrated Children's Services Plan (ICSP)
- 3) Assessment of Risk and needs for services

All three areas are seen with equal importance and the actions in each area are interdependent in relation to progress.

### 3.5. **Governance of Children's Services**

A new Children and Young Persons Strategic Partnership Group (CYSPG) has been established across children's services. This is a shared service arrangement across Clackmannanshire and Stirling and is now an established strategic group for children's services across both local authorities. The group is constituted with Terms of Reference and with an agreed multi agency membership of senior officers and representation from the third sector. This group will become the main strategic group for children's services across Clackmannanshire and Stirling and will report to the respective CPP's across the two areas. Progress in developing a governance structure for children's services has been positive and the establishment of this group is seen as a positive contribution to addressing previous lack of governance and coordination of children's services across the shared service.

### 3.6. **Integrated Children's Services Plan (ICSP)**

The lack of an updated Integrated Children's Services Plan across both Clackmannanshire and Stirling was identified as an area of priority following the inspection. A lack of strategic direction and vision for services for children was recognised as a weakness. Through the CYPSPG action has been identified to develop an ICSP. A Programme Manager was recruited on a short term basis to lead on the development of an ICSP. A multi agency working group was established which has been meeting on a fortnightly basis

to develop and draft an ICSP. A final draft was agreed following the CYPSPG on 19th of December.

A programme of wider consultation and engagement with wider stakeholders, communities and young people is scheduled for January and February 2015. This will inform the final iteration of the ICSP with a deadline for a final report identified for the end of March 2015. The aim is then to present the final plan for approval at the respective CPP's in Clackmannanshire and Stirling at appropriate meetings from April onwards.

### **3.7. Assessment of Risk and needs for services**

Assessment of risk and need was evaluated as weak following the inspection. A review of the current Getting it Right For Every Child paperwork has been undertaken. The section of Risk Assessment has subsequently been updated and the training module for staff amended to reflect the changes. This will highlight the importance of ensuring risk is seen as a priority within GIRFEC assessments.

- 3.8. Training in the National Risk Assessment Framework (NRAF) took place in December on a multi agency basis for front line managers across Social Work Health, Education and Police. The NRAF is the recognised national framework and this has been promoted through the training for managers in individual casework and interventions with children and families. Further training will be explored in 2015 for front line staff in the use of the framework.
- 3.9. Neglect: Identifying, responding to and managing neglect was identified as an area of weakness from the inspection. Following the multi agency training in the NRAF the Graded Care Assessment Tool has been identified for front line staff as the consistent tool for identifying and working with families where neglect is identified as a concern. Training is being planned in the roll out of this assessment tool in 2015 which can be completed by front line staff working with families from health, social work or voluntary organisations.
- 3.10. As part of the Assessment of Risk and needs; a multi agency audit commenced in December concluding in January 2015. This audit will cover both Clackmannanshire and Stirling. The outcomes and lessons from the audit will be written up and circulated amongst agencies for action. A further multi agency audit is scheduled for March 2015 and this will be supported by commissioning external auditors to assist with a critical eye to ensure accountability and integrity of the audit process in keeping with the Care Inspectorate standards.
- 3.11. Learning Reviews from previous cases where deficits in practice were identified across services has also been undertaken. A Learning Review Practice Forum also took place in December 2014 delivered in a multi agency way with approximately 43 participants across agencies present. Further Learning Reviews are scheduled for 2015 to support staff in their learning and practice development.
- 3.12. Feedback from the audits will inform services if there is an impact in relation to the training and briefings of staff and if this is impacting and translating into their interventions with the most vulnerable children and families. This will also inform us of future training needs for children's services staff.

### **3.13. Risks**

3.14. Children Rights and Advocacy Services: Within the action plan there are risks identified that need to be addressed as a priority. Advocacy services and Childrens Rights Services are seen as a gap and subsequently a risk. Who Cares Scotland offer independent advocacy for looked after and accommodated children. This is a commissioned service from both Clacks and Stirling and the current resource is identified as not sufficient to meet demand. In addition the Childrens Rights Service post which is a Stirling 0.5 FTE post is currently vacant with the post holder currently on secondment. Work is being undertaken through the CYPSPG to address this gap. Options are being looked at to:

- 1) Increase the current Service level Agreement with Who Cares Scotland to increase capacity.
- 2) To create a secondment opportunity to fill the vacant Children's Rights Officer post that can be filled in the short term until a longer term and sustainable plan can be established.

3.15. Shared Services was identified from the inspection as a concern. Not all staff felt included and informed enough about shared service developments and the negative impact this had on staff. The inspectors advised leaders should consider better ways to communicate the rationale behind the shared service agenda to staff to improve engagement and increased ownership in service developments. The inspectors identified that the challenges and governance around the development of the shared service could seriously undermine the ability to progress and sustain improvements in services.

3.16. A full Business Case is now underway and work is currently ongoing on the full business case for lead authority. Leadership, senior managers and staff are being engaged and once this work is completed, it could offer greater clarity on operational and governance matters relating to children's services for local authority staff but also wider stakeholders and partners.

3.17. Leadership and Political visibility: In the development of the Integrated Children Service Plan as part of the consultation and engagement events In January and February it is hoped to address some of this action from the plan. The CYPSPG will lead on the staff engagement and community engagement events and Elected Members consultations and feedback will inform and give a vision and leadership of the future for children's services across the CPP's.

3.18. The above is an update for the Housing Health and care Committee in relation to the progress to date in relation to the Joint Inspection Action Plan.

## **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
- Our communities are more cohesive and inclusive
- People are better skilled, trained and ready for learning and employment
- Our communities are safer
- Vulnerable people and families are supported
- Substance misuse and its effects are reduced
- Health is improving and health inequalities are reducing
- The environment is protected and enhanced for all
- The Council is effective, efficient and recognised for excellence

(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 Covalent Report

## 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)

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### Approved by

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

# Inspection Action Plan

Generated on: 09 January 2015

The Joint Inspection Action 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 May 2014.

Risk Assessment Processes							Overall Status of this Strategic Priority	
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								
Code & Title	Description	Covalent Owner	Due Date	Progress	Status	Sub-Action Details	Sub-Actions Latest Note	Sub-Actions Latest Note Date
SS_ICSAP_IMP1 Training	Implement training on the impact of abuse and neglect across agencies and establish programme to improve awareness.	Christine Sutton	30-Apr-2015	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"> <span style="position: absolute; left: -20px; top: -20px;">30%</span> </div>		Implement training on the impact of abuse and neglect across agencies	Multi-agency risk management training for managers took place on 12.12.14, covering all areas of neglect and abuse, with particular focus on neglect through implementation of Graded Care Profile. 34 booked to attend. A multi-agency CP event, which included session on risk assessment was undertaken on 15th Dec. This was well evaluated and will be re-run in March. Staff from both events (C&F SW service managers / managers / ATMs and approx 40 multi-agency colleagues) have clear knowledge of National Risk Framework. Difficult, Dangerous and evasive course will be re-run in Feb and offered to some partners from health and education following a learning review requested by CPC. Other training planned includes; January 2015 - Single agency supported audit of sample cases. February 2015 - Multi-agency audit activity. March to April 2015 - Multi-agency training for trainers on roll-out of approach to multi-agency risk assessment, thresholds, and shared understanding and response to continuum of welfare, neglect and child protection within GIRFEC. April 2015 to April 2016 - Multi-agency roll-out of above training to all relevant staff, with bi/tri-annual maintenance programme thereafter. April to May 2015 - Single agency full	09-Jan-2015

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Undertake supervision audit of front line managers to evidence increased interventions.

Undertake risk assessment audit

day event x 2 for front line social work staff, with support / input from team managers and service managers. Addressing same content as December programme with focus on direct practice, to be reinforced throughout management structure. (AB)	
Work ongoing to align audit work within Quality Assurance Framework.	09-Jan-2015
Undertaking a multi-agency audit of risk assessments in December/January 2015.(AS) Graded Care Profile agreed to be launched and staff trained in the Tool in January/February 2015. (LP)	06-Jan-2015

Priority  High


Date of Latest Note on Overall Progress	09-Jan-2015
<p>Interagency training currently being delivered by Susanne Goetzold CP Training Coordinator covers these areas. Numbers of staff participating are collated. A targeted perception survey will measure the impact of the training on staff understanding of abuse and neglect. Also through the risk assessment audits there will be increased evidence of domestic abuse being appropriately considered. (CS)</p> <p>Multi-agency risk management training for managers took place on 12.12.14, and a multi-agency CP event (which included session on risk assessment) on 15th Dec. Other training planned. (AB)</p> <p>GIRFEC materials have been revised to include additional focus on risk assessment and resilience matrix. Two day event commissioned (30/31.10.14) on Difficult, Dangerous and Evasive Families and evaluated very well. CP Practitioner Forum has also delivered material on resistant families. Numbers for Forth Valley CP are collated annually and submitted to CPC. (AB)</p>	

Code & Title	Description	Covalent Owner	Due Date	Progress	Status	Sub-Action Details	Sub-Actions Latest Note	Sub-Actions Latest Note Date
SS_ICSAP_IMP2 Staff awareness	Raise staff awareness of escalation processes for raising concerns across all agencies.	Val DeSouza; David Leng	31-Dec-2015	<div style="border: 1px solid black; width: 50px; height: 15px; background-color: #4F81BD; color: white; display: flex; align-items: center; justify-content: center;">50%</div>		Report to CPC on outcome of audit looking at staff awareness.	Learning event launched in December from learning reviews. Escalation process highlighted within training and rolling programme of training over 2015 for multi-agency. (LP)	05-Jan-2015

Priority  High

Date of Latest Note on Overall Progress	28-Nov-2014
<p>The protocol for escalation between partners is included in the training on abuse and neglect and measured through the associated audit activity organised by Anne Salter Lead Officer Child Protection. (CS) Staff are being made aware of escalation processes within programme of 'Lessons from Learning Review' Practitioner Forum sessions being held between December 2014 to June, 2015. Evaluations of sessions will confirm staff understanding of escalation processes between December, 2014-June, 2015. undertaking a multi-agency audit of risk assessments in December/January. (AS)</p>	




Code & Title	Description	Covalent Owner	Due Date	Progress	Status	Sub-Action Details	Sub-Actions Latest Note	Sub-Actions Latest Note Date
SS_IC SAP_PERS1 Training modules	Training modules updated to support staff and to develop strategies and techniques to provide appropriate challenge.	Christine Sutton	30-Apr-2015	5%		Specify training requirements. Report to CPC on results of staff survey following training		

Priority  Medium

Date of Latest Note on Overall Progress	08-Jan-2015
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It is the responsibility of the GIRFEC Training Group and Susanne Goetzold CP Training Coordinator. Resistance training has been sourced and looking to establish a training programme. Staff will be surveyed following training to evidence extent of improved knowledge and engagement. CS


Code & Title	Description	Covalent Owner	Due Date	Progress	Status	Sub-Action Details	Sub-Actions Latest Note	Sub-Actions Latest Note Date
SS_IC SAP_PLAN1 Childs Plan	To increase the use of the Childs plan across all agencies to determine the collective contribution to the outcome	Val DeSouza; David Leng	31-Mar-2015	40%		Undertake multi-agency audit checking if staff are reviewing the impact of collective interventions and using this to inform ongoing assessment		

Priority  Medium

Date of Latest Note on Overall Progress	05-Jan-2015
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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. Outcome Framework has been uploaded onto electronic social work system.

Audits organised by Anne Salter Lead Officer Child Protection (e.g. a multi-agency audit of risk assessments in December/January 2015), will demonstrate that staff are reviewing the impact of collective interventions and using this to inform ongoing assessment. CS

Code & Title	Description	Covalent Owner	Due Date	Progress	Status	Sub-Action Details	Sub-Actions Latest Note	Sub-Actions Latest Note Date
SS_ICSAP_PLAN2 Outcomes	Increased use and awareness of an outcomes based approach, implemented across all agencies.	Michael Grassom	31-Mar-2015	<div style="width: 36%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 36%		Other agencies are participating in outcomes framework	In December representatives from Social Services, Education, and Third sector delivered six briefing sessions to full range of multi-agency partners to implement Outcomes Framework for LAC/LAAC, with launch date from 1st Jan. More are planned within the next few months as it becomes embedded in practice. AB	07-Jan-2015
						Social Services pilot use of outcomes framework in LAAC	A multi-agency sub-group agreed outcomes for LAAC. This was signed off by Outcomes Strategy group chaired by Michael Grassom. Roll out across social Services - no pilot. PP	28-Nov-2014
						Social Services extend use of outcomes framework to all looked after children	Outcomes revised and agreed for LAAC/LAC and CP. Five briefing sessions to be delivered to multi-agency staff group in Dec 14 on roll out of Outcomes for LAAC/LAC. (AB)	28-Nov-2014


Priority  Medium

Date of Latest Note on Overall Progress	27-Nov-2014
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. Outcome Framework has been uploaded onto electronic social work system. There will be increased use of Outcomes Framework across child protection multiagency practice. Measurement gained through case conference documentation. CS	

Code & Title	Description	Covalent Owner	Due Date	Progress	Status	Sub-Action Details	Sub-Actions Latest Note	Sub-Actions Latest Note Date
SS_ICSAP_RESP1 Scoping MAASH	Comprehensive scoping of activity and demand in relation to the MAASH	Liam Purdie	28-Feb-2015	<div style="width: 50%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 50%		Production of a scoping report.	This is led David McLaren . A working group has been established to review the process of the MAASH and the procedures. This group, is working towards a report with assistance from the Social Services Strategy and Performance team. This is in progress. (SG)	07-Jan-2015


Priority  High

Date of Latest Note on Overall Progress	08-Jan-2015
This is led by David McLaren . A working group has been established to review the process of the MAASH and the procedures. This group, led by David McLaren Police Scotland, will produce a report with assistance from the Social Services Strategy and Performance team. CS	

Code & Title	Description	Covalent Owner	Due Date	Progress	Status	Sub-Action Details	Sub-Actions Latest Note	Sub-Actions Latest Note Date
SS_IC SAP_RESP2 Working group	Establish a working group to analyse data, trends and referral pathways	Liam Purdie	31-Dec-2014	100%		Production of a Terms of Reference document, membership and objectives.	Working group in progress working towards a Terms of Reference document with membership and objectives. (SG)	09-Jan-2015
						A full options paper regarding the role and activity and subsequent resource implications of the MAASH	Options paper is complete. (SG)	09-Jan-2015


Priority  High

Date of Latest Note on Overall Progress	09-Jan-2015
Working group in progress working towards a Terms of Reference document with membership and objectives. Option paper is complete. (SG)	

Code & Title	Description	Covalent Owner	Due Date	Progress	Status	Sub-Action Details	Sub-Actions Latest Note	Sub-Actions Latest Note Date
SS_IC SAP_RESP3 Steering group	Establish a strategic steering group to support implementation, overseen by G4	Val DeSouza; David Leng	31-Dec-2014	100%		Production of a formal report to G4 on activity and progress.	This is established. (SG)	09-Jan-2015

Priority  High


Date of Latest Note on Overall Progress	09-Jan-2015
This is established.	

Code & Title	Description	Covalent Owner	Due Date	Progress	Status	Sub-Action Details	Sub-Actions Latest Note	Sub-Actions Latest Note Date
SS_IC SAP_RESP4 Review de-registration	Review processes in relation to de-registration of child protection cases.	Michael Grassom	30-Sep-2014	<div style="width: 100%;"><div style="width: 100%; background-color: #0070C0; color: white; text-align: center;">100%</div></div>		Sampling and audit of deregistered cases on a monthly basis embedded in Social Services	Agreed consistent process of de-registration of CP cases across shared service with 6 weekly de-registration meeting chaired by Independent reviewing Officer. Case file sampling and auditing will evidence consistency of process.(LP)	28-Nov-2014

Priority  High

Date of Latest Note on Overall Progress	28-Nov-2014
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Post de-registration process has been agreed and will be reviewed as part of a sampling and audit activity scheduled for February within operational Childrens Social Services. Which will demonstrate that multiagency child plans remain active. CS New process and procedure around Core Groups has been agreed. There will be one core group within 6 weeks of de-registration chaired by Review Officer/Coordinator. PP

Code & Title	Description	Covalent Owner	Due Date	Progress	Status	Sub-Action Details	Sub-Actions Latest Note	Sub-Actions Latest Note Date
SS_IC SAP_RESP5 NHS management overview	Strengthen NHS management overview of Child Protection investigations.		28-Feb-2015	<div style="width: 0%;"><div style="width: 0%; background-color: #0070C0; color: white; text-align: center;">0%</div></div>		Undertake a single agency audit in NHS.	Case file audit arranged for 26.1.15 CP Case Supervision currently on request to Manager/Child Protection Nurse Advisor. "Vulnerable" category for health visitor caseload, health plan indicator, to be developed. Descriptor of Vulnerability in relation to child welfare protection developed by Interim Nurse Consultant CP, for use by health visitors re allocation of "vulnerable" health plan indicator. For implementation 28.2.15. (SC)	07-Jan-2015

Priority  High


Date of Latest Note on Overall Progress	08-Jan-2015
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This is led by Shirley Clarke NHS. This will be evidenced through the ongoing supervision in CP cases for front line staff in Health. Achieved through single agency audit organised by Shirley Clarke Nurse Consultant CP, NHS FV. CS

Code & Title	Description	Covalent Owner	Due Date	Progress	Status	Sub-Action Details	Sub-Actions Latest Note	Sub-Actions Latest Note Date
SS_IC SAP_RISK1 Agenda	Risk assessment and associated procedures to be high priority on agenda for CP PQA sub-group and for multi-agency self-evaluation activity	Liam Purdie	31-Jan-2015	<div style="border: 1px solid black; width: 50px; height: 15px; background-color: #4F81BD; color: white; display: flex; align-items: center; justify-content: center;">80%</div>		Undertake Multi-agency themed audit covering risk and chronology and report findings to CPC PQA sub-group	Technically its been completed but will need to be reviewed as new processes are put in place JM	27-Nov-2014


Priority  High

Date of Latest Note on Overall Progress	27-Nov-2014
Records of CPC PQA (formerly MACIG) minutes will demonstrate robust focus on the importance of risk assessment.	
The CPC PQA (formerly 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. CS	

Code & Title	Description	Covalent Owner	Due Date	Progress	Status	Sub-Action Details	Sub-Actions Latest Note	Sub-Actions Latest Note Date
SS_IC SAP_RISK2 Review FRA	Review the framework for Risk Assessment is fit for purpose and in line with national guidelines.	Liam Purdie	31-Mar-2015	<div style="border: 1px solid black; width: 50px; height: 15px; background-color: #4F81BD; color: white; display: flex; align-items: center; justify-content: center;">50%</div>		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.	undertaking a multi-agency audit of risk assessments in December/January. (AS) Multi agency managers training in December agreed NRAF will be the tool for future Risk Assessment. This is in line with national guidance. (LP)	06-Jan-2015


Priority  High

Date of Latest Note on Overall Progress	27-Nov-2014
A multi-agency audit will be undertaken to evidence that risk assessments are completed timeously, contain sufficient analysis to inform decision making and incorporate the views of all relevant parties. CS	

Code & Title	Description	Covalent Owner	Due Date	Progress	Status	Sub-Action Details	Sub-Actions Latest Note	Sub-Actions Latest Note Date
SS_ICSAAP_RISK3 Training Programme	Develop a training Programme specific to Risk Assessment in the use of the National Risk Assessment Framework. (NRFA).	Liam Purdie	30-Nov-2014	<div style="background-color: #4F81BD; color: white; padding: 2px; text-align: center;">100%</div>		Tools identified and agreed.		
						Bespoke training in risk assessment provided	Managers training identified for December 2014 across all agencies in the NRAF with external training facilitators. (LP)	28-Nov-2014
						Multi-agency audit confirms that tools and training is embedded in practice	Multi-agency training undertaken on 12th December in NRAF. (LP)	05-Jan-2015


Priority  High

Date of Latest Note on Overall Progress	06-Jan-2015
This will be evidenced by bespoke Training in Risk Assessment and implementation of agreed tools. External providers have been approached to deliver training in the NRAF for managers. DEC 14 CS	
Implementation of the NRAF will be monitored through the Quality Assurance Framework in Social Work in sampled cases in relation to Child Protection. December onwards. LP	

Code & Title	Description	Covalent Owner	Due Date	Progress	Status	Sub-Action Details	Sub-Actions Latest Note	Sub-Actions Latest Note Date
SS_ICSAAP_RISK4 Tools	Identify the consistent risk assessment tools to be used across all services.	Liam Purdie	30-Apr-2015	<div style="background-color: #4F81BD; color: white; padding: 2px; text-align: center;">50%</div>		Implementation plan and reporting framework developed.	NRAF agreed as the consistent tool for risk assessment December 2014 (LP). Graded Care Profile agreed to be launched and staff trained in the Tool in February. Training will be provided by an external agency. (LP)	09-Jan-2015

Priority


Date of Latest Note on Overall Progress	09-Jan-2015
NRAF agreed at training as the consistent tool for roll out. Training in Graded Care for Neglect cases scheduled for February 2015.(LP) This will be evidenced through the implementation plan and reporting framework in the use of the agreed tool. (CS) Use of tool will be reviewed April 2015 through spot-checks and reported to CPC.	

Code & Title	Description	Covalent Owner	Due Date	Progress	Status	Sub-Action Details	Sub-Actions Latest Note	Sub-Actions Latest Note Date
SS_IC SAP_RISK5 Complete Training	Complete multi-agency training in relation to risk assessment and the use of chronologies.	Liam Purdie	30-Nov-2014	<div style="width: 100%;"><div style="width: 100%; background-color: #0070C0; color: white; text-align: center;">100%</div></div>		Set up a reporting process that monitors % of training undertaken on both a single and multi-agency basis. - report goes to CPC PQA subgroup	Multi-agency training for managers completed on 12 December in NRAF. (LP)	05-Jan-2015

Priority  High

Date of Latest Note on Overall Progress	28-Nov-2014
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This will be monitored through the measurement of the % of training undertaken on both a single and multi-agency basis. CS  
 Early discussions taking place within Social Services for chronologies and risk assessment training to be undertaken jointly with Adult Care - ASP lead and Learning & Development Manager involved in this. BS

Code & Title	Description	Covalent Owner	Due Date	Progress	Status	Sub-Action Details	Sub-Actions Latest Note	Sub-Actions Latest Note Date
SS_IC SAP_RISK6 Review Chronologies	Review and ensure chronologies are fit for purpose.	Liam Purdie	31-Mar-2015	<div style="width: 50%;"><div style="width: 50%; background-color: #0070C0; color: white; text-align: center;">50%</div></div>		Multi-agency? Audit of cases undertaken that "demonstrates that chronologies are fit for purpose, integrates information from partner agencies and contains sufficient detail. Measured against Care Inspectorate standards."	Mult-agency audit taking place Dec-Jan. Feedback from outcomes following audit. (LP)	05-Jan-2015

Priority  High


Date of Latest Note on Overall Progress	27-Nov-2014
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Audit of cases will demonstrate that chronologies are fit for purpose, integrates information from partner agencies and contains sufficient detail. Measured against Care Inspectorate standards. CS

Code & Title	Description	Covalent Owner	Due Date	Progress	Status	Sub-Action Details	Sub-Actions Latest Note	Sub-Actions Latest Note Date
SS_ICSAP_SE1 Self evaluation	Establish a programme of multi-agency self-evaluation and audits to take place with clear focus on risk assessment.	Liam Purdie	31-Jan-2014	50%		Audit schedule agreed for 14/15	First multi-agency audit taking place Dec-Jan. Second multi-agency audit to take place in march 2015. (LP)	05-Jan-2015

Priority  High

Date of Latest Note on Overall Progress	27-Nov-2014
Programme of audit activity involving all agencies with formal reports submitted to the CPC PQA sub-group. CS	


<b>Childrens Plans</b>	Overall Status of this Strategic Priority 
<b>Improve plans for individual children and young people to manage risk and meet their needs</b>	

Code & Title	Description	Covalent Owner	Due Date	Progress	Status	Sub-Action Details	Sub-Actions Latest Note	Sub-Actions Latest Note Date
SS_ICSAP_ARR1 Systematic approach	Implement a systematic approach to the review of all children and young peoples' plans.	Pat Preece; Christine Sutton	31-Mar-2015	75%		Establish relevant indicators around LAC reviews and record of plans to be reported to CPC PAQ sub-group.	Systems now in place to record relevant indicators. Quarterly reports will start early 2015 (PP)	28-Nov-2014
						Establish clear agreed mechanisms to review plans for children and young people	Procedures in place in both authorities which need to be revised in line with proposed case management system. (PP)	28-Nov-2014

Priority  High


Date of Latest Note on Overall Progress	08-Jan-2015
This is led by Pat Preece the social Services Review manager, who will work to ensure that there is clear agreed mechanisms in place to review plans for children and young people. Quarterly reporting of number of CP meetings LAC reviews, CP conferences, Review Conferences and record of plans. CS Review Team held development day in January 2015	



Code & Title	Description	Covalent Owner	Due Date	Progress	Status	Sub-Action Details	Sub-Actions Latest Note	Sub-Actions Latest Note Date
SS_ICSAP_ARR 2 Sampling process	Develop a process of sampling for quality.	Liam Purdie	31-Jan-2015	50%		Report to CPC PQA sub-group quarterly on findings of plans sampled.  Annual report on multi-agency audit schedule and findings.	A multi agency audit is scheduled for December/January and will be reported on in February. Anne Salter Lead Officer Child Protection is leading on the audit. Feedback will be through the CPC and the Children and Young persons Strategy Group as part of the new reporting arrangements. (LP)  A process is now in place where Review Chairs quality assure case notes prior to meetings to ensure plans are being progressed. (PP)  Quality Assurance Framework now in place for Social Services which reports on outcomes from regular audits of case files. (CS)	07-Jan-2015


Priority  High

Date of Latest Note on Overall Progress	10-Nov-2014
A multiagency audit schedule is in place, reporting to the CPC. This will have to be revisited as new practices are introduced. The CPC will oversee that improvement actions are taken. JM	

Code & Title	Description	Covalent Owner	Due Date	Progress	Status	Sub-Action Details	Sub-Actions Latest Note	Sub-Actions Latest Note Date
SS_ICSAP_ARR 3 Process review	Review the process and procedures for the reviews of children and young people, agree service standards and priorities.	Pat Preece; Liam Purdie	31-Mar-2015	<div style="width: 56%; background-color: #4F81BD; color: white; text-align: center;">56%</div>		Report on findings of review to CPC PQA sub-group, and agree service standards and priorities.	Review of process completed and agreed. (CS) Implementation will be progressed once Case Management system is established. (PP)	28-Nov-2014
						Indicators agreed for reviews within timescales	In place for reviews. (CS)	28-Nov-2014
						Regular reporting of data (quarterly) to CPC PQA sub-group.	Quarterly reporting will be place end March 2015.	08-Jan-2015


Priority  High

Date of Latest Note on Overall Progress	28-Nov-2014
<p>MACIG group has been disbanded following review of CPC development session in August and CPC meeting in October. A working group has been established to develop a sub group structure that will meet the needs of the service. Will report back to CPC in December and CYPSPG. Liam Purdie AHofS will lead review group. It was agreed at partnership meeting 26/11/14 to recommend a Performance and Quality Assurance (PQA) sub-group of CPC. (LP)</p> <p>Covalent performance monitoring will evidence that reviews are completed within agreed timescales. A quarterly report evaluating the review process and the quality of reviews will be produced which will demonstrate that child plans are being reviewed effectively . (CS)</p>	

Code & Title	Description	Covalent Owner	Due Date	Progress	Status	Sub-Action Details	Sub-Actions Latest Note	Sub-Actions Latest Note Date
SS_ICSAP_ARR 4 Pathway planning	Arrangements for involving children and young people in pathway planning (for looked after and accommodated children) improves	Liam Purdie	31-Dec-2014	<div style="width: 100%; background-color: #4F81BD; color: white; text-align: center;">100%</div>		Ensure monthly report from TCAC team that monitors young people with pathway plans	Monthly report is now in place covering details about progress of young people with pathways plans and coordinators. (SS)	09-Jan-2015
						Ensure audit tool and business objects report is adapted to identify data.	Work ongoing to review Standard Case File Audit process within Social Services Quality Assurance Framework, bespoke audit tools to be created. (CJ)	28-Nov-2014
						Report quarterly on findings of monitoring report (involvement of young people in pathway plans) to Committee.	Pathway Plans and Coordinator indicators included in Social Services Business Plan, performance on indicators is reported to both Stirling and Clackmannanshire Council committees. CJ	09-Jan-2015


Priority

Date of Latest Note on Overall Progress	08-Jan-2015
<p>This is led operationally by Sandy Sneddon. Progress will be evidenced by focussed case file audit which demonstrates young people are involved in developing pathway plans. Quarterly report to Corporate Parenting Group. CS</p>	

Code & Title	Description	Covalent Owner	Due Date	Progress	Status	Sub-Action Details	Sub-Actions Latest Note	Sub-Actions Latest Note Date
SS_IC SAP_GIR1 Consistent approach	Embed consistent approaches to GIRFEC and the use of the single Child's Plan.	David Leng	31-Dec-2015	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; display: flex; align-items: center; justify-content: center;">50%</div>		Undertake multi-agency audit that 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.  Report on findings of multi-agency audit discussed at CYPSPG.	A Forth Valley multi-agency sub-group of the FV IAF development group is auditing paperwork from across the three authorities. A recommendations summary has been produced in relation to chronologies and one is currently in development relating to the use of the Wellbeing observations and assessment (Form 2) and My World Triangle (Form 3). GIRFEC modules have been updated for a multi-agency audience and taking into account learning from the inspection reports, developing national guidance in line with the CYP Act and the above audit. Updated guidance for schools is developing and will be followed by systematic quality assurance of GIRFEC practice in schools.	28-Nov-2014


Priority  High

Date of Latest Note on Overall Progress	07-Jan-2015
An audit of the paperwork used to observe and assess risks and needs has been audited by the Forth Valley Group. GIRFEC modules have been updated in the light of learning from audit, the Children's Services Inspection, nationally developing guidance and feedback from schools and partner agencies.	

Code & Title	Description	Covalent Owner	Due Date	Progress	Status	Sub-Action Details	Sub-Actions Latest Note	Sub-Actions Latest Note Date
SS_IC SAP_TRAN1 Review model	Review model for Transitions moving to an Age Long Disability Pathway based on self directed support	Liam Purdie	31-Oct-2014	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; display: flex; align-items: center; justify-content: center;">100%</div>		Approval granted by both Council committees.	A consultation took place with families, staff and stakeholders. A high level model has been agreed and ratified by both Councils. The model is based on the principles of SDS. JM	10-Nov-2014


Priority  High

Date of Latest Note on Overall Progress	27-Nov-2014
Report to Committee October 14 proposing service redesign CS	

Code & Title	Description	Covalent Owner	Due Date	Progress	Status	Sub-Action Details	Sub-Actions Latest Note	Sub-Actions Latest Note Date
SS_IC SAP_TRAN2 Develop model	Develop an operational model following committee approval, of a lifelong approach to managing needs of people with disabilities	Maureen Dryden; Liam Purdie	31-Mar-2015	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #4F81BD; color: white; display: flex; align-items: center; justify-content: center;">50%</div>		Develop and implement an operational model	Meeting between Children and Family Social Work and Adult Services Social Work took place on the 12th December. Group agreed to scope a paper with options of a transition team across the shared service and seconded staff from Children and Families and Adult Services to be dedicated to Transitions Work. Transitions Team to be managed by Adult Services in Learning Disability. (LP)	05-Jan-2015

Priority  Medium

Date of Latest Note on Overall Progress	08-Jan-2015
This is led by Sandy Sneddon & Maureen Dryden from Social Services, who will drive forward the implementation of a new service model. (CS) Meeting took place on 15th December to scope activity and option of a Transitions Team. Group to meet again in February 2015 with a proposal. (LP)	

Code & Title	Description	Covalent Owner	Due Date	Progress	Status	Sub-Action Details	Sub-Actions Latest Note	Sub-Actions Latest Note Date
SS_IC SAP_TRAN3 Joint workshops	Joint workshops for staff and stakeholders to ensure full understanding of the model	Maureen Dryden; Liam Purdie	28-Mar-2015	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #4F81BD; color: white; display: flex; align-items: center; justify-content: center;">25%</div>		Undertake joint workshops.	Discussion has taken place re life-long model at both AIS (Adult Social Services) and CCM (Child Care Social Services) workshops for integrated systems between Clackmannanshire and Stirling, but no concrete planning implemented. Potential to use same workshop model. (AB)	28-Nov-2014
						Presentation of feedback report to CYPSPG		28-Nov-2014

Priority  Medium

Date of Latest Note on Overall Progress	08-Jan-2015
This is led by Sandy Sneddon & Maureen Dryden from Social Services. Feedback from staff and stakeholders evidences a good understanding and greater opportunities for joint working. CS Meeting took place on 15th December to scope activity and option of a Transitions Team. Group to meet again in February 2015 with a proposal. LP	

Code & Title	Description	Covalent Owner	Due Date	Progress	Status	Sub-Action Details	Sub-Actions Latest Note	Sub-Actions Latest Note Date
SS_IC SAP_VIE W1 Staff understanding	Improve staff understanding of the importance of obtaining and recording children's views.	Christine Sutton	28-Feb-2015	40%		Report on extent of children's views recorded at case conference to CYPSPG.	The findings for the report have been commenced with an initial meeting looking at practice within our services, potential for extending good practice and national models that could be Used. JM	10-Nov-2014


Priority Medium

Date of Latest Note on Overall Progress	08-Jan-2015
Increased evidence of children's views recorded through case conference activity. Gaining young people's views for LAAC reviews is well established and various means are used including talking mats, video and white board presentations. (PP) Discussion took place in early January 2015 with Who Cares? with a view to commissioning their services to promote greater understanding and awareness across all agencies around children's rights and participation. (CS)	

Code & Title	Description	Covalent Owner	Due Date	Progress	Status	Sub-Action Details	Sub-Actions Latest Note	Sub-Actions Latest Note Date
SS_IC SAP_VIE W2 Advocacy	Improve awareness of advocacy and children's rights services across the partnership	Christine Sutton	30-Apr-2015	2%		Set up referral rate reporting with providers Report on referral rates to CP PQA sub group. Protocol to be developed and implemented as per ICSP. Commission a piece of work to inform next step	This will be led by Louise Johnston and Pat Preece. To involve children and young people and staff, agreement required on purpose in partnership with other agencies. To explore the benefits of commissioning a piece of work to support this. (CS) Social Work Childrens Rights Officer Post vacant due to secondment. Clarification needed to backfill post in the short term. Review of contract with Who Cares to look at capacity. (LP)	06-Jan-2015

Priority Medium

Date of Latest Note on Overall Progress	08-Jan-2015
Referral rates to be monitored 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 CPC PQA sub-group on progress. (CS)	
Concerns have been raised that the Childrens Rights Officer post was vacated due to secondment and no CRO available across the across the two partnerships. (LP) Initial analysis confirmed that there is a low rate of referrals to children's rights officer in Stirling Council area. Agreement that scoping work required with range of stakeholders to assess level of need and plan appropriately across the partnerships to respond to this need. Discussion took place in early January 2015 with Who Cares? with a view to commissioning their services to promote greater understanding and awareness across all agencies around children's rights and participation (CS)	

Code & Title	Description	Covalent Owner	Due Date	Progress	Status	Sub-Action Details	Sub-Actions Latest Note	Sub-Actions Latest Note Date
SS_IC SAP_VIEW3 Resource requirements	Review resource requirements for advocacy for children and young people	Christine Sutton	31-Oct-2014	<input type="text" value="50%"/>		Review resource requirements  Production of report to CP PQA sub-group.	To be led by Louise Johnston Social Service - will consider the possibility of joint commissioning with partners. (CS) Who Cares Scotland only provide advocacy to accommodated children (LP)	28-Nov-2014

Priority  Medium

Date of Latest Note on Overall Progress	09-Jan-2015
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Resources identified to address some of the gaps identified in delivery of advocacy. Discussions with Who Cares? took place in January 2015 and agreement reached that they can provide some additional input. Monthly reports will be requested to monitor progress and delivery. (CS)

### Help when They Need It

Overall Status of this Strategic Priority





**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**


Code & Title	Description	Covalent Owner	Due Date	Progress	Status	Sub-Action Details	Sub-Actions Latest Note	Sub-Actions Latest Note Date
SS_IC SAP_INT1 VPD	Develop a formal process to ensure named persons get access to VPDs and ensure risks and needs are reviewed on receipt.	Sheila Graham; Elaine Murray	31-Mar-2015	<input type="text" value="12%"/>		Formal process agreed by CYPSPG  Multi-agency audit report on findings	Sheila Graham; Elaine Murray have arranged to meet with police to discuss the new VPD process and how Police can better share information with partner agencies through this VPD process. An interim arrangement to share information from VPD's is currently in place with partner agencies. SG	07-Jan-2015

Priority  Medium

Date of Latest Note on Overall Progress	08-Jan-2015
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Sheila Graham; Elaine Murray have arranged to meet with police to discuss the new VPD process and how police can better share information with partner agencies through this VPD process. An interim arrangement to share information from VPD's is currently in place with partner agencies. (SG)

Code & Title	Description	Covalent Owner	Due Date	Progress	Status	Sub-Action Details	Sub-Actions Latest Note	Sub-Actions Latest Note Date
SS_ICSAAP_SUB1 Joint working	Programme of activities established to improve understanding and joint working.	Christine Sutton	31-Dec-2015	43%		Programme agreed and approved by CYPSPG	Lead Officers in Child Protection, Adult Support and Protection, Substance Misuse, Multi-Agency Public Protection arrangements and Violence against Women establish timetable of multi-agency practitioner forum sessions in 2015 to address impact on children and young people of substance misuse, adult mental health problems and violence against women. (January, 2015). Programme approved by CYPSPG, CPC, ASPC, ADP and Violence against Women fora. (February, 2015) Delivery of programme March-June, 2015. (AS)	28-Nov-2014
						Report to CYPSPG on evaluation findings	Two multi-agency and cross discipline events have taken place to date. Forth valley Public Protection Conference September 2014. Child Sexual Exploitation Conference November 2014. (LP)	28-Nov-2014
						Report on audit looking at joint working to identify needs of children living with substance misusing/mental health problem parents.	A report to CYPSPG, CPC, ASPC, ADP and Violence against Women fora on evaluation of sessions and audit (August, 2015). AS	28-Nov-2014
Priority		Medium						
Date of Latest Note on Overall Progress			09-Jan-2015					
This is led by Anne Salter Lead Officer CP, Elaine Brown Substance Misuse Lead and Bridget Stone Lead officer ASP. Feedback and evaluation will demonstrate improved understanding. Case file audits will demonstrate enhanced joint working to identify needs of children living with parents who misuse substances/have mental health problems. CS Children living with parents who misuse substances/have mental health problems would benefit from improved joint working across children's and adult's services - this will be expanded to include MAPPA and Violence against Women fora. AS								

Code & Title	Description	Covalent Owner	Due Date	Progress	Status	Sub-Action Details	Sub-Actions Latest Note	Sub-Actions Latest Note Date
SS_IC SAP_SUB2 Lead officers	Lead Officers for Public Protection promote collaboration and enhanced joint working.	Christine Sutton	31-Jul-2015	0%		Production of joint working protocols approved by CPC and ASPC	Lead Officers in Child Protection, Adult Support and Protection, Substance Misuse, Multi-Agency Public Protection arrangements and Violence against women will develop joint working protocols in (January, 2015). Joint Working Protocols will be approved by CYSPG, CPC, ASPC, ADP and Violence against Women fora. (February, 2015) AS	28-Nov-2014
						Production of communication strategy		
						Briefings undertaken with staff.	Joint Working Protocol promoted through multi-agency Practitioner Forums (March-June, 2015. AS	28-Nov-2014
						Multi-agency audit of cases to assess impact of protocol.	a multi-agency audit of cases to assess impact of protocol on practice will be undertaken (July 2015). AS	28-Nov-2014

Priority  Medium

Date of Latest Note on Overall Progress	08-Jan-2015
This is led by Anne Salter Lead Officer CP, and Bridget Stone Lead officer ASP and other key professionals involved in the Public Protection Leads Group - next meeting on 19th December. Progress will be evidenced by reviewed and re-launched joint working protocols. Accompanied by clear communication strategy and briefings with staff. (CS) A Report to CYSPG, CPC, ASPC, ADP and Violence against Women fora on evaluation of sessions and audit is planned for August, 2015. (AS)	



Code & Title	Description	Covalent Owner	Due Date	Progress	Status	Sub-Action Details	Sub-Actions Latest Note	Sub-Actions Latest Note Date
SS_ICSAAP_SUB3 Appropriate tools	Develop the use of appropriate tools that measure the impact of mental health and substance misuse and impact on children.	Christine Sutton	31-Dec-2015	<input type="text" value="0%"/>		Production of paper to CPC on options.	Promote the use of appropriate tools that measure the impact of mental health, substance misuse and violence against women on children and young people. Lead Officers in Child Protection, Adult Support and Protection, Substance Misuse, Multi-Agency Public Protection arrangements and Violence against Women will source appropriate tools by January, 2015. Tools will then be approved by CYSPG, CPC, ASPC, ADP and Violence against Women fora by February, 2015. AS	28-Nov-2014
						Implementation strategy produced and approved by CPC	Tools promoted through multi-agency Practitioner Forums (March-June, 2015). AS	28-Nov-2014
						Undertake a multi-agency audit.	Multi-Agency audit of cases to assess impact of tools on practice planned for July 2015. Report to CYSPG, CPC, ASPC, ADP and Violence against Women fora on evaluation of sessions and audit planned for August, 2015. AS	28-Nov-2014

Priority High

Date of Latest Note on Overall Progress 08-Jan-2015


This is led by Anne Salter Lead Officer CP, Elaine Brown Substance Misuse Lead and Bridget Stone Lead officer ASP and other key professionals involved in the Public Protection Leads Group - next meeting on 19th December. Progress will be evidenced by; 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, and identification of key principles for learning, inclusion in training, supervision process and induction as appropriate. CS

Code & Title	Description	Covalent Owner	Due Date	Progress	Status	Sub-Action Details	Sub-Actions Latest Note	Sub-Actions Latest Note Date
SS_ICSAAP_SUPP1 Commissioning strategy	Review of commissioning Strategy and funding to third sector.	Christine Sutton	31-Mar-2015	<input type="text" value="100%"/>				

Priority Medium


Date of Latest Note on Overall Progress 08-Jan-2015

The commissioning review of children's services has been completed, with each organisation undergoing of its activity, quality and alignment against required outcomes. Additional activities have also been progressed to strengthen the sectors role in terms of prevention and the principles of Personalisation. These actions will be built on by the partnership through the C and YP Strategic Planning Group and the Commissioning sub group to extend the approach across all commissioned services. (CS)

Code & Title	Description	Covalent Owner	Due Date	Progress	Status	Sub-Action Details	Sub-Actions Latest Note	Sub-Actions Latest Note Date
SS_IC SAP_SUPP2 Early Years	Implementation of Early Years Collaborative across the service.	David Leng	30-Sep-2015	<input type="text" value="40%"/>		Report on findings of Early Years Collaborative to CYPSPG.	The Early Years Collaborative (EYC) Programme Manager is now in post and has begun to clarify structures and processes relating to the EYC and identify new priorities supporting a coherent approach to implementing, evaluating and reporting on the work of the collaborative.	28-Nov-2014

Priority  High

Date of Latest Note on Overall Progress	28-Nov-2014
The Early Years Collaborative (EYC) Programme Manager is now in post and has begun to clarify structures and processes relating to the EYC and identify new priorities supporting a coherent approach to implementing, evaluating and reporting on the work of the collaborative. (SJ)	
Implementation will be evidenced through reporting through the EYC Group ensuring the tests of change are completed and implementation strategies are in place to roll out. (CS)	

Code & Title	Description	Covalent Owner	Due Date	Progress	Status	Sub-Action Details	Sub-Actions Latest Note	Sub-Actions Latest Note Date
SS_IC SAP_SUPP3 LAC hours	Implementation of the 600 hours for LAC 2 year olds.	David Leng	30-Sep-2015	<input type="text" value="70%"/>		Protocol for LAC 2 year olds agreed.	Protocol for LAC 2 year olds has been drafted. Led by Lisa McCabe and Sandy Sneddon.(SS)	28-Nov-2014

Priority  High

Date of Latest Note on Overall Progress	28-Nov-2014
The implementation of 600 hours early learning and childcare for LAC 2 year olds is complete	

Code & Title	Description	Covalent Owner	Due Date	Progress	Status	Sub-Action Details	Sub-Actions Latest Note	Sub-Actions Latest Note Date
SS_IC SAP_SUPP4 Parenting support	Parenting Support to be rolled out and developed as part of the Parenting Strategy.	David Leng	31-Dec-2015	<div style="width: 75%;"><div style="background-color: #4F81BD; color: white; text-align: center;">75%</div></div>		Production of a Parenting Strategy approved by both Councils.	The parenting group is producing a draft strategy for discussion with Assistant Heads by December 2014	28-Nov-2014

Priority Medium

Date of Latest Note on Overall Progress	27-Nov-2014
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This will be evidenced through the development and formal launch of a Parenting Strategy. 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. CS

<b>Joint Strategic Planning</b>	Overall Status of this Strategic Priority
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**Implement systematic and robust processes for the joint strategic planning of integrated children's services**

Code & Title	Description	Covalent Owner	Due Date	Progress	Status	Sub-Action Details	Sub-Actions Latest Note	Sub-Actions Latest Note Date
SS_IC SAP_COM1 Joint commissioning	Develop a joint commissioning strategy	Val DeSouza	31-Dec-2015	<div style="width: 0%;"><div style="background-color: #4F81BD; color: white; text-align: center;">0%</div></div>		Development of a joint commissioning strategy approved by CYPSPG and G4.		

Priority Medium

Date of Latest Note on Overall Progress	28-Nov-2014
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This will be evidenced by a clear statement of multi agency joint commissioning arrangements based on the ICSP incorporating vision, strategic direction intent, priorities and resource implications. CS

Code & Title	Description	Covalent Owner	Due Date	Progress	Status	Sub-Action Details	Sub-Actions Latest Note	Sub-Actions Latest Note Date
SS_IC SAP_CPC 1 Development day	CPC Development day to revisit role and function and membership and reporting strategy.	Jane Menzies	31-Aug-2014	<div style="width: 100%;"><div style="background-color: #4F81BD; color: white; text-align: center;">100%</div></div>				

Priority High


Date of Latest Note on Overall Progress	28-Nov-2014
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A development day took place in September 14. A full report was submitted to the CPC. An action plan is in development considering national guidance, best practice and CPP governance. All sub groups are now subject to review. (JM) MACIG now no longer exists and new sub group structure to be developed. Liam Purdie December 2014 (LP)

Code & Title	Description	Covalent Owner	Due Date	Progress	Status	Sub-Action Details	Sub-Actions Latest Note	Sub-Actions Latest Note Date
SS_ICSAP_GOV1 Steering groups	Review of the current number of children's steering groups across the two local authorities and develop a clear governance framework.	David Leng	31-Aug-2015	<div style="width: 80%;"><div style="background-color: #4f81bd; color: white; text-align: center; padding: 2px;">80%</div></div>		Production of a Governance Framework, agreed by CYPSPG.	New Children and Young Persons Strategy Group now established and has met on 4 occasions. New sub groups established or being developed and development of Integrated Children's Inspection Plan underway. CYPSPG Established and dates scheduled for the next year.(LP)	06-Jan-2015


Priority  High

Date of Latest Note on Overall Progress	28-Nov-2014
Following review new CYPSPG established. Reporting structure agreed and ongoing development of groups. Terms of reference being established for all groups highlighting reporting structure. CS	

Code & Title	Description	Covalent Owner	Due Date	Progress	Status	Sub-Action Details	Sub-Actions Latest Note	Sub-Actions Latest Note Date
SS_ICSAP_GOV2 Key strategic groups	Review and refine the membership and function of key strategic groups e.g. CP, MACIG in line with agreed governance framework.	Liam Purdie	30-Nov-2015	<div style="width: 100%;"><div style="background-color: #4f81bd; color: white; text-align: center; padding: 2px;">100%</div></div>		Report to CYPSPG on findings of review.	Paper produced at CPC in December and agreed sub-groups and leads of groups. Sub-groups to be populated across services and chairs will feedback progress and issues to CPC. (LP)	05-Jan-2015


Priority  Medium

Date of Latest Note on Overall Progress	05-Jan-2015
This will be evidenced by a clear role and development plan for the CPC and associated sub groups. Appropriate membership in terms of influence and decision making. (CS) Action completed and progress and effectiveness of new reporting structure will be reviewed through the CPC. (LP)	

Code & Title	Description	Covalent Owner	Due Date	Progress	Status	Sub-Action Details	Sub-Actions Latest Note	Sub-Actions Latest Note Date
SS_ICSAP_ICSP1 Deliver ICSP	Build on current scoping document to deliver Integrated Childrens Services Plan	Val DeSouza; David Leng	31-Mar-2015	<div style="width: 70%;"><div style="background-color: #4f81bd; color: white; text-align: center; padding: 2px;">70%</div></div>		Production of an Integrated Childrens Services Plan approved by both Councils.	Programme manager recruited on a short term basis to develop and consult stakeholders on the development of the ICSP. Steering group established that meets fortnightly and draft plan prepared for CYPSPG for November 2014. (LP) A final draft of the ICSP presented to strategic partnership on 19th December. (SJ)	06-Jan-2015


Priority  High

Date of Latest Note on Overall Progress	08-Jan-2015
Programme manager has been recruited and scoping and interviewing of partners. Steering group has been established and actions being recorded. One ICSP will be produced across Clackmannanshire and Stirling CPPs which will provide a clear direction for the planning and delivery of integrated services across both local authorities. Draft plan now at consultation stage. CS	

Code & Title	Description	Covalent Owner	Due Date	Progress	Status	Sub-Action Details	Sub-Actions Latest Note	Sub-Actions Latest Note Date
SS_ICSAP_ICSP2 Engage stakeholders	Implement arrangements for engaging all stakeholders in the development of the (ICSP)	Val DeSouza; David Leng	31-Oct-2015	<input type="text" value="50%"/>		Production of a consultation and engagement strategy.	Consultation and engagement events scheduled for Jan -March 2015. (LP) A communication strategy to be presented to CYP strategic group by 19th December. (SJ)	28-Nov-2014


Priority  High

Date of Latest Note on Overall Progress	08-Jan-2015
<p>A clear consultation and engagement strategy will be produced with accountable individuals and associated timescales. (CS)  Following development of a draft ICSP consultation dates and forums being finalised for Jan-Feb for final consultation. (LP)  A systematic series of consultation events has been developed to engage with a range of stakeholders. This will inform future consultation processes. (SJ)</p>	

Code & Title	Description	Covalent Owner	Due Date	Progress	Status	Sub-Action Details	Sub-Actions Latest Note	Sub-Actions Latest Note Date
SS_ICSAP_ICSP3 Methodology	ICSP to set out methodology and mechanism to review trend data across CPPs	Val DeSouza; David Leng	31-Dec-2015	<input type="text" value="35%"/>		Establishment of performance framework across both CPPS  Report to CYPSPG on findings	Final performance and trend data populated into Draft ICSP report. Consultation events with stakeholders will finalise data sets. Trend data identified currently sourced from existing organisations and groups.(LP)	06-Jan-2015


Priority  High

Date of Latest Note on Overall Progress	06-Jan-2015
<p>This will be evidenced by;  . Report to Children's Strategic Partnership Group.  . Performance framework measuring progress towards outcomes as required in Care Inspectorate methodology. CS</p> <p>Performance outcomes agreed for draft plan to be included in stakeholder consultation events in January - February 2015. LP</p>	

Code & Title	Description	Covalent Owner	Due Date	Progress	Status	Sub-Action Details	Sub-Actions Latest Note	Sub-Actions Latest Note Date
SS_ICSAP_PAR1 Participation strategy	Develop a comprehensive participation strategy (with resource implications)	David Leng	31-Mar-2015	50%				


Priority  Medium

Date of Latest Note on Overall Progress	06-Jan-2015
Steering Group established and consultation events being planned for February March 2015 in draft ICSP. There is a clear strategy within the ICSP to collate the views of children, young people and other stakeholders at strategy and senior levels.	
This will be evidenced by adherence to ICSP and monitoring reports for Strategic Planning Partnership. CS	
Following development of a draft ICSP consultation dates and forums being finalised for Jan-Feb for final consultation. LP	


Code & Title	Description	Covalent Owner	Due Date	Progress	Status	Sub-Action Details	Sub-Actions Latest Note	Sub-Actions Latest Note Date
SS_ICSAP_PAR2 Seek views	Seek Young Persons Views in the development of the ICSP	Val DeSouza; David Leng	31-Mar-2015	70%		Report produced detailing the outcomes achieved by focus group. To report to CYPSPG	Consultation and engagement events scheduled for Jan -March 2015 Corporate Group developing a consultation strategy for YP with Youth Services and Third Sector involvement. (LP)	28-Nov-2014

Priority  Medium

Date of Latest Note on Overall Progress	08-Jan-2015
A focus group established to inform the development of the plan and a clear articulation of their views within it. Programme for consultation on ICSP in place. (CS)	

<b>Leadership</b>	Overall Status of this Strategic Priority 
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**Provide the strong collaborative leadership needed to increase the pace of change and improvement across services for children and young people.**

Code & Title	Description	Covalent Owner	Due Date	Progress	Status	Sub-Action Details	Sub-Actions Latest Note	Sub-Actions Latest Note Date
SS_IC SAP_LEAD1 Leadership development	Continue to support staff to benefit from leadership development initiatives	Val DeSouza; David Leng	30-Apr-2015	<input type="text" value="0%"/>		Production of leadership skills statements. Provision of opportunities for development across all agencies Production of a report to CYPSPG on undertakings above.		

Priority  Medium

Date of Latest Note on Overall Progress	27-Nov-2014
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Leadership programmes in both Local Authority areas and Health. This will be evidenced by:  
 . 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 CS

Code & Title	Description	Covalent Owner	Due Date	Progress	Status	Sub-Action Details	Sub-Actions Latest Note	Sub-Actions Latest Note Date
SS_IC SAP_MOR1 Morale & workload	Review and monitor the impact of morale, workloads, capacity and different terms and conditions on the ability to sustain improvements service delivery.	Val DeSouza; David Leng	31-Mar-2015	<input type="text" value="0%"/>		Staff surveys across agencies  Workforce development and capacity planning.	Social Work staff survey undertaken and will report on findings in January 2015.  Social Work undertook series of staff engagement events between June and July 2014 for all Social Work staff. Monthly caseload reporting on individual cases across Social Work reported for managers to monitor demand and capacity. LP	06-Jan-2015

Priority  High

Date of Latest Note on Overall Progress	28-Nov-2014
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The main services responsible for this action are Education, Social Services, and NHS. Progress will be evidenced by:  
 . 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. CS

Code & Title	Description	Covalent Owner	Due Date	Progress	Status	Sub-Action Details	Sub-Actions Latest Note	Sub-Actions Latest Note Date
SS_ICSAP_VIS1 Business Case	Business case to be developed in relation to the full implementation of Shared Services	Val DeSouza; David Leng	31-Mar-2015	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #4F81BD; color: white; display: flex; align-items: center; justify-content: center;">50%</div>		Agreement given by both Councils on model.	The Councils have secured a consultancy firm to build a new business case. This exercise will be over a 12 week period with completion estimate for early March 15. Options will be presented to Council following completion. JM	27-Nov-2014

Priority  High

Date of Latest Note on Overall Progress	08-Jan-2015
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Programme Board in place to oversee development of Shared Service Business Case by Ernst and Young in collaboration with the 2 Councils. Communication sent to all Shared Service staff in December 2014 by Chair of Programme Board to update on progress of the business case. Service links in place for Education and Social Services. Focus groups with operational staff in Education and Social Services and key support services to inform the development of the Shared Services Business case took place in December 2014. Outputs from focus groups provided to Ernst and Young. Sessions arranged for January 2015 to feed back on baseline information and inform the next phase of the development of the business case. (CS)


Code & Title	Description	Covalent Owner	Due Date	Progress	Status	Sub-Action Details	Sub-Actions Latest Note	Sub-Actions Latest Note Date
SS_ICSAP_VIS2 Leadership visibility	Increase the visibility of leadership (both political and senior officers) to front line staff across all agencies.	Val DeSouza; David Leng	30-Jun-2015	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #4F81BD; color: white; display: flex; align-items: center; justify-content: center;">20%</div>		Agree engagement programme	There is now a comprehensive engagement process started for the consultation on the ICSP, with briefings to elected members, staff and community. (SJ)	08-Jan-2015

Priority  Medium

Date of Latest Note on Overall Progress	08-Jan-2015
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There is now a comprehensive engagement process started for the consultation on the ICSP, with Heads of Education and Social Services leading the briefings to elected members, and Senior Managers from Education, Social Services and Health attending staff and community briefings.(SJ)



Code & Title	Description	Covalent Owner	Due Date	Progress	Status	Sub-Action Details	Sub-Actions Latest Note	Sub-Actions Latest Note Date
SS_ICSAP_VIS3 Communication & engagement	Review and strengthen opportunities for communication and engagement across Shared Services.	Val DeSouza; David Leng	31-Dec-2015	<input type="text" value="0%"/>				

Priority  High

Date of Latest Note on Overall Progress	08-Jan-2015
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This will be evidenced by;

- . Clear message of intent in the future of shared services.
- . Engagement and communication with staff.
- . Clear engagement process with TUs and other relevant stakeholders. (CS)

Social Work undertook series of staff engagement events between June and July 2014 for all Social Work staff. Social Work Child Care Services 6 weekly staff focus group with Front line staff and Assistant Head of Service. (LP)

Communication sent to all Shared Service staff in December 2014 by Chair of Programme Board to update on progress of the business case. Service links in place for Education and Social Services. Focus groups with operational staff in Education and Social Services and key support services to inform the development of the Shared Services Business case took place in December 2014.(CS)

