

# Children's Services Plan *2009 - 2011*



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## FOREWORD

In the review of the 2008/2009 Children's Services Plan conducted amongst children's services there was a consensus to continue to pursue the priorities agreed for that plan while taking account of new priorities arising from local and national developments.

This plan, for 2009/2011, takes account of national and local priorities and consolidates efforts on existing priorities. New priorities include those arising from the national initiative Getting It Right for Every Child and from the inspection of child protection services in Fife in 2009.

The focus on children and young people at risk and in greatest need has been strengthened. Our emphasis is on ensuring effective, speedy and local action between services, targeted on prevention of risk and on improving life chances.

Fife Children's Services Group oversees the plan. The Group is made up of representatives from Fife Council, NHS Fife, the Voluntary Sector, Police and the Reporter. The Group is responsible for developing integration of the work of all partners to achieve the best life chances for all children in Fife.

## INTRODUCTION

Our vision remains as follows:

*"We want every child, young person and family, particularly those in vulnerable circumstances, to live in a healthy, safe, home environment, within strong communities free from prejudice, poverty, exclusion and discrimination. We wish to enable each child and young person to achieve their full potential and contribute positively to their community."*

Fife Children's Services Plan is based upon this vision and upon the principle that -

*"Children are best protected by identifying the strengths that exist for them at home, in their extended families, schools and in their communities, and by building on these strengths to enable them to continue to live within their communities wherever possible."*

The Scottish Government has outlined a commitment to Early Years work and early intervention in order to help reduce inequalities and improve outcomes for the most vulnerable. However, we must bear in mind that often the impact of preventive work will not be evident for years to come. To improve services for children all agencies must continue to communicate and work together, remembering that the needs of children, young people and their families are central. This plan is focused on those outcomes that depend on synergy between two or more services if they are to be achieved.

Working in partnership, we need to make sure services meet children and young people's needs, are available when they need them and are joined up effectively and efficiently.

## PLANNING CONTEXT

Fife Children's Services Plan reflects the priorities of the Community Plan and the big eight priorities of the Council Plan. It is aligned with the Single Outcome Agreement. The relationship between the Children's Services Group and Fife Community Planning Partnership is already established and will be further developed in the years ahead. Its main aims are to:

- *Improve educational attainment and achievement*
- *Improve health and wellbeing*
- *Improve community safety*
- *Target support to vulnerable people*
- *Improve sport, leisure and cultural opportunities.*

## KEY CHALLENGES IN FIFE

- *Improving child protection in response to the inspection of Fife services by HMIE*
- *Supporting children with complex needs and those who are most at risk of harm*
- *Improving the effectiveness of multi agency response to offender management and children who give cause for concern*
- *Responding to the effects of the recession on families and children*
- *Developing strategies:*
  - *to support Families, Parenting and Disability*
  - *for the Early Years*
  - *for Children's Rights, and for the participation of young people who are the hardest to engage.*
- *Reducing health inequalities between the most and least deprived areas*
- *Tackling obesity as a serious threat to health, linked to diseases such as diabetes and heart disease*
- *Responding to the increase in substance misuse (drugs and alcohol) by adults and the consequences for the health and wellbeing of children.*

## **PRIORITY OUTCOMES AND MEASURES**

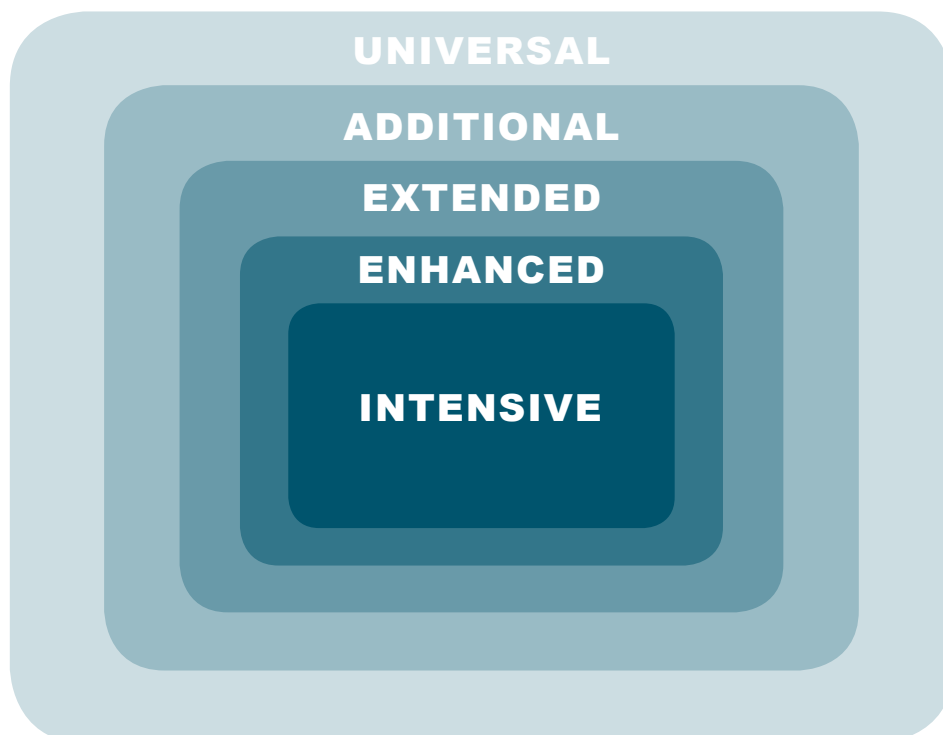
The scope of this plan is on collective action by services for children in Fife. Each individual service has a set of priorities and outcomes for which it is responsible, that it can deliver within its own resources. This plan focuses on actions and outcomes that require the efforts of two or more agencies to be effective. The outcomes are specific, measurable and realistic.

22 priority outcomes and associated measures have been identified, each linked to national outcomes and indicators. These are detailed in Appendix 1.

## **PLANNING FOR SUPPORT**

A planning framework to promote a shared understanding of how we support children and young people across services is detailed below. This framework has sign up from all agencies involved.

Services for children in Fife range from universal to enhanced and intensive provision. It is a priority to progressively build capacity at the universal stage and to target specialised provision where it is most required.



## GETTING IT RIGHT IN FIFE

The Getting it Right for Every Child agenda is a national and local driver. The focus is to ensure that all children receive the help they need, when they need it, in a coordinated least intrusive way. Key themes are to streamline processes and procedures, and to deliver services at a local level.

In Fife the Getting it Right in Fife Group is developing quality assurance systems that can be used across services to support the drive for improvement.

Planning groups and structures are detailed in Appendix 3 showing how these groups link together to ensure a shared understanding of national and local priority outcomes.

Reporting links to relevant committees and groups are shown in Appendix 2. From these, particular strands of work have been selected as areas to develop in partnership. Key strategies and delivery groups already exist and local performance indicators/targets are identified in order to plan, implement, monitor and evaluate the success in these areas.

Links between the Children's Service Group, Getting it Right in Fife Group and the Child Protection Committee have been, and will continue to be, strengthened. This will ensure that planning, monitoring and evaluation of our priorities are connected across planning structures to meet the needs of the children and young people in Fife.

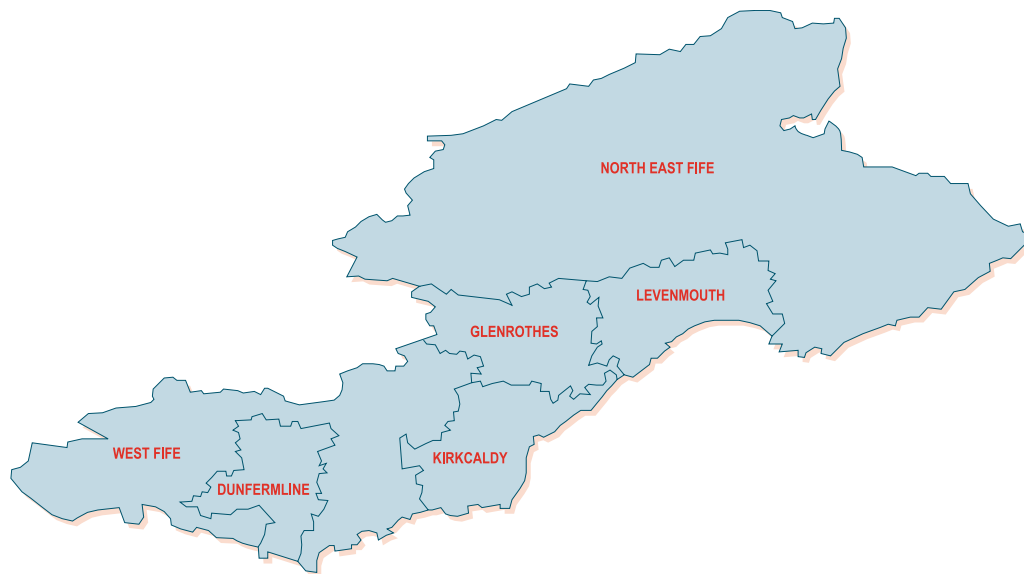
## INTEGRATING SERVICE DELIVERY

A targeted and intelligence led approach is being adopted to ensure that vulnerable young people in Fife receive the best possible outcomes through services working together, at community and area levels.

**Multi agency reviews and case conferences** These mechanisms are well established, work well and continue to be informed by innovations, in particular person-centred planning and family group conferencing.

Child Protection Case Conferences have now introduced self evaluation of the process by the multi agency team, against agreed quality indicators; strengths and areas for improvement are collated and monitored by the Child Protection Committee.

**School Liaison Mechanisms (SLMs)** are well established in secondary schools and often referred to as school liaison groups. These are supported by all agencies. They each self evaluated in 2006 against agreed quality indicators. There is evidence that these mechanisms have improved as we have been more explicit about their aims and purposes. Similar mechanisms are developing to suit the primary, nursery and special sectors.



**Joint Action Teams** were established in 2006 in each of the six children's services areas (see map above) these have gathered commitment from all relevant services. Joint Action Teams provide a monthly meeting for area level managers of services for children to take consultations from School Liaison Mechanisms on complex or interactable cases in order to facilitate least intrusive solutions. They also provide a basis for strategic consideration on a multi agency basis of high risk groups in the area, notably Looked After and Accommodated children, chronic non-attenders, persistent offenders etc. Work is underway to further develop the strategic capacity of JATs in order to assimilate the functions of Local Children's Services Groups, thereby rationalising the number of groups at area level.

Fife Constabulary and key Youth Justice partners have established a youth offender management group that meets twice weekly to agree appropriate interventions for offence referrals, where compulsory measures of care are not required. This multi-agency approach has resulted in speedier and more accurate interventions demonstrating a 46% reduction (in the first eight months) in the number of reports submitted to the Reporter along with a reduction of 56% in the number of Persistent Offenders.

In a similar vein, a Multi-agency Referral Co-ordinator from Social Work Services was appointed in February 2009 to co-ordinate non-offence referrals across Fife and to apply a risk assessment process which prioritises those most at risk children. Through this approach, a range of referral agencies are being identified, which will allow for enhanced information sharing, early interventions for those children at risk and a shared individual assessment plan for each child.

Within the context of the previous children's services plan, a number of important and creative developments have been underway in Fife, to improve service delivery to children and young people through single, shared assessment, and common interagency pathways. These developments aim to make service delivery seamless as a result of team work whilst building capacity at local level and reducing waiting lists for acute services.

A multi-agency **Early Years Strategy Group** has been established to oversee the development of Fife's overarching Early Years Strategy and implementation of the National Early Years Framework. The group is remitted to provide strategic leadership for planning and delivery of services for children and families pre birth to age 8 within Fife's Children's Services reporting framework.

In response to **the Inspection of Services to Protect Children** by HMIE the connection between child protection and Getting it Right in Fife will be strengthened and steps taken to monitor the effectiveness of child protection processes and outcomes for children and young people in Fife.

The structure of Integrated Children's Services planning and delivery is detailed in Appendix 2.

### **SELF-EVALUATION OF CHILDREN'S SERVICES**

In January 2007 HMIE published A Guide to Evaluating Services for Children and Young People using Quality Indicators. It is structured around six high level questions that are consistent with those now used in many inspections and in the Excellence Model of the European Foundation for Quality Management (EFQM). These Quality Indicators are listed in Appendix 4.

### **MONITORING AND REVIEW**

The Getting it Right in Fife Group will continue to oversee progress made through lead services' regular updates on progress towards the priority outcomes set out in Appendix 1. This plan will be reviewed annually and a further version published in 2011.

**Appendix 1 • Priority Outcomes**

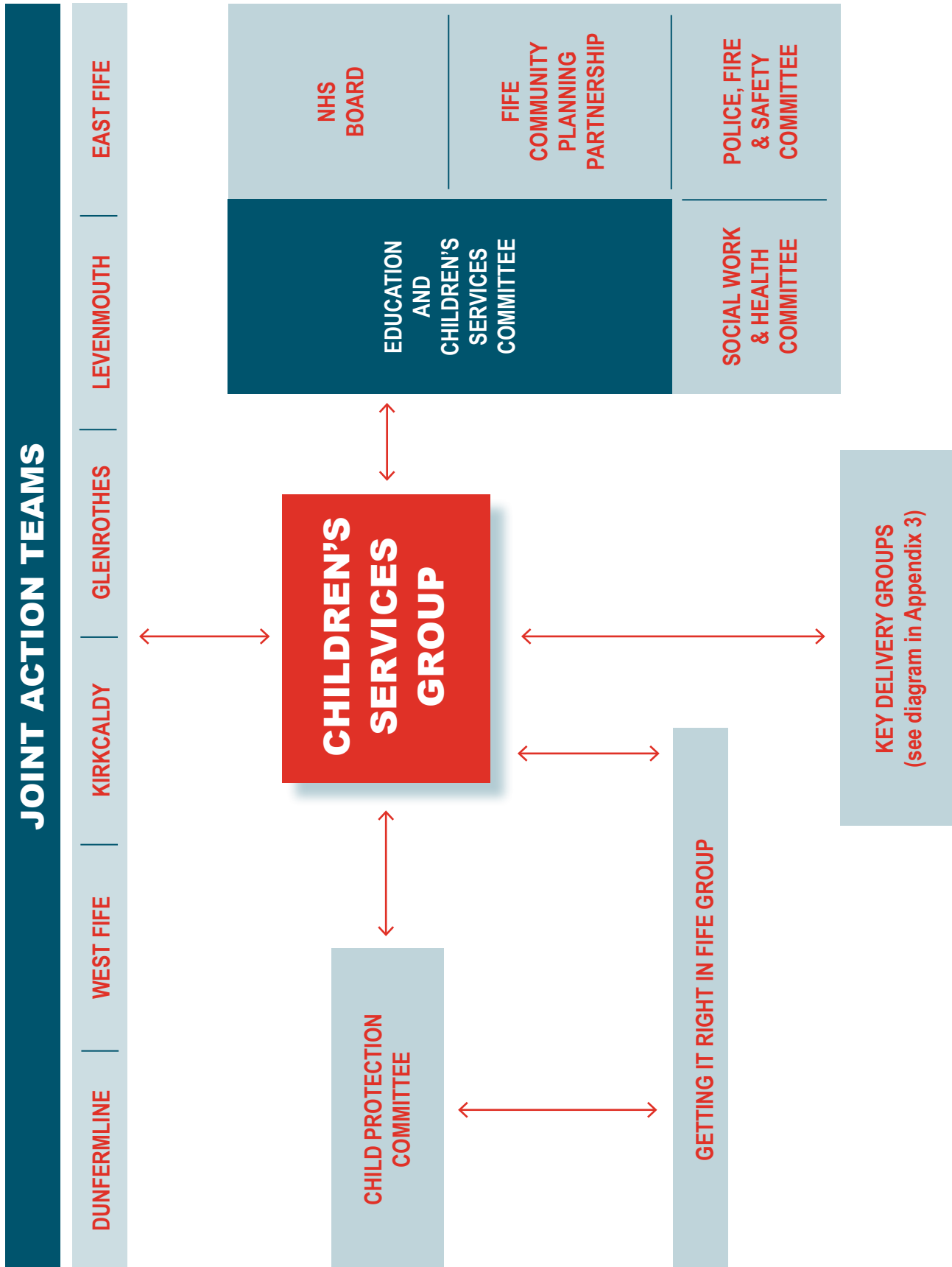
<b>PRIORITY OUTCOMES</b>	<b>2006/07</b>	<b>2007/08</b>	<b>2008/09</b>	<b>Target 2009/10</b>	<b>Target 2010/11</b>
<i>Reduce % of 16-19 year olds not in Employment, Education or Training</i>	9.2% (1800)	8.7% (1670)	9.6% (1830)	<b>8.1% (1550)</b>	<b>7.8% (1479)</b>
<i>Increase percentage of P1 children with no obvious signs of dental disease</i>	57.6%	56.3%		<b>60%</b>	
<i>Increase % children exclusively breastfeeding at 6-8 weeks</i>	27.8%	28.3%		<b>33.3%</b>	
<i>Reduce % of 5-15 yr olds who are obese and severely obese</i>	23.7%	22.6%			<b>1384</b>
<i>Decrease in number of babies requiring treatment for substance misuse withdrawal</i>	11/57 (births)	4/72	7/85		
<i>Reduce pregnancy rate among under 16 year olds per 1000 (definition changed in 2008)</i>	9.3 (2006)	8.7		<b>6.8 per 1000</b>	
<i>Reduce number of persistent offenders</i>	112	68	47	<b>-10%</b>	<b>-5%</b>
<i>Increase % of referrals for offending behaviour being dealt with by multi-agency partners, rather than Police report to Reporter</i>	NA	1738	1961	<b>+5%</b>	<b>+5%</b>
<i>Develop multi-agency monitoring of child protection processes and outcomes</i>			<i>Develop the measure</i>		
<i>Monitor number of referrals for non-offending behaviour being dealt with by multi-agency partners, rather than referral to the Reporter</i>				<b>Develop baseline</b>	
<i>Reduce accident admission rates for children 15 and under per 1,000 (unintentional injury)</i>	10.1	13		<b>11</b>	
<i>Increase in percentage of looked after children cared for within Fife</i>	89.6%	95%	97%	<b>97%</b>	<b>97.5%</b>
<i>Increase in % of purchased placements that are within Fife</i>	28%	55%	59%	<b>63%</b>	<b>67%</b>
<i>Reduction in purchased placements outwith Fife</i>	50	36	32	<b>30</b>	<b>28</b>

## Appendix 1 (continued)

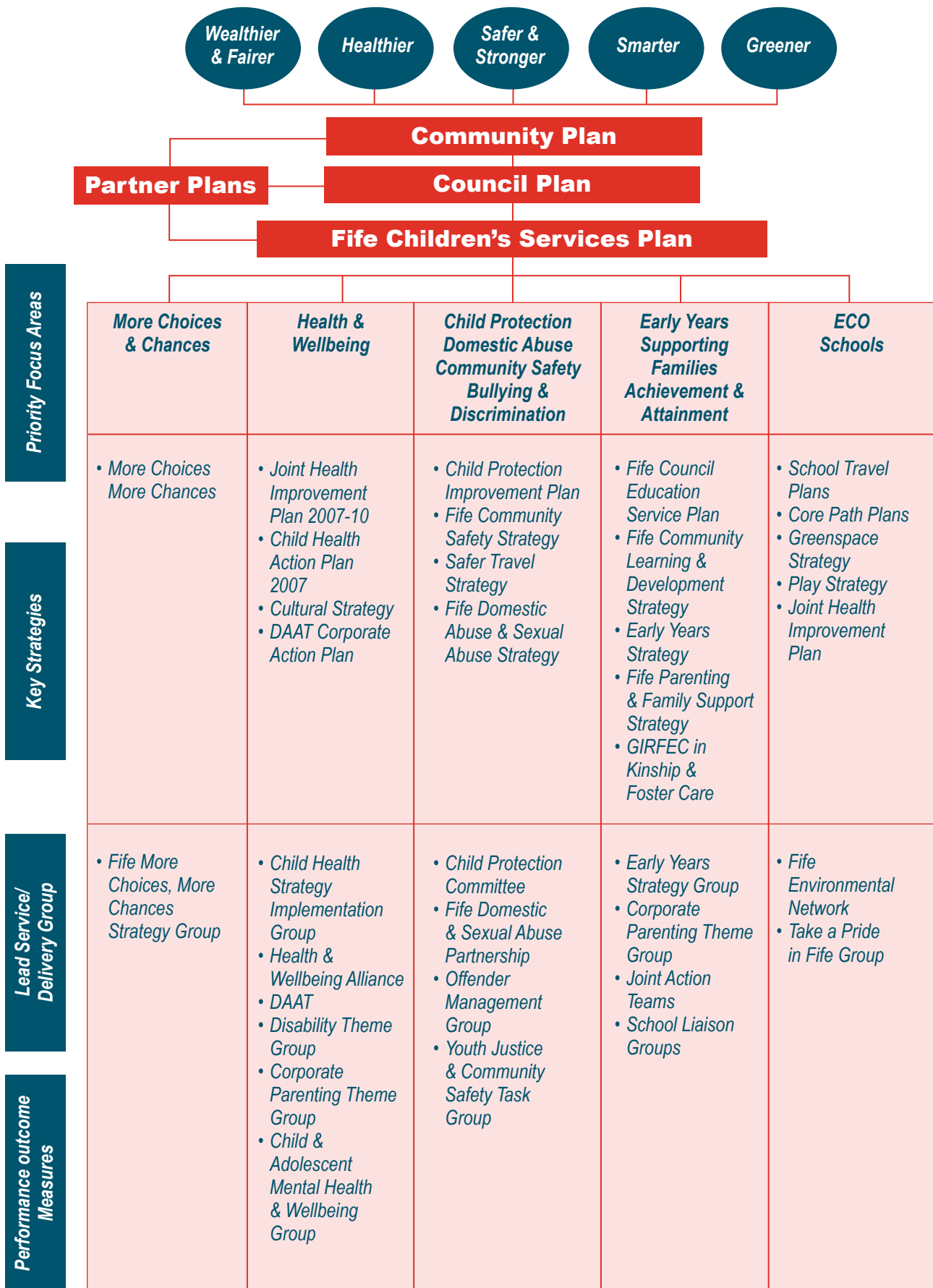
<b>PRIORITY OUTCOMES</b>	<b>2006/07</b>	<b>2007/08</b>	<b>2008/09</b>	<b>Target 2009/10</b>	<b>Target 2010/11</b>
<i>Increase number of young people gaining a recognised achievement award</i>	438	673	802	<b>980</b>	<b>1000</b>
<i>Increase % young people ceasing to be looked after attaining at least SCQF level 3 in English and Maths</i>	33.3%	47.2%	<b>40%</b>	<b>45%</b>	<b>50%</b>
<i>5-14 attainment (primary) Reading</i>	82%	84%	84%	<b>84.5%</b>	<b>85%</b>
<i>Writing</i>	76%	78%	78%	<b>79.5%</b>	<b>80%</b>
<i>Maths</i>	83%	85%	86%	<b>85%</b>	<b>85%</b>
<i>S4 : 5 plus SCQF level 3</i>	89.2%	90.1%	<b>90%</b>	<b>90.5%</b>	<b>91%</b>
<i>S5 : 3 plus SCQF level 6</i>	19.8%	19.2%	<b>21%</b>	<b>21.5%</b>	<b>22%</b>
<i>S6 : 1 plus SCQF level 7</i>	12.5%	12.3%	<b>13%</b>	<b>13.5%</b>	<b>14%</b>
<i>Increase % of half day attendances per pupil in secondary schools</i>	90%	90.3%	<b>91%</b>	<b>91.5%</b>	<b>92%</b>
<i>Increase number of approved multi-agency flexible packages in secondary schools</i>	NA	219	362	<b>400</b>	<b>420</b>

**Figures shown in BOLD ITALIC are targets**

**Appendix 2 • Integrated Children's Services Map**



**Appendix 3 • Key delivery Groups**



## Appendix 4 • Quality Indicators

<p><b>What key outcomes have we achieved?</b></p>	<p><b>1. Key Performance Outcomes</b></p> <ul style="list-style-type: none"> <li>1.1 Improvements in performance</li> <li>1.2 Adherence to statutory principles and fulfilment of statutory duties</li> </ul>
<p><b>How well do we meet the needs of our stakeholders?</b></p>	<p><b>2. Impact on users of services for children and young people</b></p> <ul style="list-style-type: none"> <li>2.1 Impact on children and young people</li> <li>2.2 Impact on parents/carers and families</li> </ul>
<p><b>How good is our delivery of services for children and young people?</b></p>	<p><b>5. Delivery of services for children and young people</b></p> <ul style="list-style-type: none"> <li>5.1 Knowing and communicating the needs of children and young people</li> <li>5.2 Delivering services that children and young people are safe, nurtured, healthy, achieving, active, respected and responsible, and included</li> <li>5.3 Improving services for children and young people</li> </ul>
<p><b>How good is our management?</b></p>	<p><b>6. Policy development and planning</b></p> <ul style="list-style-type: none"> <li>6.1 Policy review and development</li> <li>6.2 Participation of children, young people, their families and others</li> <li>6.3 Planning</li> </ul> <p><b>7. Management and support of staff</b></p> <ul style="list-style-type: none"> <li>7.1 Sufficiency, recruitment and retention</li> <li>7.2 Staff deployment</li> <li>7.3 Training and development of staff</li> </ul>
<p><b>How good is our leadership?</b></p>	<p><b>9. Leadership and direction</b></p> <ul style="list-style-type: none"> <li>9.1 Vision, values and aims</li> <li>9.2 Leadership and direction</li> <li>9.3 Leading people and developing partnerships</li> <li>9.4 Leadership of improvement and change</li> </ul>
<p><b>What is our capacity for improvement?</b></p>	<p><b>10. Capacity for improvement</b></p> <ul style="list-style-type: none"> <li>• Global judgement based on evidence of all key areas, in particular, outcomes, impacts, and leadership and direction</li> </ul>
<p><b>8. Partnership and resources</b></p> <ul style="list-style-type: none"> <li>8.1 Partnership working</li> <li>8.2 Financial management</li> <li>8.3 Resource management</li> <li>8.4 Information systems</li> </ul>	

## Appendix 5 • Reference Documents

- **Getting it Right for Every Child** - various publications
- **School Education:** *Ambitious, Excellent Schools: Curriculum for Excellence*
- **Children and Young People's health:** *Better Health, Better Care - Action Plan* and associated publications, *Health for All 4. Action Framework for Children and Young People's Health*, *The Mental Health of Children and Young People: a Framework for Promotion, Prevention and Care*. The Framework has been reinforced the wellbeing of children and young people as one of the 6 priority areas for action under the Government's National programme for Improving Mental Health and Wellbeing, the Sexual Health Strategy *Respect and Responsibility*
- **Youthwork:** *Moving Forward: a strategy for improving young people's chances through youthwork*
- **Looked After Children and Young People:** *We Can and Must Do Better, Getting it Right for Every Child: in Kinship and Foster Care Adoption: better choices for our children - Report of the Adoption Policy Review Group*
- **Young Carers:** Recommendation 2 of Care 21 Report: *The Future of Unpaid Care in Scotland* and the corresponding section of the Scottish Executive's response. Work is in hand to develop a young carers' services self-evaluation toolkit which will help agencies to assess the provision they make for young carers and plan future services
- **Child Protection:** *Changing Lives: Report of the 21<sup>st</sup> Century Social Work Review, Framework for Standards for Protecting Children and Young People, Protecting Children and Young People - Guidance for Child Protection Committees, Guidance on Significant Case Reviews*
- **Substance Misuse:** The Updated Plan for Action on Alcohol Problems was published on 22 February 2007, alongside the then Scottish Executive's partnership agreement with the alcohol industry. The recently published *Road to Recovery, 2009*
- **A Breath of Fresh Air for Scotland:** Tobacco Control Action Plan 2004 and the proposed new Smoking Prevention Action Plan
- **Skills:** *Skills for Scotland: A Lifelong Skills Strategy; More Choices, More Chances: A Strategy to Reduce the Proportion of Young People not in Education, Employment or Training in Scotland*
- **Youth Justice:** New Strategy and good practice guidance are planned. *Getting it Right for Every Child: for young people who pose a serious risk of harm to themselves and to others; the Non Offence Referral Framework*
- **Violence Reduction:** The Violence Reduction Unit Strategic Plan published by the national Violence Reduction Unit. *Health in Scotland 2006: Annual Report of the Chief Medical Officer*
- **Domestic Abuse:** The National Domestic Abuse Strategy and guidance note for planners
- **HMIE:** *A Guide to Evaluating Services for Children and Young People Using Policy Indicators* and associated support materials.



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