
Report to: Housing, Health and Care Committee

Date of Meeting: 2 April 2015

Subject: Integrated Children's Services Action Plan and Single Agency Action Plan

Report by: Assistant Head of Social Services

1.0 Purpose

- 1.1. To advise the committee that the Care Inspectorate have advised that they will review the progress following the inspection of services for children and young people across Clackmannanshire and Stirling Community Planning Partnership areas (CPP's) commencing Monday the 18th of May 2015.
- 1.2. 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.
- 1.3. This report refers to the previous reports presented to Housing, Health and Care Committee in June and October 2014 and January 2015 and the Resource and Audit Committee September 2014. Attached for information is the Joint Inspection Action Plan as reported through Covalent (*Appendix 1*) and the Social Services Single Agency Action Plan. (*Appendix 2*)

2.0 Recommendations

- 2.1. To note the date of the Care Inspectorate Review for the week beginning 18th of May 2015.
- 2.2. To note the progress which has been made in taking forward the improvement actions identified by 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 and the 6th of March 2015. In addition The action plan is presented on a monthly basis to the Public Protection Forum for information and overview of the actions.
- 3.3. As identified at previous committees the action plan is 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 reports to the relevant Community Planning Partnerships in Clackmannanshire and Stirling in relation to the progress of the plan.
- 3.4. The Single Agency Action Plan is monitored through the Shared Services Senior Management Team. The actions mirror the multi agency action plan however single agency sampling and auditing takes place and is undertaken specific to single agency requirements.
- 3.5. Progress has been reported to committee in relation to the following areas in previous reports and progress in the actions identified are ongoing. 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.

Governance of Children's Services

- 3.6 The group is now well established and is meeting on a monthly cycle in preparation for the future inspection. 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.

Integrated Children's Services Plan (ICSP)

- 3.7 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. In response to this, the CYPSPG was tasked with developing an ICSP. A Programme Manager was recruited on a short term basis to lead on the development of the ICSP. A multi agency working group was established which met fortnightly to develop and draft an ICSP.

Through January and March there have been several professional and community engagement events to consult in relation to the draft plan. A final version of the ICSP will be developed by April 2015, for future presentation and approval at the Community Planning partnership the Alliance in Clackmannanshire, and the Community Planning Partnership Leadership in Stirling.

Assessment of Risk and Needs for services

- 3.8 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.
- 3.9 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. Training for Trainers is being undertaken in March 2015 for training then to be cascaded to front line staff. This is being lead by Social Work personnel.
- 3.10 As part of the Assessment of Risk and needs; a multi agency audit commenced in December and concluded in February 2015. It identified evidence of good practice, particularly in relation to risk assessment, but also some areas for further development particularly around chronologies. The outcomes and lessons from the audit are being considered and circulated amongst agencies for action.
- 3.11 A further multi agency audit was undertaken in March 2015. This was a Supported Self Evaluation audit with oversight of the process from inspectors from the Care Inspectorate to assist with a critical eye to ensure accountability and integrity of the process in keeping with the Care Inspectorate standards. The outcome from this audit will be written up and presented to the Children and Young Persons Strategic partnership Group and the Public Protection Forum.
- 3.12 Following the announcement from the Care Inspectorate to undertake the review in May this multi agency audit and outcome will be used as part of the evidence of progress and improvement. The inspectors assisting with this audit have gave initial feedback that they found the process to be robust and credible and demonstrated good interagency and partnership working from the audit which was evident in the case files.
- 3.13 A single agency audit also commenced in March and will be concluded in April 2015 in relation to the use of Childs Plans across the service. This audit is supported by a commissioned provider to ensure there is a critical external eye in relation to social work practice.
- 3.14 Single agency spot checks in Social Work have also been undertaken in relation to Risk Assessments and multi agency chronologies. 109 cases were sampled in January 2015. 90 had Risk Assessments with 8 having no Risk

Assessments. The outstanding Risk Assessments have now been completed and/or dates identified for completion within these files. In February 2015 a spot check was undertaken on all registered Child Protection cases, of the 82 registered only two did not have a Risk Assessment; this was due to the fact that they were pre- birth registrations. The subsequent births will result in a Risk Assessment being carried out.

Risks

- 3.15 Children Rights and Advocacy Services: This was previously identified as a risk however this matter has now been resolved and Who Cares Scotland have been successful in securing the additional tender. They will undertake this work until such time as a long term solution is finalised.
- 3.16 Shared Services was identified from the inspection as a concern. 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 Visibility and Leadership was identified as an area of deficit in the multi agency inspection. As a single agency response the Head of Social Services undertakes a regular open door appointments system which is well attended for individual staff. This pre dates the multi agency inspection however is identified as an effective engagement with front line staff. There is also a 6 weekly staff focus group for child care social workers with the Assistant Head of Service. Staff engagement events took place with all staff in June and July 2014 with senior management presentations in a number of areas including the outcome of the Inspection. A further children services engagement event is scheduled for 30th of March 2015 for all child care staff. The Chief Executives across both local authorities will also be in attendance at this

Preparation for Review:

- 3.18 A multi agency working group was established in February 2015 in preparation for the review. The aim of this group is to prepare and gather the evidence that will be required from the multi agency action plan to prepare a portfolio of evidence for presenting to the inspection team. The Care Inspectorate will then identify what areas from the action plan they would want to inspect for evidence off improvement.
- 3.19 A meeting is scheduled with the Care Inspectorate and the lead inspectors in preparation for the review. The Head of Social Services on behalf of the partnerships will lead on this area with support from relevant partners. Following this meeting details of the activity and evidence required for the Care Inspectorate will be gathered to evidence the progress.
- 3.20 The Care Inspectorate advise that activity will focus on the areas identified for improvement which may include: review of plans and progress reports; sampling of case records and key processes; meetings with chief officers and staff and dialogue with children and families.

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 - There are no staffing implications associated with this report.

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 Covalent Report
Appendix 2 - Single Agency 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)

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Approved by

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

SOS 001 Children's Inspection Action Plan

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.

KEY TO SYMBOLS

	Alert
	Warning
	OK (performance is within timescale)
	Complete

HIGH LEVEL SUMMARY

Risk Assessment Processes							
	0		1		2		14


Help when They Need It							
	0		1		6		1

Children's Plans							
	0		4		3		4


Joint Strategic Planning							
	0		3		2		4

Leadership							
	0		2		3		0

ACTION PLAN - FULL DETAILS - ACTIONS AND SUB-ACTIONS WITH PROGRESS

1. Risk Assessment Processes	Overall Status of this Strategic Priority	
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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: 80px; height: 20px; background-color: #add8e6; display: flex; align-items: center; justify-content: center;"> 70% </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. Well attended by Social Services Team Managers, Service Managers, as well as Police, Health and Third Sector. 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 26th&27th February and offered to some partners from health and education following a learning review requested by CPC. 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 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. Training For Trainers on NRAF and graded care profile on March 6th 2015, with roll out of programme starting April and annual review (AB)	25-Feb-2015
						Undertake supervision audit of front line managers to evidence increased interventions.	Work ongoing to align audit work within Quality Assurance Framework. Processed being agreed. Social Services Learning & Development will undertake a pilot quantitative audit with findings reported June 2015. Service Managers will begin qualitative audits April/May 2015. (AB)	25-Feb-2015

					Undertake risk assessment audit	Multi-agency audit of risk assessments undertaken in December/January 2015.(AS) Graded Care Profile agreed and launched along with training for trainers March 2015. New tool launch has been delayed externally until March/April 2015. Multiagency training for managers undertaken March. Training will now be cascaded amongst front line staff. (LP)	24-Mar-2015
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Priority  High

Date of Latest Note on Overall Progress	25-Feb-2015
<p>Interagency training currently being delivered by 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_IC SAP_IMP2 Staff awareness	Raise staff awareness of escalation processes for raising concerns across all agencies.	Val DeSouza; David Leng	31-Dec-2015	<div style="background-color: #4f81bd; color: white; padding: 2px; text-align: center;">100%</div>		Report to CPC on outcome of audit looking at staff awareness.	Learning event launched in December 2014 from learning reviews. As part of Learning Reviews staff briefed in escalation processes. (LP)	24-Mar-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	<div style="width: 25%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 25%		Specify training requirements.	New GIRFEC training modules in place with further to come. (AB)	25-Feb-2015
						Report to CPC on results of staff survey following training	Resistance training, and training for trainers in GIRFEC and NRAF all evaluated well. (AB) Anne Salter and Sandra Hunter involved in work through practitioner forums.	25-Feb-2015

Priority  Medium

Date of Latest Note on Overall Progress	25-Feb-2015
It is the responsibility of the GIRFEC Training Group and 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 outcomes on the Childs plan across all agencies to determine the collective contribution to the outcome.	Val DeSouza; David Leng	31-Mar-2015	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		Undertake multi-agency audit checking if staff are reviewing the impact of collective interventions and using this to inform ongoing assessment	Outcomes framework training has been modified and re-run to include Looked After Children. All of these sessions have been completed.(AB) Outcomes Framework now launched for all LAAC and CP cases. (LP)	24-Mar-2015

Priority  Medium

Date of Latest Note on Overall Progress	25-Feb-2015
<p>Framework has now been rolled out to include Lac and CP cases. Outcome Framework has been uploaded onto electronic social work system.</p> <p>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</p> <p>Outcomes steering group identified to take forward training</p> <p>6 briefings delivered to staff across all sectors , very positive evaluations</p> <p>Training to be added to annual education programme edu EM</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_PLAN2 Outcomes	Increased use and awareness of an outcomes based approach, implemented across all agencies.	Michael Grassom	31-Mar-2015	<div style="width: 76%;"><div style="width: 76%;"></div></div> 76%		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 implement 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 delivered to multi-agency staff group in Dec 14 on roll out of Outcomes for LAAC/LAC. (AB) Outcomes Framework now launched for all LAAC and CP cases. (LP)	24-Mar-2015

Priority Medium

Date of Latest Note on Overall Progress	05-Mar-2015
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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
Outcomes Framework now routinely used in all CP cases. LAC/LAAC launched January 2015 and future sampling to identify compliance with framework. Will also be evidenced in care Inspectorate supported audit in March. 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_RESP1 Scoping MAASH	Comprehensive scoping of activity and demand in relation to the MAASH	Liam Purdie	28-Feb-2015	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%		Production of a scoping report.	Comprehensive scoping is complete. Action Plan will be reviewed in March to reflect next steps. Implementation should be complete by end of May 2015 (VD)	09-Mar-2015

Priority High


Date of Latest Note on Overall Progress	05-Mar-2015
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Options paper now complete and agreed by Police and Social Work to move to a joint Clackmannashire Stirling Intake and Child Protection and Assessment Team. Will be managed by a single Service Manager Social Work and redesign of front line management structure will follow Business Case following Shared Service developments. Appropriate premises/accommodation for delivery to be identified. Partners notified through CPC. 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_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	100%		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)	18-Feb-2015


Priority  High

Date of Latest Note on Overall Progress	18-Feb-2015
Post de-registration process has been agreed and will be reviewed as part of a sampling and audit activity scheduled for February within operational Children's 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	100%		Undertake a single agency audit in NHS.	Case file audit completed 26.1.15 awaiting Report.	11-Feb-2015
						Implement Vulnerable Health Plan Indicator within HV caseload management.	CP Case Supervision currently on request to Manager/Child Protection Nurse Advisor.	12-Mar-2015
						Collate/interrogate management information re staff attendance at child protection case conferences	"Vulnerable" category for health visitor caseload, health plan indicator (HPI), 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" HPI, consultation complete. Implementation process complete NHS FV CP Dept. monitoring system re management information re nhsfv staff attendance at child protection case conferences implemented January 2015.	11-Feb-2015

Priority  High


Date of Latest Note on Overall Progress	05-Mar-2015
Led by Shirley Clarke NHS. This will be evidenced through the ongoing supervision in CP cases for front line staff in Health. To be evidenced through single agency audit.	

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	100%		Undertake Multi-agency themed audit covering risk and chronology and report findings to CPC PQA sub-group	Complete, review of Action Plan planned which will include findings and learning outcomes from audit programme. (VD)	09-Mar-2015

Priority  High

Date of Latest Note on Overall Progress	05-Mar-2015
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Quality and Assurance sub group now established. Chaired by Service manager Social Work. Performance reporting will take place bi monthly for each Child Protection Committee. A multi agency scheduled audit programme will be established as part of the groups remit. 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_RISK2 Review FRA	Review the framework for Risk Assessment is fit for purpose and in line with national guidelines.	Liam Purdie	31-Mar-2015	100%		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.	Multi-agency audit of risk assessments undertaken January/February. (AS) Multi agency managers training completed in December, agreed NRAF is the tool for Risk Assessment (in line with national guidance). All agencies briefed in the NRAF. NRAF and Graded Care Profile training for Trainers March 2015. Training will then be cascaded to front line staff. (LP)	24-Mar-2015

Priority  High


Date of Latest Note on Overall Progress	27-Nov-2014
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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_IC SAP_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	100%		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_IC SAP_RISK4 Tools	Identify the consistent risk assessment tools to be used across all services.	Liam Purdie	30-Apr-2015	100%		Implementation plan and reporting framework developed.	NRAF agreed as the consistent tool for risk assessment December 2014. Graded Care Profile agreed to be launched and staff trained in the Tool March/April 2015. All agencies briefed in the NRAF. (LP)	24-Mar-2015


Priority

Date of Latest Note on Overall Progress	25-Feb-2015
NRAF agreed at training as the consistent tool for roll out. Training in Graded Care for Neglect cases scheduled for March/April 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	100%		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 February 2015 in NRAF. (LP)	25-Feb-2015


Priority  High

Date of Latest Note on Overall Progress	28-Nov-2014
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	100%		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."	Two multiagency audits undertaken and chronologies reviewed . Action from the audits resulted in a change in the training and briefings in relation to chronologies. (LP) Spot checks have been undertaken in single agency and multiagency case files. Jan and Feb 2015 (LP)	24-Mar-2015

Priority  High

Date of Latest Note on Overall Progress	27-Nov-2014
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_IC SAP_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-2015	100%		Audit schedule agreed for 14/15	First draft of audit report has been produced. Audit will report formally to April PPF. (VD)	09-Mar-2015

Priority  High

Date of Latest Note on Overall Progress	05-Mar-2015
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Multi agency audit has taken place in January - February. There was a delay in starting the audit initially scheduled for December. Audit will report back end of February.
Multi Agency audit of de - registered cases planned for March (17, 18 & 19). Supported audit with care Inspectorate. Deregistered cases looking at domestic violence, Mental health and addictions issues. LP

2. Children's Plans

Overall Status of this Strategic Priority




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

Code & Title	Description	Covalent Owner	Due Date	Progress	Status	Sub-Action Details	Sub-Actions Latest Note	Sub-Actions Latest Note Date
SS_IC SAP_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	18-Feb-2015
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This is lead 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_IC SAP_ARR2 Sampling process	Develop a process of sampling for quality.	Liam Purdie	31-Jan-2015	100%		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 January/February 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) Action plan will be reviewed and updated to reflect findings from Audits. VD	18-Feb-2015 09-Mar-2015

Priority  High

Date of Latest Note on Overall Progress	05-Mar-2015
MACIG now disbanded and new Quality Assurance and audit sub group will develop an audit schedule for multi agency audits and sampling. Social Work have a Quality Assurance Framework which audits cases on a monthly basis by Team Managers and quarterly by Service Managers. This however is a single agency activity. Framework. 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_ARR3 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	91%		Report on findings of review to CPC PQA sub-group, and agree service standards and priorities. Indicators agreed for reviews within timescales Regular reporting of data (quarterly) to CPC PQA sub-group.	Review of process completed and agreed. (CS) Implementation will be progressed once Case Management system is established. (PP) In place for reviews. (CS) Quarterly reporting will be place end March 2015.	28-Nov-2014 28-Nov-2014 08-Jan-2015

Priority  High

Date of Latest Note on Overall Progress	28-Nov-2014
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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)

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)


Code & Title	Description	Covalent Owner	Due Date	Progress	Status	Sub-Action Details	Sub-Actions Latest Note	Sub-Actions Latest Note Date
SS_IC SAP_ARR4 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%;"><div style="width: 100%; background-color: #4F81BD; color: white; text-align: center;">100%</div></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	05-Mar-2015
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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

Monthly reporting identified improvements and evidence of Pathway Planning. Reported quarterly to every Corporate Parenting Steering Group and bi monthly to social work committees. 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_GIR1 Consistent approach	Embed consistent approaches to GIRFEC and the use of the single Child's Plan.	David Leng	31-Dec-2015	<div style="width: 60%;"><div style="width: 60%; background-color: #4F81BD; color: white; text-align: center;">60%</div></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.	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	28-Nov-2014

					Report on findings of multi-agency audit discussed at CYPSPG.	assurance of GIRFEC practice in schools.	
						A number of elements of the IAF paperwork have been audited with draft improvements being recommended. These will go to the IAF development group for discussion/approval.	19-Jan-2015

Priority  High

Date of Latest Note on Overall Progress	18-Feb-2015
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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. An audit of Child's Action Plans (Form 4) by the FV Child's Plan development group (previously IAF development group) –has begun, with forms requested. Spot checks and case-file audits have highlighted the need for further work on integrated chronologies, which is ongoing. A group of trainers from a range of agencies have been trained to support the roll out of the new modules. Feb15 (FM)

Code & Title	Description	Covalent Owner	Due Date	Progress	Status	Sub-Action Details	Sub-Actions Latest Note	Sub-Actions Latest Note Date
SS_ICSAP_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="width: 100%;"><div style="width: 100%; background-color: #0070C0; color: white; text-align: center;">100%</div></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
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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_ICSAP_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="width: 75%;"><div style="width: 75%; background-color: #0070C0; color: white; text-align: center;">75%</div></div>		Develop and implement an operational model	An updated report has been provided to committee on this work workers from both adult and child care have been identified to undertake roles on interim basis and HR involved in looking at job descriptions. Work on practice model ongoing and consultation with stakeholders planned. (SS)	18-Feb-2015

Priority  Medium

Date of Latest Note on Overall Progress	08-Jan-2015
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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	<input type="text" value="66%"/>		Undertake joint workshops.	Consultations have been undertaken with teams and key stakeholders this will continue as model develops.	18-Feb-2015
						Presentation of feedback report to CYPSPG		28-Nov-2014

Priority Medium

Date of Latest Note on Overall Progress 05-Mar-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 Working Group established and proposal for implementation of a new transitions team. Paper to go to both Stirling and Clacks committees March/April 2015 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_VIEW1 Staff understanding	Improve staff understanding of the importance of obtaining and recording children's views.	Christine Sutton	28-Feb-2015	<input type="text" value="100%"/>		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 05-Mar-2015

Concerns re the loss of the Childrens Rights Post in Stirling (currently on secondment) which was leading on the action. Commissioning team in Social Work requested expressions of interest from third sector providers to undertake the work. Who Cares Scotland awarded teh short term contract until such time as a more permanent position and solution is identified. 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_VIEW2 Advocacy	Improve awareness of advocacy and children's rights services across the partnership	Christine Sutton	30-Apr-2015	<input type="text" value="12%"/>		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	This will be led by Louise Johnston and Pat Preece. To	18-Feb-2015

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to inform next step

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 Children's Rights Officer Post vacant due to secondment. Current Quick Quote process underway to identify service provider PP

Priority  Medium

Date of Latest Note on Overall Progress	05-Mar-2015
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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 Children's 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 to assess level of need and plan appropriately across the partnership. Quick quote process almost complete with a view to commissioning services to promote greater understanding and awareness across all agencies around children's rights and participation (CS) Who Cares successful in tender for advocacy of children's services. March 2015 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_VIEW3 Resource requirements	Review resource requirements for advocacy for children and young people	Christine Sutton	30-Apr-2015	<div style="background-color: #4f81bd; color: white; padding: 2px; display: inline-block;">50%</div>		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	11-Feb-2015
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Resources identified to address some of the gaps identified in delivery of advocacy. Following a review of resources a contract has been advertised to agree a suitable provider. Monthly reports will be requested to monitor progress and delivery. (CS)

3. Joint Strategic Planning	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	0%		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_CPC1 Development day	CPC Development day to revisit role and function and membership and reporting strategy.	Jane Menzies	31-Aug-2014	100%				

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_IC SAP_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	100%		Production of a Governance Framework, agreed by CYPSPG.	New Children and Young Persons Strategy Group now established and meeting, dates scheduled for the next year. New sub groups established or being developed and development of Integrated Children's Services Plan underway. Governance framework agreed through the Community Planning Partnerships for reporting from CYPSPG (LP)	24-Mar-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_IC SAP_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	100%		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: 80%;"><div style="background-color: #4f81bd; color: white; text-align: center; padding: 2px;">80%</div></div>		Production of an Integrated Childrens Services Plan approved by both Councils.	Draft Plan produced, along with a summary version. The final version of the plan will be completed after the consultation period has ended. (FM)	18-Feb-2015


Priority  High

Date of Latest Note on Overall Progress	23-Feb-2015
Feedback from all consultation events will be provided in a summary document, and final changes will be made to the plan as a result. The final ICSP plan will come to both CPPs for sign off in April and May 2015.(SJ)	

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	<div style="width: 100%;"><div style="background-color: #4f81bd; color: white; text-align: center; padding: 2px;">100%</div></div>		Production of a consultation and engagement strategy.	Consultation and engagement events undertaken Jan - March 2015 including; elected member briefings, single agency consultation sessions and a series of community events. Draft plan was also on public websites, facebook and twitter for feedback. (LP)	24-Mar-2015


Priority  High

Date of Latest Note on Overall Progress	05-Mar-2015
A clear consultation and engagement strategy will be produced with accountable individuals and associated timescales. (CS) Following development of a draft ICSP consultation events have been undertaken. (LP) A systematic series of consultation events has been developed to engage with a range of stakeholders. This will inform future consultation processes. (SJ) Feedback from all consultation events will be provided in a summary document, and final changes will be made to the Integrated Childrens plan as a result . (FM) Draft plan and consultation presented to Clacks and Stirling Committees and Clackmannanshire CPP Alliance March 2015 (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_ICSP3 Methodology	ICSP to set out methodology and mechanism to review trend data across CPPs	Val DeSouza; David Leng	31-Dec-2015	<div style="width: 85%;"><div style="background-color: #4F81BD; height: 10px; width: 85%;"></div></div> 85%		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
							Complete and report submitted to CYPSPG Feb 2015 (LP)	24-Mar-2015


Priority  High

Date of Latest Note on Overall Progress	06-Jan-2015
<p>This will be evidenced by;</p> <ul style="list-style-type: none"> . Report to Children's Strategic Partnership Group. . Performance framework measuring progress towards outcomes as required in Care Inspectorate methodology. CS <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_IC SAP_PAR1 Participation strategy	Develop a comprehensive participation strategy (with resource implications)	David Leng	31-Mar-2015	<div style="width: 50%;"><div style="background-color: #4F81BD; height: 10px; width: 50%;"></div></div> 50%				

Priority  Medium

Date of Latest Note on Overall Progress	06-Jan-2015
<p>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.</p> <p>This will be evidenced by adherence to ICSP and monitoring reports for Strategic Planning Partnership. CS</p> <p>Following development of a draft ICSP consultation dates and forums being finalised for Jan-Feb for final consultation. LP</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_PAR2 Seek views	Seek Young Persons Views in the development of the ICSP	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>		Report produced detailing the outcomes achieved by focus group. To report to CYPSPG	Consultation and engagement events scheduled for Jan -March 2015 are now well underway Corporate Group developing a consultation strategy for YP with Youth Services and Third Sector involvement. (LP)	18-Feb-2015


Priority  Medium

Date of Latest Note on Overall Progress	05-Mar-2015
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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)
 Senior pupils involved in consultation session as part of a "Youth Summit" Further session scheduled with peer assisted learners 22-01-15 (FM)
 Peer assisted Learner group led by Youth Services and Lead Learners consultation on ICSP (SA)
 Ongoing and consultations taking place Jan - March 2015 (LP)

4. Leadership	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	<div style="width: 66%;"><div style="background-color: #4F81BD; color: white; text-align: center; padding: 2px;">66%</div></div>		Production of leadership skills statements.	Clackmannanshire is in the process of providing a Management and Leadership Programme for middle and team managers. Stirling has a leadership programme for senior managers. (AB)	25-Feb-2015
						Provision of opportunities for development across all agencies	An ongoing programme of leadership development is now established across both Council areas. (LP)	24-Mar-2015
						Production of a report to CYPSPG on undertakings above.		

Priority  Medium


Date of Latest Note on Overall Progress	23-Feb-2015
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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)
 Opportunity for corporate Learning leadership Development led by Stirling CEX Stuart Carruth (EM)

Code & Title	Description	Covalent Owner	Due Date	Progress	Status	Sub-Action Details	Sub-Actions Latest Note	Sub-Actions Latest Note Date
SS_ICSAP_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	45%		Staff surveys across agencies	Social Work staff survey undertaken and will report on findings in February 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) Education service profiling exercise- initial staff survey with 93% return rate; series of follow-up workshops with staff teams working within Education Service central team further follow up workshops planned to identify action points to be taken forward as a supported self evaluation exercise Consultants Ernest and Young are developing a business case to inform shared service agenda (FM)	25-Feb-2015
						Workforce development and capacity planning.	Social Work grades in Clackmannanshire has been alligned with Stirling. Social Services has rationalised supervision across both localities and introduced the Outcomes Focussed Supervision Framework for shared services. Practice development planning - staff now have access to the programme of full shared training across both localities. (AB)	25-Feb-2015


Priority  High

Date of Latest Note on Overall Progress	05-Mar-2015
<p>Education service profiling exercise- initial staff survey with 93% return rate; series of follow-up workshops with staff teams working within Education Service central team, further follow up workshops planned to identify action points to be taken forward as a supported self evaluation exercise. Consultants Ernest and Young are developing a business case to inform shared service agenda EDU FM Workload Capacity review undertaken in Social Work February 2015. Caseloads found to be within an acceptable tolerance. Increased and reviewed capacity amongst frontline staff in Stirling recognised and management capacity Clacks. LP</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_VIS1 Business Case	Business case to be developed in relation to the full implementation of Shared Services	Val DeSouza; David Leng	31-Mar-2015	50%		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	23-Feb-2015
<p>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)</p> <p>A number of feedback session have been organised for senior staff to support engagement in the consultation process and support in-depth analysis of findings.(EM)</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_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	45%		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	05-Mar-2015
<p>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)</p> <p>Chief executive meeting all staff teams. Priority Based budget consultation meetings with all staff groups. Senior managers attending Youth summit (EM)</p> <p>Open Door Appointments process with Head of Service in Social Services. 6 weekly staff focus groups with Assistant Head of Service Social Work. Date identified for social work child care staff briefing 30th March. (LP)</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_VIS3 Communication & engagement	Review and strengthen opportunities for communication and engagement across Shared Services.	Val DeSouza; David Leng	31-Dec-2015	50%				

Priority  High

Date of Latest Note on Overall Progress	05-Mar-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)

Monthly Head of Service Social Services newsletter with Shared Service update. Standing item on social work team meetings and sub team meetings. (LP)

5. Help when They Need It	Overall Status of this Strategic Priority	
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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	<div style="width: 77%; background-color: #4F81BD; height: 15px; border: 1px solid black;"></div> 77%		Formal process agreed by CYPSPG	Elaine Murray and Sheila Graham have met with Police who are looking into email security issues and possibility of remote access to improve service for named persons and VPDs.	11-Feb-2015
						Multi-agency audit report on findings	IRD steering Group has looked at the communication and developments being undertaken through the review of the HUB. Implementation plan to be finalised April 2015 (LP)	24-Mar-2015

Priority  Medium

Date of Latest Note on Overall Progress	20-Feb-2015
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SG an EM met with police to discuss viewing VPDs remotely and system to send directly to the named person as will be required , police to return to next meeting with National guidance and Helen Munro to liaise further with IT re security levels . Role out of GSCX system continues edu EM


Code & Title	Description	Covalent Owner	Due Date	Progress	Status	Sub-Action Details	Sub-Actions Latest Note	Sub-Actions Latest Note Date
SS_IC SAP_SUB1 Joint working	Programme of activities established to improve understanding and joint working.	Christine Sutton	31-Dec-2015	<div style="width: 43%; background-color: #4F81BD; height: 15px; border: 1px solid black;"></div> 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	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)	A report to CYPSPG, CPC, ASPC, ADP and Violence

				evaluation findings	against Women fora on evaluation of sessions and audit (August, 2015). AS	
				Report on audit looking at joint working to identify needs of children living with substance misusing/mental health problem parents.	A multi-agency audit of cases to assess impact of sessions on practice will be undertaken (July 2015). A report to CYSPG, 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	<div style="width: 25%; background-color: #4F81BD; color: white; text-align: center;">25%</div>		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	Draft Public Protection Communication Strategy has been shared with all partnerships – January, 2015. AS	18-Feb-2015
						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 18-Feb-2015

This is led by 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_ICCAP_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	<div style="border: 1px solid black; width: 50px; height: 15px; background-color: #4F81BD; color: white; display: flex; align-items: center; justify-content: center;">16%</div>		Promotion of national risk ass toolkit	Promote the use of appropriate tools that measure the impact of mental health, substance misuse and violence against women on children and young people. The National Risk Assessment Tool covers these areas in terms of assessing the impact of various adult issues on the care of children. The use of this, alongside the graded care profile for neglect, should support staff to evidence their assessments, and will allow the consideration of multiple impacting issues and the cumulative effect of multiple issues. This will also be added to through the use of the Parenting Capacity Assessment that is being worked on as part of the Case Management System work. The current draft of this assessment includes a focus on the impact of Substance Misuse, Domestic Abuse, and Mental Health on parenting capacity. This is currently being developed as a narrative assessment that will bring together information from social care and the other professionals involved in the child's life to assist in evidencing decisions around rehabilitation and permanence. This assessment is currently in draft form and requires some consultation prior to being implemented. AS	18-Feb-2015
						Development of practitioner forums	Multi-agency Practitioner Forums to take place between (March-June, 2015) to highlight the impact of mental health, substance misuse, and domestic violence etc. AS	18-Feb-2015
						Undertake a multi-agency audit.	Multi-Agency audit of cases to assess impact of tools on practice planned for July 2015. Report to CYSPPG, 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_IC SAP_SUPP1 Commissioning strategy	Review of commissioning Strategy and funding to third sector.	Christine Sutton	31-Mar-2015	<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>				


Priority  Medium

Date of Latest Note on Overall Progress	08-Jan-2015
<p>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)</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_SUPP2 Early Years	Implementation of Early Years Collaborative across the service.	David Leng	30-Sep-2015	<div style="width: 40%;"><div style="width: 40%; background-color: #4f81bd; color: white; text-align: center;">40%</div></div>		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
<p>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)</p> <p>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)</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_SUPP3 LAC hours	Implementation of the 600 hours for LAC 2 year olds.	David Leng	30-Sep-2015	<div style="width: 70%;"><div style="width: 70%; background-color: #4f81bd; color: white; text-align: center;">70%</div></div>		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	20-Feb-2015
<p>Process in place to discuss all 2 year old LAC and offer additional hours as required , issue has arisen re children who are currently LAC and out of authority , draft process to be updated . edu KC</p>	

Code & Title	Description	Covalent Owner	Due Date	Progress	Status	Sub-Action Details	Sub-Actions Latest Note	Sub-Actions Latest Note Date
SS_ICSAP_SUPP4 Parenting support	Parenting Support to be rolled out and developed as part of the Parenting Strategy.	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;">75%</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



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

**Single Agency Inspection Action Plan
August 2014**

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

Clackmannanshire and Stirling Community Planning Partnerships (CPPs) 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 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 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 cross refer to the Joint Plan. Each agency is responsible for the delivery of its own plan. Each agency will be held accountable for the Joint Plan through a strategic framework of governance for Children's Services. Evidence of progress will be populated based on information provided to the Children's Strategic Partnership Group.

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	Review the use of Risk Assessments in Child Protection Cases is in line with national guidelines.	Liam Purdie AHofS Social Services CPC	High	October 2014	audit to evidence that risk assessments are completed timeously, contain sufficient analysis to inform decision making and incorporate the views of all relevant parties. Post new year audit to identify progress in risk assessments	All cases inspected through the inspection have been re-audited by Team Managers November 2014. (Complete)
	2 x audits pre and post new year.					
	Develop a training Programme specific to Risk Assessment in the use of the National Risk Assessment Framework.	As above	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.	Random audit of cases being undertaken as spot checks from managers.(Ongoing)
	Identify the consistent risk assessment tools to be used across all services.					Single Agency Childs Plan audit March 2015. Quality Assurance Framework reported on a monthly basis.(Ongoing)
	Complete multi-agency training in relation to risk	Liam Purdie AHOS Social Services	High	November 2014	Monitor % of training undertaken on both a single and multiagency basis.	NRAF Training completed for managers

	assessment and the use of chronologies	CPC				December 2014.(Complete)
	Review and ensure chronologies are fit for purpose. 2 x audits of CP cases pre and post New Year	Liam Purdie AHofS Social Services MACIG	High	March 2015	Audit of CP cases demonstrates that chronologies are fit for purpose, integrates information from partner agencies and contains sufficient detail. Measured against Care Inspectorate standards.	Training for Trainers March 2015 Social Work only. (Complete)
	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	One multi agency audit coordinated by Social Work Jan - Feb 2015. (Complete) Further audit March with Care Inspectorate. MACIG and Child Protection Committee undertaken. MACIG disbanded and new sub group structure established for reporting. (Complete)
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 processes in relation to de-registration of child protection cases	Liam Purdie AHOS social services	High	September 2014	Sampling and audit of deregistered cases on a monthly basis to demonstrate multiagency child plans remain active	Review undertaken and process reviewed across shared service. (Complete)
	Strengthen management overview of Child Protection investigations	Liam Purdie AHOS social services	High	February 2015	Evidence of ongoing supervision in CP cases for front line staff. Achieved through single agency audit	Supervision audit identified for March 2015. (Ongoing)
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 by all agencies of the impact of abuse and neglect	Implement training on the impact of abuse and neglect across agencies and establish programme to improve awareness	Susanne Goetzold CP Training Coordinator	High	December 2014	Increased evidence of staff understanding of the impact of abuse and neglect through a targeted perception survey	Training undertaken and ongoing. CSE conference undertaken October 2014. (Complete)
	Raise staff	Anne Salter	High	December	Increased evidence within risk assessment audits of domestic abuse being appropriately considered The protocol for escalation is	Ongoing audits covering DA and single agency audit scheduled for March (Ongoing) Social Work staff

	awareness of escalation processes for raising concerns across all agencies	Lead Officer Child Protection		2015	included in the training on abuse and neglect and measured through the associated audit activity	attendance at Learning Reviews and Social Work participation in training and development of programme. (Complete) Future dates for 2015 set.
11. 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 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	GIRFEC paper work reviewed and redrafted February 2015. Single agency audit in March and April 2015. (Ongoing)
	Increased use and awareness of an outcomes based approach, implemented across all agencies	Liam Purdie AHOS social services	Medium	January 2015	Increased use of Outcomes Framework across child protection. multiagency practice. Measurement gained through case conference documentation	Outcomes Framework launched for CP cases November 2014 and LAAC cases January 2015 (Complete)
More persistence required with	Training modules updated to support	GIRFEC Training	Medium	January 2015	Survey staff following training to evidence extent of improved	Multi agency course undertaken and

parents who fail to engage	staff and to develop strategies and techniques to provide appropriate challenge.	Group Susanne Goetzold CP Training Coordinator			knowledge and engagement	future courses to be commissioned. Challenge and support of staff in supervision to be reviewed as part of supervision audit. (Ongoing)
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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)
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 (Michael Grassom)	High	December 2014	Programme of audit activity involving all agencies with formal reports submitted to the CPC	Ongoing and audit schedule for inspection established with Social Work representation in all audits. (ongoing)

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	October 14	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.	CP Plans review process established. Need to develop process for LAC children and reporting framework. Process to be reviewed by Q&A sub group April 2015.
	Develop a process of sampling for quality.	As above	High	October 14	Bi monthly report of plans sampled and report to MACIG	QA Framework established and ongoing.
	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 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 child plans are reviewed effectively quarterly	Sampling and spot checks to review compliance with procedures. (Ongoing)

	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 demonstrate young people are involved in developing pathway plans. Quarterly report to Corporate Parenting Group	Pathway Planning complete and progress made. Corporate parenting group reviewing progress
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	Sandy Sneddon, Service Manager, Social Services	High	October 2014	Report to Committee October 14 proposing service redesign	Committee paper presented to both councils. Implementation of model being undertaken through an action plan to develop a Transitions Team. On track in relation to progress. (Ongoing)
	Develop an operational model following committee approval, of a lifelong approach to managing needs of people with disabilities	Liam Purdie & Phillip Gillespie	Medium	March 2015	Implementation of a new service model	
	Joint workshops for staff and	Phillip Gillespie	Medium	February 2015	Feedback from staff and stakeholders evidences a good	

	stakeholders to ensure full understanding of the model				understanding and greater opportunities for joint working	
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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.	Concern re Children's Rights Officer (Stirling) post being vacated. Commission third sector provider in the interim. (Complete) Review of Third sector providers undertaken and ongoing funding agreed to Who Cares Scotland.
	Improve awareness of advocacy and children's rights services across the partnership	As above		April 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	As above		October 2014	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 commission 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.	Review undertaken re Phase one for all child care commissioned services. Evaluated on basis of GIRFEC compliant and targeted support from inspection. Providers de-commissioned, recommendations of review to service delivery and ongoing funding recommendations. (Complete) Further review schedule established for 2015.

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	December 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. Staff perception questionnaire across children and adult services.	Complete re conference for Public Protection. CSE briefings also undertaken. Learning Reviews across children's services. Interface between childrens and Criminal justice through MAPPA and MARAC established. (ongoing)
	Lead Officers for Public Protection promote collaboration and enhanced joint working.	Anne Salter, Lead Officer Child Protection Bridget Stone, ASP Coordinator and ADP Leads	Medium	March 2015	Review and re-launched joint working protocols. Accompanied by clear communication strategy and briefings with staff.	
	Develop the use	Anne Salter,	High	December	Review of available national tools, options paper and	

	of appropriate tools that measure the impact of mental health and substance misuse and impact on children	Lead Officer Child Protection Bridget Stone, ASP Coordinator and ADP Leads		2015	<p>recommendation presented to CPC/ASP.</p> <p>Implementation strategy that includes a sampling and auditing to identify improved. joint working within operational tools..</p> <p>Identification of key principles for learning, inclusion in training, supervision process and induction as appropriate.</p>	
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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)
Streamline governance arrangements and reporting structures	Review and refine the membership and function of key strategic groups e.g. CPC, MACIG in line with agreed governance framework	Jane Menzies AHofS for Social Services	Medium	November 2014	Clear role and development plan for the CPC and associated sub groups. Appropriate membership in terms of influence and decision making.	Complete and new reporting structure with sub groups established. Groups established December and January with Social Work representation in all groups.
Joint Commissioning	Develop a joint commissioning strategy	Val de Souza Children's Strategic Partnership Group	Medium	March 2015	A clear statement of multi agency commissioning arrangements based on the ICSP incorporating vision, strategic direction intent, priorities and resource implications.	Ongoing through CYPSPG. Progressing the Realigning Children's Services Programme from Scottish Government. (ongoing)
Ensure that Child	CPC	Jane Menzies	High	August 2014	Restatement of CPC	Complete

Protection Committee fulfils all of its functions for effective public reporting	Development day to revisit role and function and membership and reporting strategy.	AHOS for Social Services			requirements aligned to National Guidance. Public reporting as standing agenda item. Evidence improved CPC minute and activity.	October 2014.
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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 Internal survey for child care staff in Social Care. Based on principles within Inspection Report. Survey report to Children's Strategy Partnership Group and Local Authority CEXs. Subsequence action plan developed.	Staff survey undertaken and will be reported March 2015. Audit of caseloads February 2015. Caseloads within accepted capacity. Management and

							front line capacity ongoing through SMT meetings.
Leadership Development	Continue to support staff to benefit from leadership development initiatives	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 ongoing for Service Managers.
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	V3	Draft			LP/JM	Social Services Strategy Service	
08/09/14	V4	Approved			LP/SW	SMT	
18/11/14	V5	Update			LP	SSMT	
27/03/15	V6	Update			LP	SMT	

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