

North Lanarkshire Children's Services Plan 2021-23

Annual Report 2021-22

North Lanarkshire Children's Services Partnership

June 2022

Summary

This report provides an overview of the progress made during the first year of our North Lanarkshire Children's Services Plan 2021-23 (CS Plan). The first part of the report updates developments relating to North Lanarkshire Children's Services Partnership and the context in which the ambitions of the plan have progressed.

The second part of the report brings together updates on how we have progressed the actions identified in the CS Plan to realise our ambitions.

Further information, such as details of any area of work, is available on request.

Our Vision

In North Lanarkshire, our vision is to improve the wellbeing of all children and young people, by ensuring they are loved, nurtured and empowered and so able to thrive in all aspects of their lives.

We will work collaboratively with children, their families and our partners to ensure our children have the best start in life and are supported to fulfil their potential. We will do this by making sure we have the right supports available, at the right time and delivered in the right places to ensure equity for all.

Part 1, North Lanarkshire Children's Services Partnership

Introduction

NL Children's Services Partnership (CS Partnership) includes children, young people and families, key public sector agencies, independent sector organisations and the community and voluntary sector. This partnership produces a Children's Services Plan (CS Plan) every 3 years that brings together our thinking about how we best deliver services and supports for children, young people and families in North Lanarkshire and outlines what we want to achieve. The focus of the CS Plan is on the shared priorities that partners identify and work together to achieve. Each partner has duties and responsibilities beyond the scope and work of the CS Partnership and CS Plan.

Locally the CS Plan links to [The Plan](#) for North Lanarkshire and to the Scottish Government [National Outcomes](#).

Planning and reporting

Every year the CS Partnership publish a report on the CS Plan to share progress on the priorities and actions in the plan. This is our report for [North Lanarkshire Children's Services Plan 2021-23](#) for the period April 2021- March 2022.

Please note that the three year planning cycle was disrupted during the Coronavirus pandemic. For the period 2020-21 the Plan for 2017-20 was updated and extended for a further year. The current plan is for a two rather than a three year period.

The CS Plan 21-23 was developed and written over a nine month period with partners contributing to identify, inform and shape the shared priorities and agreed actions. During the next year of the CS Plan, we will also be preparing for the next plan for the period 2023-2026. Again, this will involve partners and stakeholders and be informed by

- Children, young people and families
- Feedback and lived experiences from those who have experience of supports and services
- Engagement and consultation with stakeholders
- Specialist knowledge and experience of those involved in our CS Partnership
- National outcomes, legislation and policy
- Evidence, research and knowledge that informs the direction of travel and working practice

Governance

Following the publication of the CS Plan 2021-23 the governance structure of the CS Partnership was refreshed to progress the actions identified in each of the foundations within our plan. These foundations are the five foundations in The Promise with the addition of United Nations Convention on the Rights of the Child (UNCRC), given the focus on this during this planning cycle.

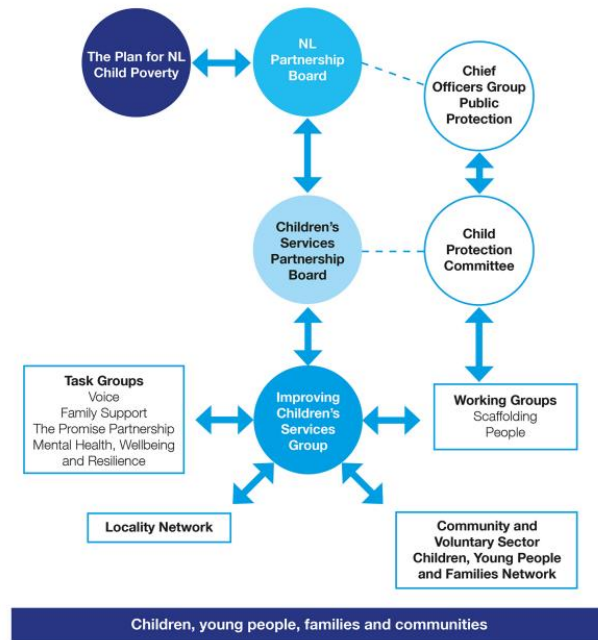
- UNCRC
- Voice
- Family
- Care
- People
- Scaffolding

The strategic governance through the Children's Services Partnership Board and Improving Children's Services Group (ICSG) have remained the same with some changes to membership.

Chairs and co-chairs represent different agencies and sectors and include representation from our Promise Development Team and NL Futures. NL Futures is the youth participation structure in NL. The Promise Development Team are care experienced staff, employed to support partners to develop workstreams and deliver The Promise in North Lanarkshire.

For all the task groups and working groups the focus is on our vision to improve wellbeing of all children and young people, by ensuring they are loved, nurtured and empowered and so able to thrive in all aspects of their lives. There is a summary below.

North Lanarkshire Children's Services Partnership



Children's Services Partnership Board (CSPB)

This group is part of NL Community Planning Partnership and has oversight of the work of the CS Partnership. A broad representation including, young people representing NL Futures, NL Council elected members, including a care experienced champion, non-executive member of NHS Lanarkshire and senior representatives from each of the partners, ensures there are strategic links with national bodies and relevant local partnerships.

Improving Children's Services Group (ICSG)

The ICSG continues to bring together leads and representatives of the various task groups and working groups. The tasks groups have refocused around the priorities and actions in the CS Plan. The ambitions, actions, measures and progress made towards them are detailed in this report from P10-39.

Our Voice Task Group

This group is co-chaired by youth representatives, including those with care experience. Representatives on the group have a role or link to the broad range of engagement and participation responsibilities and activities. The purpose is to ensure the CS partners and broader stakeholders listen and respond to the needs and views of children, young people, parents and families when planning, developing and reviewing services and supports that impact on the lives of children, young people, parents and families.

Family Support Task Group

The aim of the group is to drive forward multiagency activity to achieve the ambitions of the foundation of Family and ensure that children, young people receive support that is relational and trauma-informed at the time they need it. This group have incorporated the Neglect Task Group that was formed to take forward priorities in the 2017-21 CS Plan.

The Promise Partnership Task Group

This group have included care experienced representation in the chairing arrangements. Their purpose is to:

- Maintain oversight of corporate parenting in NL
- Progress identified priorities in the recently agreed Implementation Plan for the Promise, 21-24; high level priorities aligned to the NL Children's Services Plan as well as the Promise, to be achieved over a 3 year period
- Establish relevant task groups, such as the recently agreed task group to take forward actions relating to Family Time and Brothers and Sisters
- Lead on self-evaluation activity for corporate parenting as identified by the Continuous Improvement Group
- Take forward learning and development opportunities to meet the needs of corporate parents

The Mental Health Wellbeing and Resilience Task Group

In progressing priorities in the CS Plan, this group have enabled opportunities to take a partnership approach to new resources and funding. The main purpose of the group is to:

- Promote the mental health, wellbeing and resilience of children and young people in North Lanarkshire
- Implement the CYP Mental Health and Wellbeing Community Support and Services Framework (the Framework)
- Provide a joint planning forum for children's services partners across North Lanarkshire
- Support the delivery of the [Lanarkshire Mental Health and Wellbeing Strategy 2019-24](#)

Getting it Right for Every Child Delivery Group

By embedding the GIRFEC approach, we place the family at the centre, work in partnership with families, understand wellbeing about all areas of life, value diversity and non-discrimination, tackle inequality, offer support early and services work in partnership both locally and nationally. This group are working to:

- promote a shared understanding of the practice, principles and values underpinning Getting It Right for Every Child (GIRFEC), embedding use of the National Practice Model and associated GIRFEC practice materials and guidance, supporting a commitment to Children's Rights
- support the development and delivery of GIRFEC within the Partnership, driving forward good practice within the partnership in meeting the needs of families, children and young people so that they get the right help at the right time

Continuous Improvement Group

As previously stated, this group is a task group of and reports to both the Children's Services Partnership and Child Protection Committee. The group maintains oversight of multi-agency children's services, continuous improvement activity including self-evaluation and supports a network across children's services.

Strategic links

Some of the key strategic links are below and full details of the context of the work of NL CS Partnership in the published document [Our Landscape](#).

Corporate Parenting, NL Promise Partnership: Care Foundation

There is a statutory requirement to produce and report on a Corporate Parenting Plan, North Lanarkshire Corporate Parenting Strategy and Improvement Plan 2019-2022: Shared Parenting – Families and Professionals Together. This has been updated to embrace the ambitions of The Promise. The detail of this strategy and plan is in the Annual Action Plan - Delivering the Promise, Corporate Parenting Annual Action Plan, 2022-23.

Child Poverty

The work of the CS Partnership is closely linked to the NL Tackling Poverty Strategy and the statutory Child Poverty Action Plan and Report (CPAPR). Each task group and working group has given consideration to how the work being progressed will impact on the three key drivers of tackling poverty in NL.

- Income from employment
- Reducing the cost of living
- Income from social security and benefits in kind

There is increasing recognition of cross over and links with the priorities and areas of work and opportunities for collaboration. The planning and reporting cycles operate in tandem.

The work of CS Partnership is included in the CPAPR and there are 6 monthly updates to ensure links are made with new and developing areas of work.

The work of all task groups impact on child poverty and there are close links with the Family Support Task Group, recognising the role of family support in relation to the key drivers. Addressing poverty through cash first/direct financial support is key component of whole family support and informs developments being coordinated/overseen by the group.

North Lanarkshire Child Protection Committee

The relationship between the CS Partnership and NL Child Protection Committee has continued to gather strength. The revised National Guidance for Child Protection in Scotland, published in Sept 2021 provides a framework and reflects changes in legislation, standards, policy and research, findings and learning from significant case reviews. GIRFEC, children's human rights, The Promise and the impact of child poverty underpin child protection and improving outcomes for children, young people and families.

The Continuous Improvement Task Group is common to both partnerships, leading on a shared continuous improvement framework and self-evaluation to direct and inform continuous improvement activity across the CS Partnership and Child Protection.

Contextual Safeguarding

We have committed to using a contextual safeguarding approach to improve our response to young people at risk of extra familial harm. This approach recognises and considers the environmental and social context for young people. It recognises vulnerabilities and that extra familial harm takes place in a range of settings and relationships. To begin practice change there has been multi agency training, a commitment to a shared culture and sharing of tools and resources that support the approach.

We are the first local authority area in Scotland to implement contextual safeguarding and work within the Children's Houses has been recognised and shared nationally as a good practice example.

Trauma-Informed Practice

Partners are committed to creating the conditions for trauma-informed practice as the underpinning approach to support children, young people and their families. A steering group has been established, champions appointed and an action plan is now in development. Already, a significant amount of training has taken place and the pace of implementation will be accelerated with the appointment of an officer to support implementation.

Challenges and opportunities

Coronavirus

The development and first year of this plan that we are reporting on, sits in the context of the Coronavirus pandemic. Families and communities have experienced, bereavement, illness and hardships during this time. Measures to control the virus included periods of national lockdown. Public bodies, organisations and local groups quickly responded to the pandemic, redirecting resources and efforts to respond and address the impact on individuals, communities, services and supports.

It is anticipated that the virus and the impact will be with us for some time. Understanding of the impact is developing both nationally and locally. Public Health Scotland have [publications](#) that highlight the broad range of impacts on children, young people and families.

Each partner had, and continues to have, different pressures and challenges. There was a shift in focus and resources to the operational responses. Partnerships and working relationships amongst front line volunteers and staff strengthened the ability to identify and support vulnerable children, young people and families and offer flexible responses. One of the main challenges reported by agencies has been staff. There has been redeployment to address areas of priority and pressure, such as NHS staff delivering the national vaccination programme or support to acute services. Absence due to coronavirus also impacted the workforce resulting in additional pressures on service delivery. Given the waves of the pandemic we have gone through in the past year, at times different agencies and organisations have found it challenging to balance the priorities of the CS Partnership and Plan with core service delivery. Understandably, as a result some work streams were paused for periods of time and routine meetings postponed or stood down to fully support and manage operational responses. Collating information for this report clearly demonstrates that many of these challenges have been met, priorities have been progressed and new areas of work have developed as part of the response.

Performance information is under continual review. This can highlight challenges and support planned responses. Examples are that:

- From 2017-2021, there was a 119% increase in the number of children referred into the child protection system
- A survey of all school pupils using the SDQ (Strengths and Difficulties Questionnaire) conducted in 2021 showed that although most children and young people in school showed difficulties scores in the close to normal range, there was an emerging trend that the proportion of pupils with 'very high' scores in SDQ areas was increasing
- From July – Sept 2021, 1412 school pupils were accessing support in person and 65 virtually
- Breastfeeding rates (those babies that are being exclusively breastfed at the 6–8-week assessment), within North Lanarkshire are 18.7%; one of the lowest figures across Scotland
- Nationally, the risk of becoming overweight or obese for Primary 1 children has risen to 29.5%. North Lanarkshire has historically had a higher % than the national average and this is likely to continue to be the case.*

Over the pandemic the disruption to previous models of service provision created opportunities to deliver support in new ways including –

- Over 7,000 children were identified as potentially more vulnerable with school closures during the pandemic and received direct support from a range of agencies in relation to emotional wellbeing and supports to reduce the impacts of poverty.
- Over 800 children and young people have benefited from enhanced supports to promote positive mental health and wellbeing and to address distress, under the umbrella of the Community Mental Health and Wellbeing Framework. This included 22 pilot initiatives delivered by the community and voluntary sector in partnership with school clusters.
- At the start of the year £1.5m of one-off funding was used to deliver a direct payment to almost 2,000 families through a project to alleviate the adverse impacts of the pandemic using a strengths and empowerment-based approach.
- Implementation of the Contextual Safeguarding approach has continued to strengthen capacity to address extra familial harm with the implementation of a new steering group and multi-agency young people's safeguarding panel.

* In 'likely to continue' being the case, this is because due to the constraints of the pandemic the most recent Body Mass Index of Primary 1 figures nationally only shows figures for 7 of 14 NHS Boards. This does not include North Lanarkshire.

Part 2, Our priorities and actions

Our priorities in the CS Plan 21-23 were grouped under the five foundations of The Promise. Although UNCRC underpins the work in all of the foundations, it also has a section to reflect the priorities and work that are included in the CS Plan. Mental health, wellbeing and resilience is another areas where there are a number of priorities and actions that sit in several of the foundations.

- Voice
- Family
- The Promise Partnership
- People
- Scaffolding

UNCRC

We will develop a rights based approach to children's services in North Lanarkshire.

In our CS Plan 21-23 we recognise that children's human rights, as stated in UNCRC, underpin each of the foundations. The actions identified are to further our progress towards a rights-based approach.

Children's rights are not a new area of focus. They are embedded into training, practice and professional standards, providing a good foundation to build upon. UNCRC is something that we have worked to 'further and better' and report on this as part of the Children and Young People (Scotland) Act 2014. Following the unanimous backing of the UNCRC (Incorporation) (Scotland) Bill, and the subsequent legal challenge from UK Government law officers that is still to be resolved, the Scottish Government remain committed to incorporating UNCRC into domestic law to the maximum extent possible.

Developing a rights based approach means integrating rights into policies and how we operate as agencies, organisations, and individuals. Putting children's human rights into practice lies with every adult citizen, particularly those that work with and for children and young people. The CS Partnership workforce have a duty to promote, respect and protect children's human rights.

In November 2020, North Lanarkshire Youth Council (NLYC) identified actions in the CS Plan relating to UNCRC. They gathered views from children and young people in North Lanarkshire about UNCRC. The majority of respondents said they knew that they had rights, but they did not know about UNCRC. Approximately 95% of those who responded said that adults in their life helped to make sure their rights were respected but they felt only 60% of adults knew about UNCRC.

Knowing about UNCRC is knowing what your rights are and it was concluded that actions should focus on raising awareness.

UNCRC report 2021-22

Our Actions	How will we know?	What has been achieved?	What are we still to do?
<p>1. Promote awareness of children’s rights, not just amongst children and young people but also adults.</p>	<p>Young people co-design a campaign that runs in Autumn 21 Revisit the baseline from the 2021 survey to assess if there is increased awareness of children’s rights and UNCRC.</p>	<p>In 2021 a programme ran as part of Future Fridays, a revision to the school week providing opportunities to participate in activities, learn skills and explore interests. This is evidenced in two short videos where young people talk about what they did, what they thought of the programme and what they gained. After the launch of the campaign, stats were gathered. Highlights include 85K views on You Tube in the first 4 weeks. The 9 tweets resulted in 44K impressions. The communications team, from their experience, assessed these as very good.</p>	<p>The baseline will be revisited in early 2023 as part of the preparations for the CS Plan 2023-26.</p>
<p>2. NLYC co-produce a workshop programme, informed by 2021 survey and co-deliver this with staff to children and young people in NL.</p>	<p>Feedback from those participating in the programme of workshops including information relating to the numbers and diversity of those participating</p>	<p>Following the co-production programme to develop the campaign, plans are underway to bring a group of young people together to begin working on this. The resources are confirmed.</p>	<p>The group will look at various UNCRC activities and use the campaign assets to develop a workshop to further promote UNCRC. This will be tested on young people through youth groups, before being finalised and packaged to be delivered in schools in North Lanarkshire.</p>
<p>3. CS Partnership will develop briefings, information and training to ensure the workforce is kept up to date with UNCRC in response to</p>	<p>% of staff, carers and volunteers who participate in briefings or complete UNCRC training.</p>	<p>Information on the UNCRC (Incorporation) (Scotland) Bill has been cascaded from Improving Children’s Services Group meetings. Campaign materials have been shared with staff and partners and are accessible through the new web pages on children’s rights. https://www.northlanarkshire.gov.uk/social-</p>	<p>In 2022-23 there will be further updates.</p>

<p>changing legislation and policy.</p>		<p>care-and-health/children-and-families/childrens-rights In the first 6 weeks of the campaign, from March 22 there were 2600 views on the landing page.</p>	
<p>4. The CS Partnership will undertake Children’s Rights and Wellbeing Impact Assessments wherever relevant and advocate and support the use of these beyond the CS Partnership.</p>	<p>Number of Children’s Rights and Well-being Impact Assessments completed at Stage 1 and Stage 2.</p>	<p>The CS Partnership is actively encouraging the use of CRWIA amongst partners and each partner is working to further the application of CRWIA. The local authority is using CRWIA at committee level, the first instance with the Community Empowerment Committee. The learning will inform the wider application of CRWIA in other committees.</p> <p>NHS Lanarkshire, Housing, Scottish Children’s Reporter Administration have reported where they have applied CRWIA to new and developing areas of work.</p>	<p>In 2022-23 the process will be reviewed and developed using the experiences of the last year.</p> <p>Staff training opportunities will be developed as the Children’s Rights and Wellbeing Impact Assessment work progresses.</p> <p>Continue to collate information about application of CRWIA.</p>
<p>5. Policies and procedures are reviewed to further support a rights based approach across the partnership.</p>	<p>Collate and share information about changes in policies and procedures to develop a rights-based approach.</p>	<p>New areas of work and those that involve review and redesign, are applying a rights based approach. Contextual safeguarding is one example where children’s human rights are central to our approach. The Promise Partnership has a number of workstreams with a focus on review and redesign. These are detailed in the Care section.</p> <p>A multiagency review of our approach to supporting young people in conflict with the law is underway to ensure have a Rights Respecting Approach embedded.</p>	<p>In the coming year there will be a focus on the rights of young people to be safe in their community.</p> <p>Redesign of Early and Effective Intervention and the implementation of the Structured hearings pilot will incorporate a rights based approach.</p>

<p>6. The CS Partnership will report to Scottish Government every 3 years on what is being done to further and better children’s rights.</p>	<p>Information is published and shared with Scottish Government and across the CS Partnership</p>	<p>The CS partnership priorities around UNCRC are reported on here.</p> <p>Each task group and working group plans their work and reports to the CS Partnership every 6 months. The planning and reporting template asks for consideration and information about how the group is taking forward the key drivers and how their actions will impact on:</p> <ul style="list-style-type: none"> • UNCRC • The Promise • Child Poverty • GIRFEC 	<p>In 2022-23 there will be information from each partner to collate a more detailed report for the three year period 2020-23</p>
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Voice

It is important that we listen and respond to the views of children, young people and families and this is included in the planning of integrated children's services. Those affected by decisions will be engaged and their views included in decision making processes. We will create opportunities for participation in all aspects of services and supports, from assessment and planning to activity programmes and service design.

We do this best if we:

- Know and understand the needs and aspirations of the children, young people and families
- Seek views, listen and respond to what is said individually and collectively and this is included, represented and acted upon
- Develop and use a range of approaches to reach the diversity of children, young people and families, including those considered marginalised or vulnerable, whose voices and opinions often go unheard

Examples of the methods and approaches include, research, tailored surveys and consultation, investing in co-production during service design, seeking feedback, supporting representation and ensuring staff have the skills, support, tools and resources that they need.

We will be building on work to strengthen engagement during 2017-21

- Our partnership agreement with young people in North Lanarkshire was an important step to improve how we engage with those who access or may access children's services and supports
- Youth representatives have contributed positively to the Children's Services Partnership Board
- A Champions Board was established. This is a forum for care experience young people to meet with key decision makers to amplify their voice in decisions that affect the experiences of care and opportunities for care experienced children and young people
- We have strengthened links with the Community and Voluntary Sector, through the Children, Young People and Families Network. This network reaches the diversity of children, young people and families in the communities they are based in or work with
- A team of development workers will be employed from March 2021 to work with partners to progress our commitment to the Promise. There will be a focus to include the voices of those who are care experienced and the links between Voice and Care

We need to improve the co-ordination of the range of engagement activities including sharing information, learning from people's experiences and planning changes with those who will be affected. We have worked to improve engagement with children and young people and recognise that we need to do more to engage with families.

Voice report 2021-22

Our Actions	How will we know?	What has been achieved?	What are we still to do?
<p>7. Through engagement and participation, we know and understand the collective views, needs and aspirations of children, young people and families. We take steps to ensure quieter voices are heard e.g. care experienced children and young people and those children involved in child protection</p>	<p>Reports on the progress of action plans will include information about what was done to seek and listen to views, how these were acted upon and the difference this made.</p>	<p>Our Voice task group has established, bringing together youth representatives and staff that link to different aspects of engagement: Children, young people, children and young people less likely to be included or heard, pupils, parents, family support. A youth representative will co-chair the task group.</p> <p>A new post in Community Learning and Development, with a focus on children and young people experiencing care, and an engagement post in CAMHS, will further engagement in these areas and contribute to improving outcomes for children, young people and families</p> <p>The Promise Partnership has taken action to ensure children and young people are at the centre in their approach and forward plan to deliver on Promise in North Lanarkshire and progress the priorities outlined in Actions 18-21. Collaboration with the Promise Development Team includes a member of the team taking the role of co-chair of the Promise Partnership.</p>	<p>In 2022-23 Our Voice Task Group is undertaking an audit of engagement activity across the partnership. This will include collating information about the context and different sets of principles that apply to each area of work. This will be complete in Autumn 2022.</p> <p>There are plans for further improvements in access to advocacy and engagement with parents of children and young people experiencing care (at home and away from home), to share how their lived experience could support other parents and inform practice developments.</p>
<p>8. Across the Children's Services Partnership, groups incorporate how they will engage and</p>	<p>In our action plan and annual report, 100 % of the CSP task groups and working groups will include representation of the views</p>	<p>Task groups and working groups are asked to consider opportunities to engage and promote active participation of appropriate individuals and groups wherever possible within their</p>	<p>Our Voice Task Group will consider how to best share the outputs from engagement activity and the impact of engagement activity.</p>

<p>create opportunities for participation in planning and delivery of the priorities and the co-design of services</p>	<p>of children, young people and families from the target group. This will be through a variety of engagement activities.</p>	<p>planning and reporting. There are details of this in the 6 monthly reports produced by task groups. This includes areas where we are engaging, encouraging participation and actively seeking feedback and lived experience to improve policy and practice.</p> <p>The GIRFEC refresh (See action 25) included consultation with 70 children and young people on two of the refreshed materials.</p>	<p>The feedback will influence the National refresh materials due for publication in summer 2022. There will be work both nationally and locally to take forward the outputs of the refresh.</p>
<p>9. Through our GIRFEC approach, views, interests and needs of individual children young people and families are known, represented and acted upon</p>	<p>We will incorporate a measure into our multi agency file reading template to assess the quality and consistency of children and young people's views being sought and taken into account in decisions made.</p>	<p>Annual multi agency file reading is part of our continuous improvement framework. How the views of children, young people and families are reflected in the case files is an aspect of this and is included in feedback and learning. The offer of advocacy services to children and young people is looked at.</p> <p>Tools and resources support practitioners to gather the views of children, young people and families. These are reflected in the child's plan.</p> <p>The Mind of my Own app provides a different way for children and young people to communicate and express their views. Regular reports aggregate information and identify common themes.</p> <p>The 'Outcomes Star' has been further implemented in universal services to support children and young people to be heard and their views reflected in their plan.</p>	<p>The CS Partnership self-evaluation will be updated in 2022. This will include evidence of how we are improving the quality and consistency of children and young people's views being sought and how they are taken into account.</p>

Family

The aim is that children feel safe and loved in their families and are supported to remain there, other than in circumstances of high risk. This involves:

- Making the early years of parenting a positive experience regardless of the adversity that people face
- More children supported at home through the right family support available at the right time, with clear pathways to support when needed and a focus on preventing problems
- Supporting good mental health, building emotional resilience, and developing trauma recovery

Actions are progressed through the Family Support Task Group and the Mental Health Wellbeing and Resilience Task Group (MHWBR). The MHWBR Task Group will drive forward a range of community supports developed in partnership through the Community Mental Health and Wellbeing Supports and Services Framework. Work will be consistent with the Better Mental Health for All Strategy, NHS Lanarkshire.

The development of whole family support will play an active role in preventing care. The ten principles of family support are underpinning the work in this foundation and this is promoted in all other groupings in the CS Partnership and other relevant areas of work such as NL Tackling Poverty Strategy. These are:

1. Holistic and relational
2. Therapeutic
3. Non-stigmatising
4. Patient and persistent
5. Underpinned by children's rights
6. Community based
7. Responsive and timely
8. Work with family assets
9. Empowerment and agency
10. Flexible

In the past the Solihull approach has been applied widely within North Lanarkshire. Other approaches built on the principles of family support will also be applied and food poverty and financial inclusion prioritised. Transitions are another area of focus from the early years into primary, from primary to secondary school and from secondary school to post school options, as well as when children and young people move home or school. Our approach will be based on a principle that supports will remain with children and young people as much as possible. This plan restates a commitment to develop training to ensure that all staff and volunteers are trained to an appropriate trauma informed level.

Family report 2021-22

Our Actions	How will we know?	What has been achieved?	What are we still to do?
10. Develop a cross-sectoral Infant Mental Health Indicator Set	Use of the IMH indicator set	The MH indicator set was developed and tested in 2021 and presented to the CSP in August 21. It has been published and applied across different professional disciplines and areas of work. Evaluation has been integrated into the development, testing and roll out.	Training and evaluation of how this is applied and the impact will continue. We shall increase awareness of the community support and services available to children, young people and families.
11. Increase breastfeeding levels	Numbers of infants being breast fed Number of Public Premises across North Lanarkshire with Breast feeding friendly status	A small year improvement has been seen on the proportion of babies breast fed 6-8 weeks but rates in NL are 27.8% compared to 45.2% nationally.	We are developing new measures to tie in with new NLC policy and Baby Friendly improvement group in NHSL.
12. Increase inclusiveness of child and family planning processes (GIRFEC)	Survey sample of children and families about their satisfaction with the planning process	There are clear pathways, underpinned by GIRFEC; the universal pathway for under 5s; the empowering cluster model for those of school age. GIRFEC screening processes are in place to understand the wellbeing of children and young people, in their current situations, at key points in their life to identify needs as early as possible. Clusters support working in a co-ordinated way to meet needs and improve wellbeing. In nurseries and schools, a pathway for planning and support was launched.	A satisfaction survey will be considered. The plan for this work will gather pace from June 22 as implementation is rolled out and the quality improvement

		Work to review the pre 5 pathway has begun. Jakes Journey Part 1 for pre-birth and Jakes Journey Part 2 for post birth.	methodology is applied, testing change in one locality and gathering learning.
13. Increase awareness for families, volunteers and staff of the relationship between poverty and neglect	Post training survey of staff undertaking awareness training	<p>In Bellshill the aim that 50% of children, who are on the Child Protection Register under the category of neglect, will have a multi-agency assessment using the Glasgow Assessment of Care toolkit (Action for Children) was achieved. The work gathered positive feedback from staff, parents and carers who experienced this relational approach.</p> <p>The training for the pilot included awareness raising of poverty and the impact of poverty on children, young people, families and communities.</p>	<p>A subgroup has established to extend neglect pilot and establish performance measures.</p> <p>The report and positive outcomes from the evaluation will be distributed to raise awareness.</p> <p>The approach is now being extended into two further areas in partnership with the community and voluntary sector.</p> <p>Awareness training will be planned as part of the multi-agency training programme that is delivered and evaluated.</p>
14. Provide Transitional supports to children and families receiving additional and intensive levels of support	Survey children and families following key transitions to gauge satisfaction with support	This priority will be progressed during 2022-23.	The Family Support Task Group plan to look at key transition of moving from formal/statutory care to universal services GIRFEC pathway.
15. Develop options for early intervention family support	Self-evaluate family support offerings across the sectors using 10 principles of family support	A subgroup of the Family Support Task group has been established to update the parenting pathway in line with principles of The Promise.	Work in 2022-23 will build on current strengths and enhance service offer to ensure that family's receive support in line with the 10 principles whenever and wherever they need support.

		Work is underway to review and scope family support being delivered across the partnership in line with the Promise.	Develop tests of change as new hubs come on stream.
16. Train staff across the sectors to appropriate level in working with trauma	Numbers undertaking training and training evaluation data	Work with Trauma Steering Group to baseline training needs.	Set new targets for Solihull training based on partner needs analysis.
17. Increase availability and awareness of early intervention mental health supports based on relational approaches	<p>Numbers of children and young people offered early intervention approaches</p> <p>Increase in the % of appropriate referrals to CAMHS</p> <p>Increase in practitioner awareness of the wider community supports and services</p>	<p>The Mental Health Well-being and Resilience Task Group has mapped services and supports. This is accessible to all stakeholders, including families and young people.</p> <p>There has been analysis of information from the Strengths and Difficulties Questionnaire (See also Action 28) with further analysis of key groups more likely to experience poorer mental health and have additional wellbeing needs, such as care experienced children, children subject to child protection registration, children with additional support needs in mainstream schools, children receiving free school meals and clothing grants and children living in areas of deprivation.</p> <p>Discussion with partners and CAMHS colleagues have identified themes and issues common for inappropriate referrals. This included scoping solutions.</p>	<p>Work to date has identified a gap in provision for 18 -24 year olds. A proposal to enhance current provision will be developed with the MHWR Task Group.</p> <p>The SDQ information indicates the raised scores (by comparison to the average of children within the overall group in North Lanarkshire) of children who are previously care experienced at looked after at home. The work being carried out through the clusters alongside the Virtual School will require to target this group to ensure appropriate supports.</p> <p>Focus groups with care experienced young people are ongoing to inform service development.</p> <p>Solutions will be further discussed to identify short, medium and long term actions.</p>

		<p>Across education the Mental Health, Wellbeing and Resilience Delivery Plan has been approved and is progressing.</p> <p>By January 21, 48 young people had participated in Let's Introduce Anxiety Management (LIAM) delivered by educational psychologists. Pre and post outcome data show a statistically significant reduction in self-reported anxiety and low mood.</p> <p>The role of the Neurodevelopmental Family Link worker has been expanded, increasing the capacity and the pathways for referral to support children, young people and families.</p> <p>Work is underway to co-produce with young people a journal book for secondary aged young people where they can record their feelings and develop coping techniques.</p> <p>Discussions have taken place to create Lanarkshire mental health and wellbeing website specifically for children and young people.</p>	<p>This work will continue.</p> <p>This work will continue.</p> <p>Focus group with young people, parents and carers will take place to inform the proposal going forward.</p> <p>The journal book will be finalised.</p> <p>Development of proposals for some areas of service and support to have an opt out flagging system to ensure people who are care experienced are recognised and can be prioritised.</p>
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Care – The Promise Partnership

The care foundation mostly relates to children and young people who are currently experiencing care at home, including kinship care and compulsory supervision, those currently being cared for away from home, residential care, foster care, continuing care and those who have previously experienced care, including young people receiving after care.

The scale of the ambition of The Promise is challenging and implementation is for the whole council and its partners, who have corporate parenting responsibility, to change culture and mobilise resources. We are aware that the impact of care is life long and The Promise is much wider than care. Family support and prevention is at its heart. The Promise, demands a radical re-design of services, including those services for children currently experiencing care and those who are care experienced and involving children, young people and their families.

We will recalibrate the whole system and culture to ensure children and young people currently experiencing care have nurturing relationships in which to thrive. Milestones will be identified over 5 and 10 years and during 2021-23 we will start work and focus on the priorities identified in this Plan. The priorities and actions are detailed in the North Lanarkshire Corporate Parenting Strategy and Improvement Plan: Shared Parenting, Families and Professionals Together.

Areas identified to work together on are detailed in the Delivery and Implementation Plan for NL Promise Partnership: Care Foundation Corporate Parenting Action Plan 22-23. The 6 headings in this action plan are:

Fundamentals: recalibration of the whole system and culture and support offered, so that what matters to children and families is the highest priority and the cornerstone of how services operate. Children, young people, families' voices are heard and influence and inform practice and service delivery, nurturing relationships are formed and sustained, the right to return to care, language used, take steps to mitigate poverty.

A Good Childhood for our Care Experienced Children; care experienced children and young people have a good childhood, right to education, the right support at the right time is available, relationships, youth justice, brothers and sisters and family time, support to carers

Whole Family Support: moving on, physical intervention, family therapies,

Supporting the Workforce: workforce values, workforce support, relationships

Planning: planning, investment, information sharing

Building Capacity: scaffolding, children, families and the workforce must be supported by a system that is there when it is needed. The scaffolding of help, support and accountability must be ready and responsive when it is required.

Care – The Promise Partnership report 2021-22

Our Actions	How will we know?	What has been achieved?	What are we still to do?
<p>18. Through service redesign, that includes the experiences and voices of care experience children, young people and their families, the experience of care is improved.</p>	<p>Milestones for the process of redesign in different areas of service redesign are identified and shared.</p> <p>The participation and influence of care experienced children, young people and their families is recorded and evidenced.</p> <p>Improvements in the experience of care are evidenced by the measures below, through case file reading and feedback.</p>	<p>The Delivery and Implementation Plan for NL Promise Partnership: Care Foundation Corporate Parenting Action Plan 22-23 was co-produced, agreed by partners and will be taken forward.</p> <p>Sessions for multi-agency staff on the new Secure Care National Standards, raising awareness of the experiences of secure care and awareness of the standards.</p> <p>The Promise Development Team have nurtured working relationships and contacts during their first year to raise awareness of The Promise, establish presence and influence opportunities for engagement and participation.</p> <p>There is continued support for Today not Tomorrow (the forum for care experienced young people) and the NL Champions Board.</p>	<p>The Promise Partnership will continue to drive the actions in the 6 key areas of this Action Plan and report on progress.</p> <p>The Promise Development Team will continue to work with projects and programmes to directly engage care experienced, children, young people and their families.</p> <p>The Promise Partnership working group will consider how this is recorded and evidenced as part of the work referred to in Scaffolding -Actions 28, 29 and 30.</p>
<p>19. We nurture vital loving relationships.</p>	<p>Reduction in unnecessary transitions.</p> <p>Young people and carers maintain lifelong links.</p>	<p>Permanence and Care Excellence (PACE), improvement programme, continues to progress and drive permanency. PACE Workplan is updated to align with the ambitions of The Promise.</p>	<p>In 2022-23 we shall continue with developments and identify gaps to allow individual needs to be met through assessment and planning, at the same time improve consistency in single agency practice and partnership.</p>

	<p>Increase of those being cared for remaining in their family group, when safe to do so.</p> <p>Increase in number of carers able to offer flexible care to brothers and sisters together.</p>	<p>Links strengthened between the 'carers team' and the localities to support the progress of permanency planning and avoid unnecessary transition. Each locality has a senior social worker permanency champion.</p> <p>The Care Experienced Young Persons Operational Group has been established and includes young people with lived experienced.</p> <p>Care Leavers Financial Guidance has been implemented, to support young people at the point of transition.</p> <p>A review of the Whole Family Approach includes a strategy being developed in consultation with families about co-designing a service that works for them. This will include support for all families including foster and kinship.</p> <p>Further developed the kinship care team to strengthen support to kinship families as necessary to sustain placements. Strengthened links and collaboration with locality kinship support groups</p> <p>Recruitment of carers is ongoing and informed by the Corporate Recruitment Strategy 2019-24 which aims to recruit more carers, maintain children in NL and retain carers in NL.</p>	<p>Practice improvement results in a reduction in unnecessary transitions for children and young people. This will be assessed.</p>
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	<p>Through co-production the barriers and solutions to improvements in family time and time spent to nurture important relationships are identified</p> <p>Case file reading shows increased focus on vital relationships.</p>	<p>In 2021-22 the marketing and recruitment strategy to ensure there is continued focus on foster carers progressed. The current campaign 'What's it all about?' is promoted and monitored.</p> <p>To sustain family links for those children and young people not living with biological parents and or separated from brothers and sisters, the contact assessment tool and guidance was reviewed, in collaboration with the Promise Development Team of care experienced young people, to better align with the Promise and is now being implemented.</p> <p>The Promise Development team held focus groups in the care community and worked with managers to develop guidance and suite of resources to protect, promote and uphold relationships between brothers and sisters and other "sibling like" relationships.</p>	<p>Raise awareness of the guidance and tools and assess, through case file reading and engagement with children and young people, if there are improvements to family time.</p>
<p>20. Services and supports for care experienced children and young people are more accessible and flexible. Support, advice and guidance is there when needed and without delay.</p>	<p>Through co-production, identify the barriers and improvements that would increase access and flexibility. Develop a baseline from which changes can be measured and evaluated.</p>	<p>A working group has been established around record keeping to look at how we can effectively capture records that are cognisant of what the care community have told us they need from their records.</p> <p>There is a reviewed pathway plan and planning process involving young people with lived experience, now My Future Planning: additional</p>	<p>Progress this work</p> <p>Incorporate measures and reporting to assess improvements in outcomes.</p>

		<p>practitioners temporarily engaged to focus on after care.</p> <p>A Housing and Education and Families Joint Protocol for Care Leavers is being implemented, offering improved flexibility and choice.</p> <p>We have reviewed and further strengthened practice across residential care including supporting young people who have wanted to return to care, outreach work and linkage with the supported care service.</p>	<p>Monitor housing allocation and how the protocol has been implemented.</p>
<p>21. Improved access to and experience of educational opportunities, health care, mental health services and community based supports including therapies for care experienced children, young people and their families</p>	<p>Reporting, evaluation and measurements from Virtual School. Improvements in attainment and reduction in exclusions. A reduction in out of authority educational placements. Incorporate measurement into redesign of aftercare services. Increased access and a reduction in delays to community based supports including therapies. Changes to criteria, increased access, and a reduction in delays to mental health services. All health needs are met without delay and there are sustained improvements in reported health</p>	<p>The Virtual School continues to produce regular reports.</p> <p>The Virtual School have created a pilot for a “Keeping the Promise award” for our education establishments. This includes 4 inputs across in-service days and a further training module online. Once at least 70% of staff in education settings have completed this programme they will receive a “keeping the promise award for schools”</p> <p>The MHWR task Group in considering services and supports for 16-26 year olds recognised that a gap exists for care leavers. Research and consultation suggested a therapeutic post. A workshop with young people in January established what this should look like.</p>	<p>Incorporate reporting from the Virtual School into self-evaluation and work referred to in Scaffolding -Actions 28,29 and 30</p> <p>Conclude the pilot and roll out for the Keeping the Promise award.</p> <p>The design and development is being co-produced on an ongoing basis in line with need</p>

		<p>Phase 1 of the CAMHS Recovery and Renewal Fund has progressed Implementation of the CAMHS specification has included focus groups with stakeholders, expansion of Community CAMHS for targeted groups and increased capacity to engage with children, young people and families.</p> <p>The MHWR Task Group are driving forward a range of community supports developed in partnership through the Community Mental Health and Wellbeing Supports and Services Framework. (See Family Support Action 17)</p> <p>A review of CEL16 (health assessments) began to strengthen the impact on children and young people's health needs.</p> <p>There has been a youth justice review that included care experienced young people who come into conflict with the law. A strengths based and trauma informed approach was applied.</p>	<p>Implement Phase 2 of the CAMHS Recovery and Renewal Fund.</p> <p>Implement changes from the review.</p> <p>Plan implementation of changes in approach and relevant actions.</p>
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People

‘The children that Scotland cares for must be actively supported to develop relationships with people in the workforce and wider community, who in turn must be supported to listen and be compassionate in their decision-making and care.’ The Promise 2020

The following section outlines the actions that relate to the children’s services workforce across sectors. The workforce is referenced as ‘staff’, and this includes all volunteers, carers and employees who have a role in improving wellbeing of children, young people and families. This might be through direct contact or indirectly through a supporting role. It may be within a statutory service or as part of a community group or organisation. There are a broad range of professions and roles, and therefore diversity, of staff across the partnership.

Partners recognise staff wellbeing as a key driver for the delivery of trauma-informed practice. We will maintain collaborative approaches and line management support and leadership for front line staff to promote wellbeing and create conditions for trauma-informed practice.

We have identified core competencies that apply to all staff working with children, young people and families and have a shared approach to some areas of learning and development. Current cross sector training programmes are informed through needs assessment and evaluation. The shift to deliver more learning opportunities online will potentially support opportunities to increase joint learning and training activities. Opportunities include reaching a wider audience and pooling online learning resources. We need to ensure that our workforce is skilled, empowered and connected to positively impact on the wellbeing of children, young people and families and deliver the vision for NL CS Partnership.

In progressing this, priorities will also identify and address challenges for staff and the impact on children, young people and families arising from changes such as working from home and connecting online. The work required to keep The Promise for all our children and young people is significant and challenging and will be a key area of our workforce development. We recognise there is much to build on and key areas that can be started immediately including changing our language, introducing love, kindness and relationships as key concepts and practices in the work across children’s services. We need to be aware of the learning and development needs of the workforce to ensure learning opportunities are relevant and delivered in a way that makes best use of resources. We previously undertook an options appraisal and now need to develop a joint workforce learning and training strategy and plan. This will take into consideration changes in legislation, policy, priorities and working practices.

People report 2021-22

Our Actions	How will we know?	What has been achieved?	What are we still to do?
<p>22. Review our workforce development paper, updating our knowledge and understanding of the children's services workforce. Revisit national professional guidelines and core competencies to support developing concepts and practices.</p>	<p>There is a review of the workforce development paper that includes confident estimates of the numbers of staff in each category and refreshed core competencies.</p>	<p>There has been multi agency and sector learning and training in different areas. The broad review of workforce development has not been progressed to date.</p> <p>The Child Protection Committee continue with their multi sector learning and training programme.</p> <p>Multi agency/sector learning for GIRFEC is being reviewed.</p>	<p>In 2022-23 we will consider the timing of a broad review and identify how this will be developed going forward.</p> <p>This will continue during 2022-23.</p> <p>Additions and changes will be incorporated into the programme of learning to reflect the Scottish government new guidance materials due to be launched in August 2022.</p>
<p>23. Develop a communication plan that supports our vision and values, reaches the diverse workforce and promotes the achievements of the CS Partnership.</p> <p>We gather baseline information to assess awareness of the CS partnership amongst the workforce.</p>	<p>A communication plan with a baseline, measures and reporting is agreed. Monitor, report and evaluate our communication activities.</p>	<p>The North Lanarkshire GIRFEC website has been reviewed.</p> <p>Information for families was highlighted during the pandemic and there has been work to improve the information available on the GIRFEC website.</p>	<p>There will be updates to the GIRFEC information and links to the refreshed GIRFEC materials.</p> <p>The action plan includes training a group of staff to upload and maintain the information pages.</p> <p>Funding is being sought for a GIRFEC information and training officer with development and maintenance of the website as part of the remit. Also see Action 25.1</p>

			It is planned that the post will develop the NL GIRFEC website and support a communication plan.
24. Audit current single and multi-agency/sector learning and training activity and embed the principles of trauma-informed and strengths-based working across all multi-agency/sector training and development activity.	Audit complete and follow up identified.	<p>The governance, approach and implementation plan to take forward the National Trauma Training Programme are agreed.</p> <p>Trauma awareness and trauma recovery underpins the established Solihull approach and is embedded in Child Protection training. This has now been incorporated into nurture and resilience work, critical incidents.</p> <p>There has been investment in Joint Investigative Interviewing with a reported step change on the quality of experience for children and young people and recognition of innovative practice.</p> <p>Steps have been taken to incorporate into partnership plans and strategies such as the Local Housing Strategy (2021-2026) and the Rapid Rehousing Transition Plan.</p> <p>Trauma skilled training has been piloted in Airdrie and this is being applied to strength based working with families.</p>	In 2022-23 we will appoint an implementation lead, refresh our implementation plan and ensure senior leaders across the partnership are trauma-aware and able to champion for the conditions for trauma informed practice.
25. Continue to deliver current joint workforce development programmes. Monitoring and reporting of activity.	Evaluation of programmes including impact evaluation.	Programmes have been evaluated.	

25.1 GIRFEC refresh		<p>The GIRFEC refresh engaged staff in Scottish Government consultation in late 2021. The GIRFEC Delivery Group facilitated single and multi-agency meetings that included a refresh briefing and the opportunity for practitioners to share their views.</p> <p>The consultation highlighted staff training needs.</p> <p>Funding for a GIRFEC information and training officer post (Also Action 23) to increase capacity to develop and deliver multi agency/sector learning has been secured.</p>	<p>Part one of the National GIRFEC refresh materials will be published in summer 2022. The GIRFEC Delivery Group will identify how this will be shared with staff and other stakeholders.</p> <p>How we communicate and participate in part 2 on the refresh on the 'child's plan' and 'planning a meeting' will also be progressed.</p> <p>The GIRFEC Delivery Group will develop training and learning resources to support multi-disciplinary training. This will be evaluated in relation to staff confidence in understanding the key principles and application of the core components.</p> <p>Recruitment for the post and progress on the GIRFEC Delivery Group action plan.</p>
25.2 Child Protection		<p>Child protection training continues to be delivered on a multi-agency/sector basis and covers a variety of subject areas including child exploitation, child sexual exploitation, contextual safeguarding and 5 day child protection training for our partnership.</p>	<p>Feedback will go to the multi-agency/sector workforce learning and development group to develop the programme of training planned for 2022-23.</p>

		<p>The planned multi agency training programme was delivered online. Evaluation of each course informs future development.</p> <p>Delivery remains online, feedback informs what we provide in future and we take this information through our multi agency workforce learning and development group to develop the multi-agency calendar for the year ahead.</p>	<p>Delivery will continue online.</p>
25.3 Nurture - Solihull and parenting programmes		<p>There has been an ongoing programme of Solihull training online as follows:</p> <ul style="list-style-type: none"> • 9 x 2 day foundation Solihull Approach training has been delivered online to ELC practitioners. • NHS have continued to deliver their multi-agency training on-line, delivering 7x 2 day foundation session to 70 staff. • There is an increase of 10 multi-disciplinary trainers to deliver the foundation training • Promotion of the NL online training courses for parents has resulted in a rise of participants of almost 400. An increase from 4404 to 4800 parents. 	<p>In 2022-23 we will continue to progress the commitment to the Solihull approach.</p> <ul style="list-style-type: none"> • We are reverting to face to face training and planning a significant increase in training for session 22-23.
26. Change our language and introduce love, kindness and relationships as key concepts and practices in the work across children's services.	<p>Reflective feedback incorporated into planning cycle. The shift in language is apparent in meetings, conversations and relevant plans and papers.</p>	<p>Co-production programme with Today not Tomorrow (Care experienced young people) to produce handy hints to support more positive use of descriptive and language in general – for use across agencies.</p>	<p>We will distribute the handy hints and seek feedback from staff and young people.</p>

		<p>A test of change in recording is underway in one of the children's houses.</p>	<p>Feedback from the test of change will inform further development and scaling up.</p> <p>General feedback will be sought in 2022-23.</p> <p>New service delivery models will be developed in line with the 10 principles of family support.</p>
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Scaffolding

'Children, families and the workforce must be supported by a system that is there when it is needed. The scaffolding of help, support and accountability must be ready and responsive when it is required.' The Promise 2020

The challenge presented here requires leadership and coordination at both a national and local level. As in other areas, the change is significant and will extend beyond the period of this CS Plan. We want to ensure that our governance, culture, systems and processes empower staff to support children, young people and families to realise our shared vision.

Getting it Right for Every Child, the national approach designed to improve outcomes and supporting wellbeing of our children, is the approach we have embedded across all partners and we continue to develop and improve this approach. We work towards achieving the wellbeing outcomes for children and young people: safe, healthy, active, nurtured, achieving, responsible, respected, included. The direction and priorities for partnership planning and implementation of GIRFEC is led by the GIRFEC Delivery Group. During 2021-22 an Action Plan has been produced that will support partners and disciplines to identify and meet needs at the earliest possible stage.

In May 2020 we introduced the cluster model to improve direct support, planning processes and application of the GIRFEC pathway and ensure early identification and intervention in universal services.

Also, part of our scaffolding supporting what we do are:

- Children's human rights (Refer to UNCRC, P11-14)
- Trauma informed, strengths-based practice (P31, Action 24)
- Working with partners through Towards a Fairer North Lanarkshire
- Tackling Poverty Strategy to mitigate the impacts of poverty
- Nurture and resilience and how we work together to promote attachment and develop trauma informed practice

We recognise another area for development is how we gather knowledge and understanding of the impact of the services, supports and activities across the partnership. What were the outcomes and did the work we did together make a meaningful difference for children, young people and families? Continuous improvement is not new and there is much in place such as self-evaluation, gathering of data, seeking views and feedback. There is however much to be improved. Over the duration of this plan, we will develop our performance management and quality improvement framework. This will be brought together into a dashboard which will be refined and developed in the longer term. In our existing work, and as we approach redesign and new areas of work, we will consider our starting point or baseline and build in evaluative measures and processes. We will find out what matters from the perspective of children, young people and families and build our measures of success from this.

As a partnership, how we gather and use information, data and evidence to assess need and identify priorities, rather than being a single activity, is a fluid process that includes multiple activities at different stages and at different times. Within each area of the governance structure relevant information, research and feedback is shared.

Scaffolding report 21-22

Our Actions	How will we know?	What has been achieved?	What are we still to do?
<p>27. Further the implementation of GIRFEC, our integrated approach to health and wellbeing. Utilise the GIRFEC planning pathway to identify support needs at the earliest possible stage, including those requiring statutory intervention, to achieve improved outcomes, and progress timeously by referral to Scottish Children's Reporter Administration</p>	<p>Incorporate into performance framework dashboard quantitative indicators and qualitative information from Universal Health Visiting Pathway, pre-5 and school age multi agency meetings and Scottish Children's Reporter Administration</p>	<p>This information will be captured for the self-evaluation activity referred to below- Action 28.</p> <p>The GIRFEC Delivery Group has been refreshed.</p> <p>15 clusters have been embedded, each with an improvement and integration lead. Work has continued to strengthen the empowering cluster model. Cluster well being data is gathered including information about children and young people for whom there is additional and intensive support.</p>	<p>In 2022-23 this will be included as one output from actions 29 and 30 below.</p> <p>Roll out of the empowering cluster model with staff briefings planned for June 22.</p>
<p>28. Through information and research, we are aware of need, changing drivers, policy and connections</p>	<p>Joint strategic needs assessment is integrated as part of our continuous improvement framework, is evident in the work across the Children's Services Partnership and is documented in our self-evaluation.</p> <p>Annual review and update of Landscape summary and descriptors document.</p>	<p>There are some distinct areas of work that contribute to this that have been completed or progressed over the last 12 months. These include but are not limited to:</p> <p>The Continuous Improvement Group have undertaken work to update our self-evaluation using the Quality Indicator Framework.</p> <p>There is an established programme of audit activity that is carried out on a single and multi-agency basis.</p>	<p>Key strategic groups have taken forward or are planning self-evaluation activity. A writing group has been established to conclude the update of our self-evaluation.</p> <p>Annual multi agency case file audit reflective learning.</p>

		<p>There is routine analysis of child protection registration activity.</p> <p>From Jan- June 21 the Strengths and Difficulties questionnaire assessed the wellbeing of 85.4% of the whole school population. For P1-7 there was a teachers report and for S1-S6 young people completed a questionnaire.</p> <p>In Primary schools close to average scoring was 81-88%. Secondary school results could be compared to findings from Realigning Children’s Services surveys from 2018. In 2018 the majority of secondary pupils scored close to average which was 72%. In 2021 this score reduced to 64%. This reduction has been explored further and shared.</p> <p>Participation in the National Promise implementation programme using human economic cost modelling to examine, consider and re- evaluate investment in care. Information has been gathered from service mapping activity</p> <p>Work on the landscape update began in March 2022. Information is grouped under 4 headings</p> <ul style="list-style-type: none"> • National drivers 	<p>This is ongoing.</p> <p>The strengths and difficulties questionnaire results will continue to inform improvement. Results will be available for analysis to inform task groups and workstreams and improvement areas. Individual schools have their own results and can follow up on findings. It will be a key reference in the joint strategic needs assessment for our Children’s Services Plan 2023-26.</p> <p>The work carried out to reinforce the GIRFEC pathway and maintain reliable data on children with additional and intensive support needs will continue to ensure that all children receive the services they need when they need it.</p> <p>This exercise will engage partners and progress over the next 6 months, identifying areas for further consideration and actions going forward.</p> <p>The updated document will be published in July 2022.</p>
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		<ul style="list-style-type: none"> • Local links • Improvement programmes • Planning, delivery and ongoing work <p>The Child Poverty Action Report 2020-21 and 21-22 provides us with an update on poverty and related statistics each year.</p>	<p>Each of our task groups consider how the priorities impact on child poverty. We plan to further strengthen the and better coordinate efforts to tackle poverty across NL.</p> <p>We anticipate a multi-agency inspection from the Care Inspectorate in 2022-23. Multi agency inspection offers objective scrutiny and improvement support. The Continuous Improvement Group have a focus on preparation for inspection.</p> <p>A 'getting ready for inspection' briefing has been prepared and will be circulated, highlighting the activity which will take place, including staff survey, focus group, audit activity.</p>
29. We are able to measure, evaluate and evidence that our programmes are having an impact and we are improving outcomes for children, young people and families	We develop our performance information and continuous improvement framework. There is a dashboard on measures produced by June 2021 that is developed during the period of the Children's Services Plan 2021-23	NL Health and Social Care and NLC Education and Families identified a brief, funding and a job description for a 12 month post to develop four key areas of performance and measurement <ol style="list-style-type: none"> 1. High level dashboard. 2. Performance and measurement indicators for our Children's Services Plan. 	It is anticipated that the position will be filled by August 2022 to begin working with ICSG and task groups to fulfil the brief by August 2023
30. Develop our practice to better integrate performance and	Reflective feedback is incorporated into our planning cycle with		

measurement into planning and review of our workstreams. Staff engage with performance information	reference to agendas, minutes, planning and evaluation	<ol style="list-style-type: none">3. Outcome measures that demonstrate the impact of actions and developments across services and supports4. A more developed continuous improvement framework	
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