

North Lanarkshire Children's Services Plan 2021-23

Annual Report 2022-23

North Lanarkshire Children's Services Partnership

June 23

Summary

This report provides an overview of the progress made during the second 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.

This report incorporates what we have done to further and better children's rights. Further information, such as minutes, reports and details of any area of work, is available on request.

Our Vision

In North Lanarkshire, our vision is to support all children and young people to achieve their potential, ensuring they are loved, nurtured and empowered to thrive in all aspects of their lives, including upholding each and every child and young person's rights as stated in the UNCRC.

We will work collaboratively with children, young people, their families, and our partners to ensure they get the best start in life and support families to provide loving care. We will do this by making sure we have the right supports available, at the right time, for as long as needed, and delivered in the right places to ensure equity for all and reducing inequalities throughout.

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 publishes 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 2022- March 2023.

Please note that the three-year planning cycle was disrupted during the Coronavirus pandemic. The current plan is for a two rather than a three-year period.

The CS Plan 21-23 developed with engagement of partners over a nine-month period to identify, inform and shape the shared priorities and agreed actions. Since October 2022 we began preparing for the next plan for the period 2023-2026. Partners and stakeholders have been fully involved in all aspects of this process. There is more focus on our Joint Strategic Needs Assessment (JSNA), and this will develop further during the 2023-26 planning cycle.

Governance

Following the publication of the CS Plan 2021-23 the governance structure of the CS Partnership was refreshed to support the actions identified in each of the foundations within our plan. These are the five foundations in The Promise with the addition of United Nations Convention on the Rights of the Child (UNCRC) which, although part of all that we do, has specific actions to further and better children’s rights in NL.

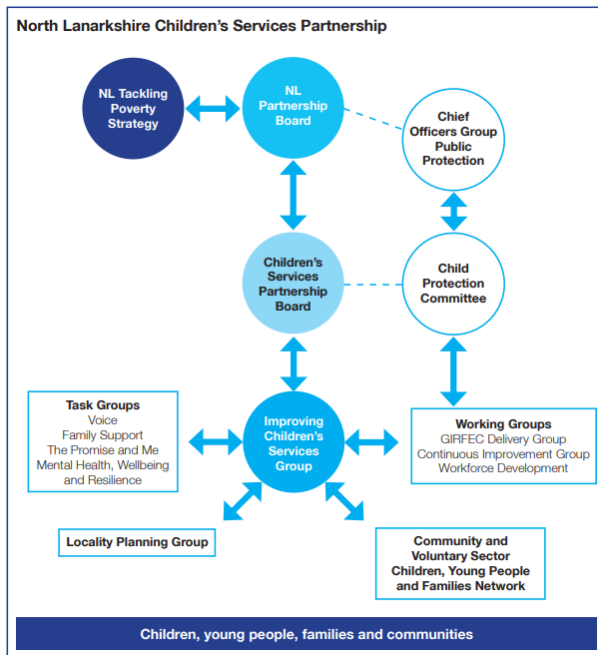
- UNCRC
- Voice
- Family
- Care

- People
- Scaffolding

The strategic governance through the Children’s Services Partnership Board and Improving Children’s Services Group (ICSG) have remained with regular reviews of membership and changes relating to democratic processes.

In our task groups chairs and co-chairs represent different agencies and sectors and include representation from the 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. There is a summary below that has been updated.



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, representation of young people through NL Futures, NL Council elected members; a care experienced champion and young people's champion; non-executive member of NHS Lanarkshire and senior leaders from each of the partners, ensures there are strategic links with national bodies and relevant local partnerships. New members have joined the board during 2022-23 and field visits have been planned to introduce new members to the work of the CS Partnership and how what we report is delivered in practice.

Improving Children's Services Group (ICSG)

The ICSG continues to bring together leads and representatives of the various task groups, working groups and representation to support strategic links such as Child Protection and Tackling Poverty. The task 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.

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 and involve them 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 has incorporated the Neglect Task Group that was formed to take forward priorities in the 2017-21 CS Plan. This year much of the focus has been on developing proposals for the Whole Family Wellbeing Fund, learning from the 2021-22 period and planning how this funding can be applied across the partnership to provide additional resource to support the transformation of the system of support to children, young people and their families and embed the 10 Principles of Family Support.

The Promise Partnership Task Group The Task Group is co-chaired by a care experienced young person. 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 sub 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 has enabled opportunities to take a partnership approach in the deployment of 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 is 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

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

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](#). This was updated in August 2022 and will be further updated in September 2023.

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. The work for the next Corporate Parenting Strategy and Improvement Plan 2023-27 began during this year for publication alongside the CS Plan 2023-26.

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.

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 support 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 being delivered. Updates are reported through the People foundation of this report.

Whole Family Wellbeing Fund (WFWF)

The aim of the fund is to provide additional resource to support the transformation of the system of support to children and their families in line with the National Principles of Family Support and the ambition of the Promise to provide flexible family support, enabling more children to remain loved and supported within their own families. Through Scottish Government, NL has been awarded £2.351 million for the period 2022/23 and 2023/24 with a similar allocation anticipated until the end of the parliamentary term.

Governance for this sits with the CSPB and proposals developed through engagement with partners and the Family Support Task group has a key role in developing and delivering on the ambitions for the funding. The ambitions focus on Whole Family Support and The Promise and align with the other key drivers, GIRFEC, Tackling Poverty and UNCRC. Planning, monitoring, evaluation and reporting relating to this fund is through our CS Partnership structures and also nationally. A detailed report is being prepared for the 2022/23 period and sits alongside this annual report for the same period.

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.

Although the UN has now declared that the pandemic is over, the impact will be with us for some time. Understanding of the impact is developing both nationally and locally. Public Health Scotland have produced [publications](#) that highlight the broad range of impacts on children, young people and families and we have focused.

Through our JSNA we are aware of statistical trends, challenges and opportunities. The Strengths and Difficulties Questionnaire (SDQ) is a key source and will be repeated in 2023 to further build the picture of wellbeing in the school population. Performance information is under continual review. This can highlight challenges and support planned responses.

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 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 an area where there are a number of priorities and actions that sit in several of the foundations.

- UNCRC
- 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 the Supreme Court 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 2022-23

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># Makeitright campaign was launched in February 2022. Stats about the reach of the campaign have continued to be monitored and in Feb 23 there are over 100 000 You Tube views. Baseline data was revisited in Jan 23- A school survey generated 3131 responses- 55% of young people had heard of UNCRC and 25% had heard of the #Makeitright campaign. A poll of the general public indicated that 26% were aware of the #Makeitright campaign and 67% were aware of UNCRC.</p>	<p>The campaign had impact but 45% were not aware of UNCRC Re-run the campaign when the UNCRC (Incorporation) Bill is enacted</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>A group of young people came together from February 2023. They engaged in a programme of workshops and will be co-producing their own workshops from April- June 2023.</p>	<p>Testing of workshops and co-delivering in youth work settings and schools. The programme will be evaluated in 23-24</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 changing legislation and policy.</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. Community Learning and Development staff have trained staff to delivered UNCRC training and delivered an initial training programme. Information from the NLC Operational Management Team UNCRC briefing has been shared with partners. https://sway.office.com/J2xhxMMc40px6eci?ref=Link&loc=play November 2022, a poll of 200 senior managers, head teachers and heads of service showed:</p>	<p>Continue to share updates. Increase the capacity and deliver UNCRC training for the CSPartnership workforce, considering the response to the poll and roll out a broader training programme beyond the CS Partnership workforce.</p>

		<ul style="list-style-type: none"> • 64% were aware of children’s rights and 65% knew what UNCRC was • 41% rated their awareness of the organisational responsibilities as duty bearers as medium/high • 47% rated their awareness of their own role as a duty bearer being medium/high <p>All respondents wanted UNCRC training, with 55% happy with basic training and 27% looking for intermediate training.</p>	NL Children’s Services Plan for 2023-26 prioritises further raising awareness and embedding a rights-based approach.
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.	Number of Children’s Rights and Well-being Impact Assessments completed at Stage 1 and Stage 2.	<p>The CS Partnership is actively encouraging the use of CRWIA amongst partners and each partner is working to further the application of CRWIA.</p> <p>The local authority and NHS Lanarkshire have developed their ‘committee’ processes to support and apply CRWIA alongside EQIA. Guidance to support this has also been developed.</p> <p>Scottish Children’s Reporter Administration will report where they have applied CRWIA to new and developing areas of work.</p>	<p>CS Partnership will advocate and support the application of CRWIA. Numbers of CRWIA completed will be included in the 6 monthly reporting from April 2023</p> <p>Staff training opportunities will be developed as the Children’s Rights and Wellbeing Impact Assessment work progresses.</p>
5. Policies and procedures are reviewed to further support a rights-based approach across the partnership.	Collate and share information about changes in policies and procedures to develop a rights-based approach.	<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 and Me has a number of workstreams with a focus on review and redesign.</p> <p>In Dec 22 there were 123 schools in NL accredited in the Rights Respecting Schools programme; 9 Gold, 26 silver, 66 Bronze and 19 awaiting accreditation.</p> <p>The multiagency review of our approach to supporting young people in conflict with the law has embedded a Rights Respecting Approach.</p>	Continue to report within 6 monthly reports from all task groups and the annual report for the CS Plan 2023-26.

		Implementation of the Structured Hearings Pilot incorporates a rights-based approach.	
6. The CS Partnership will report to Scottish Government every 3 years on what is being done to further and better children's rights.	Information is published and shared with Scottish Government and across the CS Partnership	<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>Task groups will continue to reflect and report on how their work impacts on children's rights.</p> <p>Support consideration of the relationship between UNCRC and poverty by</p> <ul style="list-style-type: none"> • Developing a 'poverty proofing' tool that can be applied to all areas of work • Furthering the relationship and cross-over with Tackling Poverty Strategy and Action Plan

UNCRC Priorities 2023-26

We will continue to develop and embed our rights-based approach, supported by children and young people in NL. It is anticipated that the UNCRC (Incorporation) (Scotland) Bill will be enacted, and we are making progress in preparation of this.

1. Everybody, (staff, partners, and the public), is aware of these rights and understands what they are, as expressed in the United Nations Convention of the Rights of the Child.
2. We embed a rights-based approach across all services and making children's rights visible in policy, culture and practice.

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 2022-23

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 links to different aspects of engagement: Children, young people and parents. It includes representation from children and young people less likely to be included or heard, Youth representatives co-chair the task group.</p> <p>New posts in Community Learning and Development, with a focus on children and young people experiencing care, and an engagement post in CAMHS, have started work to further engagement in these areas and contribute to improving outcomes for children, young people and families</p> <p>The Promise and Me has taken actions to ensure children and young people are at the centre in their approach and forward plan to deliver on The Promise in North Lanarkshire and progress the priorities outlined in Actions 18-21. Collaboration with the Promise Development Team, who are care experienced, includes a member of the team taking the role of co-chair of the Promise Partnership. The Champions Board for care experienced young people continue to meet with key decision makers to amplify their voice in decisions that affect the experiences of care and opportunities for care</p>	<p>Review membership and ensure representation from other task groups. Terms of reference for each task group to ensure representation and inclusion. Continued evaluation and reports from engagement activities.</p> <p>Staff are linked to Voice task group.</p> <p>Representation of relevant staff and organisations is included.</p>

		<p>experienced children and young people. Reports and newsletters are shared.</p> <p>The CSP Board includes a Care Experienced Champion and a Young Person Champion. Links are apparent in ICSG, task groups and across workstreams.</p> <p>A revised youth participation and engagement infrastructure was agreed, and a new Transformational Board called FutureNL has been formed in NL Council.</p> <p>Links with the Community and Voluntary Sector, Children, Young People and Families Network have been further strengthened through cross representation and active partnership working. This network reaches the diversity of children, young people, and families in the communities they are based in or work with.</p> <p>A Communication and Engagement Plan has been developed and presented to the MHWB Strategy subgroup. This is linked to the MH and WB Strategy for Lanarkshire.</p>	
<p>8. Across the Children's Services Partnership, groups incorporate how they will engage and create opportunities for participation in planning 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 of children, young people and families from the target group. This</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 planning and reporting. There are details of this in the 6 monthly reports produces by task groups. This includes areas where we are</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>delivery of the priorities and the co-design of services</p>	<p>will be through a variety of engagement activities.</p>	<p>engaging, encouraging participation and actively seeking feedback and lived experience to improve.</p> <p>Feedback from the GIRFEC refresh consultation influenced the National refresh materials was shared in 2022</p> <p>The task group undertook a self-evaluation producing a snapshot of activity relating to engagement and participation. This supported identifying areas for improvement and contribute to the multi-agency self-evaluation update.</p> <p>To support the development of the CS Plan there was engagement with children and young people - NL Youth Council, Time Capsule Takeover, Menti meter – to explore their priorities – Cost of living, health (including mental health), environment and voice. A full report was produced in December 2023.</p> <p>Support the development of the Tackling Poverty Strategy and Action Plan through workshops in schools with a focus on cost of living.</p>	<p>A working group will be established to develop guidance to support and facilitate best practice.</p> <p>Progress improvement areas through the new CS Plan 2023-26.</p> <p>Plan to support engagement in consultation on the CS Plan 23-26.</p> <p>Share children and young people’s views and from workshops.</p>
<p>9. Through our GIRFEC approach, views, interests and needs of individual children, young people, and</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</p>	<p>Empowering Clusters are established, and the role of universal services is further developing. Reports demonstrate increased integration through involvement of partners and</p>	<p>Outcomes for children, young people and families is emerging and reporting methods developing.</p>

<p>families are known, represented and acted upon</p>	<p>taken into account in decisions made.</p>	<p>partnership staff working with children, young people and families.</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. Champions are identified in each locality.</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 self-evaluation update in 2023 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> <p>Advocacy is identified as an area for increased focus. There are monitoring reports on uptake, and this includes case studies.</p> <p>Continue to promote the range and application of tools to support participation.</p>
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Voice Priorities 2023-26

3. Through engagement and participation, we want to know and understand the collective views, needs and aspirations of children, young people, parents and families.
4. We use a range of methods and collaborate with other services to engage with children, young people and families.
5. Task groups and working groups plan for engagement and create opportunities to ensure participation in planning of delivery of the priorities and the co design of services.
6. We engage with children, young people and their families on what is working for them and what improvements to services they think are needed.
7. We want the voices of children, young people, parents and families to be at the centre of the CS Partnership and ensure those with protected characteristics and intersectionality have the same opportunities to have their voices heard.
8. We want to support the participation of individual children, young people and families that we are working with to gather their views, tell us their interests and needs and ensure these are represented and acted upon.
 - Each Child's Plan will include all relevant views and how they will be implemented and reviewed.
 - We will develop and apply a range of tools and resources and ensure inclusion of diverse communication needs.

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 and teenage 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

Our approach builds on the principles of family support and work has been significantly enhanced during the 2022/23 period through the Whole Family Wellbeing Fund. This fund is referenced on P7 and there is a full plan for 2022-2024 and annual report that sits alongside this report.

Family Support report 2022-23

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	Infant Mental Health Indicator set published and promoted via CSP. Training is available and it has been applied across the CSP by different disciplines.	<p>Training and evaluation of how this is applied, and the impact will continue.</p> <p>Increase awareness of the community support and services available to children, young people and families.</p>
11. Increase breastfeeding levels	<p>Numbers of infants being breast fed</p> <p>Number of Public Premises across North Lanarkshire with Breast Feeding Friendly status</p>	<p>50% schools have achieved the Breastfeeding Friendly Scotland Schools Award and over 80% of schools have a breastfeeding champion, have submitted their membership and are implementing the scheme within their settings. 92% of early learning settings have achieved the Breastfeeding Friendly Early Learning Award. Breastfeeding rates have increased to 27.8% and we are committed to driving towards the national average.</p>	<p>We are developing new measures to tie in with new NLC policy and Baby Friendly improvement group in NHSL.</p>
12. Increase inclusiveness of child and family planning processes (GIRFEC)	Survey sample of children and families about their satisfaction with the planning process	<p>Pathways, underpinned by GIRFEC, are in place to plan for the wellbeing of children and young people, with Empowering Clusters driving coordinated work to meet needs and improve wellbeing of all school age children. Community hubs have been established in Coatbridge, Cumbernauld and Newmains.</p> <p>An outcomes framework has been developed based on the hub principles and key objectives (that are based on principles of family support)</p>	<p>Analyse the performance information and evaluation that is gathered from the work in the Empowering Clusters.</p> <p>Community hubs in other localities are progressing as part of a phased approach. Use the community hub programme as a key enabler of earlier intervention, moving and integrating services upstream to improve outcomes, through preventative approaches.</p>

		A subgroup of the Family Support Task Group (FSTG) updated the parenting pathway in line with the principles of The Promise.	
13. Increase awareness for families, volunteers and staff of the relationship between poverty and neglect	Post training survey of staff undertaking awareness training	<p>NLC has begun to cascade and deliver training on poverty awareness and the impact of poverty to staff across all agencies.</p> <p>Through WFWF a Cash First approach is being developed.</p> <p>After a delay in progression of the Glasgow Assessment of Care toolkit this is being scaled up in Coatbridge.</p>	<p>Continue to deliver training on multiagency basis and link to plans to develop poverty proofing tool.</p> <p>Promote wider application of Cash First. Make more use of referral pathways to ensure drivers of poverty are being addressed.</p> <p>Scale up to spread practice in other localities. Establish and apply performance measures.</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	<p>The FSTG are focused on looking at the key transition of moving from formal/statutory care to universal services GIRFEC pathway.</p> <p>The FSTG are co-ordinating work with the existing workstreams in NHSL and Education and Families. A new transitions policy within Education and Families has been introduced which has strengthened the approach to supporting children and young people needing additional support.</p>	Progress the work and consider future priorities and focus as part of CS Plan 2023-26.
15. Develop options for early intervention family support	Self-evaluate family support offerings across the sectors using 10 principles of family support	In Mental Health Wellbeing and Resilience Task Group (MHWBRTG) options have been explored and tested in one of the Empowering Clusters.	Evaluation was built into the test model and will inform future development.

		<p>A model for options has been developed with the FSTG.</p> <p>Application of the WFWF. The FSTG took a whole systems approach to look at existing work, evidence, funding streams, opportunities and ambitions. A mapping exercise scoped family support in NL. The aims are to be flexible, innovative, accountable, and collaborative, require good governance. An implementation plan is now in place.</p> <p>The plans align with our drivers and complement and enhance current funding and workstreams and align with GIRFEC stepped intervention. Areas where other funding and resources have complemented or enhanced whole family support during this period are CMHWB Framework, early years, School Counselling and Empowering Clusters.</p> <p>The task group have produced a detailed plan and a report for 2022/23. Measures of success are built on the 10 principles.</p> <p>A co-ordinator post has been filled to support the delivery of the plan.</p>	<p>Work in 2023/24 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. Develop tests of change as new hubs come on stream.</p>
<p>16. Train staff across the sectors to appropriate level in working with trauma</p>	<p>Numbers undertaking trauma training and training evaluation data</p>	<p>Work has commenced with Trauma Steering Group to establish a baseline training needs and a mapping exercise conducted to cross to</p>	<p>Set new targets for Solihull training based on partner needs analysis.</p> <p>Implementation of trauma training plan.</p>

		ensure current training is aligned to the National Trauma Framework	
17. Increase availability and awareness of early intervention mental health supports based on relational approaches	<p>Increase in practitioner awareness of the wider community supports and services.</p> <p>Numbers of children and young people offered early intervention approaches</p>	<p>Following mapping of mental health services and supports for children and young people a directory of resources has been prepared for Primary Care and CAMHS staff and is out for consultation.</p> <p>From June 22- Dec 22 of around 1000 CYP accessing community mental health supports and services; Anxiety is the most reported issue, followed by emotional/behavioural difficulties and there are almost a quarter where poverty is affecting mental health and wellbeing.</p> <p>Development and implementation of a Community Mental Health and Wellbeing Support and Services Framework with a focus on early support within the context of families and communities. Results have seen improved wellbeing through easier access to community-based support and a reduction in referrals at intensive levels e.g., CAMHS. This included</p> <ul style="list-style-type: none"> • Work with empowering clusters • Family support including a neurodevelopmental focus • Community based programmes and supports.e.g. Living Life to the full and LIAM 	<p>Finalise directory and disseminate widely.</p> <p>Link children, young people and families into support such as income maximisation and welfare advice.</p> <p>Progress areas of work ensuring evaluation and learning is shared with partners. Continue to link with relevant staff and workstreams.</p> <p>Progress the implementation of the refocused School Nursing role – specifically Emotional Health and Wellbeing Priority, and align with Empowering Cluster Model approach</p>

	<p>Increase in the % of appropriate referrals to CAMHS</p>	<ul style="list-style-type: none"> • Extended access to existing supports such as school counselling • Web based programmes and supports • Support for care experienced young people including those ages 16-24. <p>Plans, reports and evaluation have been shared widely.</p> <p>Discussion with partners and CAMHS colleagues have identified themes and issues common for inappropriate referrals and solutions have been scoped.</p> <p>Following discussions to create Lanarkshire mental health and wellbeing website specifically for children and young people young progressed. A co-produced pan- Lanarkshire website is being procured by NHS Lanarkshire.</p> <p>Plans to celebrate mental health week across partners were explored but put on hold until late 2023.</p> <p>Procurement and promotion of the Kooth website to offer self-help and online support is concluding.</p>	<p>Increasing the appropriate referrals to CAMHS and increasing and raising awareness of community supports and services will remain a focus and develop as part of the CS Plan 2023-26.</p> <p>Promote and seek feedback.</p> <p>Progress to conclusion continuing to involve children and young people.</p> <p>Host an event to promote positive mental health with partners that is co-designed with young people and showcases ongoing work.</p>
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			Promote, monitor use and seek feedback
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Family Priorities 2023-26
<p>9. Use the community hub programme in all localities as a key enabler of earlier intervention, moving and integrating services upstream to improve outcomes, through preventative approaches.</p> <p>10. Ensure equity of access to services for all children, young people and families including care experienced people up to and beyond the age of 26yrs.</p> <p>11. Strengthen family supports where children have additional support needs, including those with a Neurodevelopmental profile.</p> <p>12. Build and develop the mental health and resilience of our children, young people and their families promoting early intervention, establishing community supports, and self-care.</p> <p>13. Tackle the impacts of poverty to support children, young people and their families to thrive and gain access to economic opportunities.</p> <p>14. NLC are working towards achieving the Breastfeeding Friendly Scotland Local Authority award and aim to support, promote and protect breastfeeding in our communities for an increased amount of women to initiate and sustain breastfeeding at 6-8 weeks.</p> <p>15. Children and families affected by alcohol and drug use will be safe, healthy, included and supported.</p>

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 2022-23

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 experienced 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 taken forward. SMART principles are applied, and RAG status is included, and reports are tabled.</p> <p>Subgroups to progress different areas of work have been established</p> <ul style="list-style-type: none"> • Children and young people experiencing care at home, including family support • Children’s Rights – embedding UNCRC across corporate parenting • Brothers and Sisters, Family Time • Educational Attainment – reducing the gap • Care Experience 16-26: reconnecting with care, housing and future planning <p>The Promise Development Team have engaged in strategic forums working groups, undertaking specific tasks to progress the ambitions of The Promise.</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>A revised Strategy and Action Plan will develop alongside the CS Plan 2023-26</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>19. We nurture vital loving relationships.</p>	<p>Reduction in unnecessary transitions.</p> <p>Young people and carers maintain lifelong links.</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>Through co-production the barriers and solutions to improvements in family time and time spent to nurture important relationships are identified.</p>	<p>Permanence and Care Excellence (PACE), improvement programme, continues to progress and drive permanency. PACE Workplan seeks to meet needs through assessment and planning, improve consistency and reduce unnecessary transitions.</p> <p>Developments in kinship care to strengthen links and support to kinship families as necessary to sustain placements.</p> <p>Care Leavers Financial Guidance continues to be implemented, to support young people at the point of transition.</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>The campaign to recruit foster carers has been shared widely and supported by partners.</p> <p>To sustain family links for those children and young people not living with biological parents and or the contact assessment tool and guidance was reviewed, in collaboration with the Promise Development Team. This is now being implemented by social work practitioners.</p>	<p>Through the plan there is recording and measurement to support evaluation.</p> <p>Ensure workforce development opportunities include opportunities for carers. E.g., infant mental health, trauma responsive, relationship-based practice, contextual safeguarding and child protection</p> <p>This is a challenging area and will be closely monitored.</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>
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	Case file reading shows increased focus on vital relationships.	Lifelong Links developed and Family Group Decision Making was further developed.	
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.	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>Recording practice continues to be developed, taking account of language and format of recording, better aligned with The Promise and children and young people's needs. Developments include memory boxes for children living in residential houses.</p> <p>The pathway planning process was reviewed and redesigned in consultation with care experienced young people. The framework for pathway planning is now called My Future Planning.</p> <p>A Housing and Education and Families Joint Protocol for Care Leavers has been agreed to support planning for care experienced young people moving towards independent living in their own homes. This offers 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>Assess progress and identify further improvements.</p> <p>Incorporate measures and reporting to assess improvements in outcomes.</p> <p>Monitor housing allocation and how the protocol has been implemented.</p>
21. Improved access to and experience of educational opportunities, health care, mental	Reporting, evaluation and measurements from Virtual School.	There are over 1600 care experienter leaners and the Virtual School has worked with over 400 leaners to engage positively. They have	Progress the work of the Virtual School forging strong partnerships and continue

<p>health services and community-based supports including therapies for care experienced children, young people and their families</p>	<p>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>supported 74 young people to achieve 162 SQAs and reduced exclusions of care experiences learners by 45%.</p> <p>The Virtual School has additional staffing to support education development in both primary and secondary schools. They have produced a DVD with young people to showcase their work including programmes with Fire and Rescue. Outdoor learning has further developed, and an outdoor learning space is being co-designed with young people.</p> <p>Full reports are tabled at the Promise Partnership Task Group and shared with CS Partnership.</p> <p>“Keeping the promise award” for our education establishments developed. This is recognised as best practice and being adapted by other Local Authorities.</p> <p>The MHWR Task Group in considering services and supports recognised that a gap exists for care leavers. Care experienced young people participated in the commissioning of a bespoke counselling service for young people receiving after care..</p> <p>An aftercare website is in development following consultation event with young people. This will include resources and support options.</p>	<p>to seek evidence of the positive outcomes achieved.</p> <p>Introduction of dedicated nurses for care experienced young people receiving after care to address barriers and improve responsive care.</p>
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		<p>Intensive services provision has also developed to support care leavers bringing together housing, education and NHSL</p> <p>Phase 2 of the CAMHS Recovery and Renewal Fund has progressed and implementation of the CAMHS specification. This includes 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>The recommendations from the youth justice review that included care experienced young people who come into conflict with the law are being progressed applying a strengths based and trauma informed approach.</p>	<p>Implement Phase 2 of the CAMHS Recovery and Renewal Fund.</p>
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Care priorities 2023-26

16. Develop a systemic approach to involve care experienced children, young people and their families in how all services are designed and/or re-designed to meet all health needs.
17. Provide support to parents that is available when they are ready and tailored to their needs.
18. In our balance of care, reduce the trend of children and young people being removed from and rehabilitated to their families by strengthening opportunities to provide early help and prevent escalation.
19. Support to parents whose children have been removed on a permanent basis helps to sustain or build relationships with their children and maintain direct or indirect contact.
20. Consider the support that could be provided to unaccompanied asylum seekers and children and young people who are in NL through the National Transfer Scheme
21. Continue to close the educational attainment gap for our care experienced children and young people. Continue to improve their attendance and provide help to parents and carers to support their children and young people to meet their educational needs.
22. Further development of the Virtual School, building on its success in improving children and young people's attendance and educational attainment and support to enable them to have positive destinations.
23. Care experienced children, young people and their families are involved in the development and redesign of health services.
24. There is a smoother transition from children to adult health services for those who need ongoing support.
25. Use additional funding streams proportionately to develop community supports and therapeutic interventions to enable tailored responses to meet individual needs.

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 2022-23

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. Task groups highlight areas of workforce development in plans and reports. 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. Additions and changes have been incorporated into the programme of learning to reflect new guidance issues in August 22 and there has been collaboration with the GIRFEC Delivery Group around multi agency approaches to training and learning. (See 25.1)</p> <p>As part of self-evaluation activities, a multi-agency staff survey was undertaken in October 2022. This was analysed and an audit action plan was produced and circulated.</p>	<p>Consider as part of planning for CS Plan 2023-26</p> <p>Ongoing evaluation and learning incorporated into annual review of programme.</p> <p>Gaps and learning will inform single and multi-agency staff development.</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</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 developed and there is increased capacity across the partnership to update and further develop the site.</p> <p>The update includes a focus on information for families that was highlighted as an area of improvement. Information is up to date and includes information on family supports</p>	<p>The GIRFEC Delivery Group will co-ordinate content, measurement and frequency of hits to the site and review the impact on families and awareness of GIRFEC.</p> <p>Regular updates to the information will be undertaken.</p>

<p>partnership amongst the workforce.</p>		<p>including early intervention supports and signposting, about children’s services for the workforce, parents and carers and our communities.</p>	
<p>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.</p>	<p>Audit complete and follow up identified.</p>	<p>An implementation lead for trauma informed practice has been appointed and the implementation plan refreshed to ensure leaders across the partnership are trauma aware and championing for the conditions for trauma informed work.</p> <p>Trauma awareness, trauma recovery and trauma skilled training has been rolled out across the partnership and increasingly applied to strength-based work with children, young people and families.</p> <p>Trauma informed environments are being implemented across services and organisations are increasingly trauma informed.</p> <p>Trauma awareness and trauma recovery underpins the established Solihull approach and is embedded in Child Protection training. In addition, following from the baseline of training needs in 21-22 this has been incorporated into nurture and resilience work and critical incidents.</p>	<p>Work in this area is supported by independent research and we will continue to review actions to date and further develop our approach.</p>

		<p>There has been investment in Joint Investigative Interviewing with an evidenced 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 and the Rapid Rehousing Transition Plan.</p>	
<p>25. Continue to deliver current joint workforce development programmes.</p> <p>Monitoring and reporting of activity.</p>	<p>Evaluation of programmes including impact evaluation.</p>	<p>Programmes have been evaluated.</p>	<p>This will inform future developments.</p>
<p>25.1 GIRFEC refresh</p>		<p>Work is being explored on how to better inform children and young people about GIRFEC with suggestions such as assistive technology, videos and social media assets.</p> <p>Multi agency/sector learning for GIRFEC has been reviewed and new course materials and formats are developed. The Delivery Group has actioned a programme of training and learning supported by resources to share the refreshed materials with the workforce. This is in collaboration with colleagues leading on the child protection plan to improve the joined-up</p>	<p>Evaluation and next steps will be led by the GIRFEC Delivery Group.</p> <p>Evaluation will focus on staff confidence in understanding the key principles and application of the core components.</p>

		<p>approach to multi agency learning and development.</p> <p>Updated materials and guidance around the child's plan and planning a meeting is also happening nationally.</p>	<p>Updates will be communicated through the GIRFEC Delivery Group.</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, and 5-day child protection training for our partnership. A bespoke Contextual Safeguarding on line learning course has been developed and been accessed by more than 400 staff.</p> <p>The planned multi agency training programme was delivered online. Evaluation of each course informs future development. 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>Feedback will go to the multi-agency/sector workforce learning and development group to develop the programme of training planned for 2022-23.</p>
25.3 Nurture - Solihull and parenting programmes	Invest in Solihull training.	<p>There has been an ongoing programme of Solihull. To date well over 3,000 practitioners have been trained and nearly 5,000 families have accessed the on-line training.</p> <p>A partner needs analysis has set new targets for Solihull training.</p>	<p>There is on-going commitment to delivering Solihull training to ensure that we take a trauma informed approach to supporting our children, young people, and their families through early intervention.</p>

		We have delivered a programme on Nurture and resilience to promote attachment and develop trauma informed practice.	Through WFWF there are actions to increase capacity and build on the strength-based approach engaging parents as volunteers/mentors
26. Change our language and introduce love, kindness and relationships as key concepts and practices in the work across children's services.	Reflective feedback incorporated into planning cycle. The shift in language is apparent in meetings, conversations and relevant plans and papers.	<p>Co-production programme with Today not Tomorrow (forum for care experienced young people) produced a language guide to support the workforce to reframe language and use terms that are more positive, child friendly understandable.</p> <p>This was produced as an animation as part of a series of animations to promote a better understanding of the experience of care for children and young people.</p> <p>Task groups have been active in revising language used in documentation and reports.</p>	Feedback from staff and young people has been sought and will be collated.

People-Priorities 2023-26 -

- 26. Continue to advance and develop our children's services workforce. We will provide opportunities for career advancement and promote collaborative working across the children's services partnership and adult services.
- 27. Continue to develop workforce skills, confidence and competence developed in GIRFEC methodology, pathways, assessment planning and interventions.
- 28. Continually evaluate and update training and learning in line with legislation, strategy and policy

29. Ensure that staff are routinely consulted on service improvements, change and redesigns.
30. Make sure that staff supporting kinship, foster, adoptive families provide additional support when they need it, recognising that they too may need early help and preventative support to feel confident in caring for their children and young people who have experienced trauma.
31. Provide early help and preventative support to all families who need it and when they need it.
32. Build on progress to develop community hubs informed by consultations.
33. Consult with communities to identify gaps in service provision, how and where they want to access services, what is working well and what they think needs to change.
34. Work collaboratively across the range of strategic partnerships.
35. Work within our strategic frameworks to promote wellbeing within and across our community's ensuring equity of opportunities to improve life choices and chances.
36. Communicate effectively with our children, young people, families and communities.
37. Further develop our use of technology for families and the wider community to access and engage with services.
38. Promote a 'no wrong door' approach, for access to services, using our community Hubs as appropriate.

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 2022-23

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, including timeous referral to the 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>Single agency development of data collection such as the MORSE platform for the Universal Health Visiting Pathway is supporting data collected from those receiving additional and intensive support from education and families.</p> <p>The Empowering Cluster model is embedded and there is an improvement and integration lead for each cluster. Cluster wellbeing data is gathered including information about children and young people for whom there is additional and intensive support.</p> <p>The Universal Health Visiting Pathway is now fully implemented.</p> <p>The school nursing programme is being expanded to support Empowering Clusters.</p> <p>GIRFEC pathways for planning and support have been refreshed. Pathways for 0-5 years will inform how we move forward. Pre-birth planning for vulnerable women has been refreshed to ensure a consistent approach.</p> <p>The Family Nurse Partnership for young parents was positively evaluated.</p> <p>We have strengthened links with communities through engagement with Community and</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>Continuous improvement of the Empowering Cluster model through data collection and analysis and self-evaluation activities.</p> <p>Review through continuous improvement framework.</p> <p>Maintain and strengthen partnership.</p>

		<p>Voluntary Sector, Children, Young People and Families Network and North Lanarkshire Community Boards. A report was shared in Jan 23 outlining the range of workstreams, roles and benefits through partnership with the sector.</p> <p>Contextual safeguarding has been implemented for assessment and risk management for young people when risk is extra familial. A young people's safeguarding panel was established, and the first evaluation was positive.</p>	<p>Continue to progress this approach, incorporating further evaluation as part of continuous improvement activities.</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>The Continuous Improvement Group has undertaken work to update our self-evaluation using the Quality Indicator Framework. Leadership groups, key strategic groups and task groups have facilitated engagement and contributions of staff and families in the gathering of information, self-evaluation and identification of improvements.</p> <p>There is an established programme of file audit activity that is carried out on a single and multi-agency basis.</p> <p>A Children's Records Checklist has been developed and circulated to partners to support</p>	<p>Self-evaluation activity is linked to the CS Plan 2023-26.</p> <p>The final copy of the Self Evaluation will be shared across the partnership in June 2023.</p>

		<p>consistency and learning when reviewing case records.</p> <p>There is routine analysis of child protection registration activity. A multi-agency audit and analysis of child protection registration took place in Nov 22. Reflections and learning were shared.</p> <p>The Strengths and Difficulties Questionnaire has continued to inform our understanding of need and results have been analysed to inform task groups and workstreams. Individual schools have their own results and can follow up on findings. This is furthered through the Empowering Cluster model. This is a key reference for the JSNA for the CS Plan 2023-26</p> <p>We gathered information, data, research and feedback into a joint strategic needs assessment in preparation for the CS Plan 2023-26. Task groups analysed the information to support identifying our priorities for the next planning cycle.</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>Annual multi agency case file audit reflective learning.</p> <p>This is ongoing - single and multi-agency. Targeted audit activity will continue.</p> <p>A further exercise to engage the school population in an SDQ during 2023 has been agreed. This will build on our knowledge and understanding of well-being in NL</p> <p>This will support identifying areas for further consideration and actions going</p>
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		<p>Our Landscape document has been renamed Strategic Links. This was updated in August 22 to ensure the work of the partnership takes account of</p> <ul style="list-style-type: none"> • National drivers • Local policy and links • Improvement programmes • <p>The Child Poverty Action Report 2022-23 provides us with an update on poverty and related statistics each year.</p> <p>In recognising Tackling Poverty as a key driver across the work of the CS Partnership there have been actions to further anti poverty work within family support.</p> <p>In anticipation of the Care Inspectorate multi-agency inspection on children and young people who need protection from harm in 2023, a 'getting Ready for Inspection' briefing was circulated, highlighting the activity that will take place including staff survey, file audit activity and engagement through focus groups.</p>	<p>forward. Learning is linked to the Promise Partnership and the developing strategy.</p> <p>A further refresh will take place in Sept 2023</p> <p>Each of our task groups consider how the priorities impact on child poverty. In our CS Plan we will outline actions to further strengthen and coordinate efforts to tackle poverty across NL.</p> <p>Multi agency inspection offers the opportunity for improvement support. The Continuous Improvement Group will keep a focus and lead on preparations for inspection.</p>
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<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</p>	<p>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</p>	<p>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</p> <ol style="list-style-type: none"> 1. High level dashboard. 2. Performance and measurement indicators for our Children’s Services Plan. 3. Outcome measures that demonstrate the impact of actions and developments across services and supports 4. A more developed continuous improvement framework 	<p>Revisit the role and recruitment process during 2023-24.</p>
<p>30. Develop our practice to better integrate performance and measurement into planning and review of our workstreams. Staff engage with performance information</p>	<p>Reflective feedback is incorporated into our planning cycle with reference to agendas, minutes, planning and evaluation</p>	<p>The recruitment for this position has been challenging and to date and is ongoing.</p> <p>There have been improvements in our approach to performance and measurement evidenced in areas such as the Mental Health and Wellbeing Framework, WFWF, The Promise and planning and delivery of workstreams through task groups.</p>	<p>Continue to support improvements in this area.</p>

Scaffolding- Priorities 2023-26

- 39. Our vision is shared across the partnership and each partner is actively participating in leadership and delivery of our shared priorities.
- 40. Further the implementation of GIRFEC and Pathways for all children and young people.
- 41. Implement changes in legislation and national guidance.
- 42. The CS Partnership is aligned with and contributing to NL Tackling Poverty strategy and actions.
- 43. Through information and research, we are aware of need, changing drivers, policy and connections.
- 44. We are aware of the impact of our work we are continuing to improve wellbeing for children, young people and families.
- 45. All of this is integrated into our planning and reporting.