

# **Tayside Plan for Children, Young People and Families Annual Report 2019-2020**

## **Tayside Regional Improvement Collaborative (Phase 3) 2020**



**ANGUS**  
COMMUNITY  
PLANNING  
PARTNERSHIP



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This report was approved by the Tayside Collaborative on 19 March 2021. Should you wish to enquire on this report, please contact us via [www.taycollab.org.uk](http://www.taycollab.org.uk)

## Foreword

Welcome to the end of year report covering 2019/20; the 3<sup>rd</sup> and, what would have been, final year report of the current Tayside Plan for Children, Young People and Families. There is much to report on the progress of the collaborative groups towards improving outcomes for children, young people and families across Tayside. This report will highlight what we have achieved, how we can and intend to relate this to evidence (including our performance data) and what we believe is important as we move forward into the next phase of integrated planning for children across Tayside.

However, I cannot present this report without highlighting the extent to which need, planning to meet need and delivering responsive services to children, young people and families has been impacted towards the end of this third year and continues to be significantly impacted by the Coronavirus pandemic.

The pandemic has presented significant challenges to many families and in particular vulnerable families which will impact on people and communities for years to come placing increased pressure on children's services. As an existing collaborative we have been well placed to identify opportunities to work together during this crisis and as we move into recovery. Without a doubt, we have had to re-prioritise and reframe some of our approaches and this includes our approach to our next children's services plan.

The Coronavirus (Scotland) Act 2020 provided public bodies with flexibility to postpone compliance with certain duties and exercise flexibility when efforts to respond to the pandemic were prioritised. We have used this to continue our existing plan through 2020 to 2021 and follow where appropriate our existing 5 priorities and actions. We are grateful for both the flexibility provided by the legislation and the support from each community planning area. It has allowed good work to continue whilst providing us some space as a collaborative to ensure our priorities are based on the demands and impact created by the pandemic. We are currently working on our refreshed plan which will take us from April 2021 until March 2023 in line with the national planning and reporting framework.

Our collaborative continues to fully integrate work on the Tayside Regional Improvement Collaborative (TRIC) within our children's planning framework, recognising that outcomes in health, wellbeing and educational attainment are inter-related and inter-dependent. We have recognised and built on early successes and reflected on areas where we want to make further progress.

The extent of our collaborative work has been supported by some additional TRIC resources including a core team of staff who undertake a wide range of work in support of the priority groups such as the most recently appointed TRIC Information Assistant, TRIC Projects Officers, Management Assistance, and Multi-media Content Developer.

There is strong commitment to continue to work together across Tayside, to mature and embed our approach to joint work where there is clear added value to children and families from taking a regional approach. This is reflected in some of the actions that have paused or are not progressing on a Tayside basis and in those that are being driven forward with clear benefit. It means a planning landscape that is not linear but that reflects the commitment of each community planning area to be honest, bold and brave to deliver services in a combined way, either as locally driven approaches or across the Tayside region.

A handwritten signature in black ink, reading 'Margo Williamson'. The signature is fluid and cursive, with a long horizontal stroke extending from the end of the name.

MARGO WILLIAMSON

Chair of Tayside Children's Services Collaborative

Strategic Executive Group

## Introduction

'Our children and young people will have the best start in life and Tayside will be the best place in Scotland to grow up'

The **Tayside Plan for Children, Young People and Families 2017-2020** forms the Integrated Children's Services Plan for the three Community Planning Partnership areas in Tayside and is led by the three Councils in Tayside (Angus, Dundee and Perth and Kinross), NHS Tayside, Police Scotland, the Third Sector and other organisations that influence service delivery in the Community Planning Partnership (CPP) areas. The plan was developed, and is being delivered, within a framework of policy, legislation, evidence-based practice and analyses of local needs. It maintains a focus on the improvement of outcomes for children and young people in the area, recognising the importance of a holistic focus on the family and whole child to achieve this. It builds the collective capacity and resilience of services, shares expertise and makes the best use of resources to accelerate progress towards improving outcomes in health, wellbeing and attainment.

The plan is the first of its kind to reach across both geographic and organisational boundaries and focuses on five shared priority areas to improve outcomes for children and young people:

1. Our children will have the best start in life; they will be cared for and supported to learn in nurturing environments.
2. Our children, young people and their families will be meaningfully engaged with learning and combined with high quality learning experiences, all children and young people will extend their potential.
3. Our children and young people will be physically, mentally and emotionally healthy.
4. Our children and young people who experience particular inequalities and disadvantage will achieve health, wellbeing and educational outcomes comparable with all other children and young people.
5. Our children and young people will be safe and protected from harm at home, school and in the community.

In developing the plan, partners committed to several areas of collaboration: the development of shared planning and delivery; the alignment of systems and processes; shared learning and workforce development; and shared commissioning arrangements. This aimed to ensure that a genuinely whole system approach was adopted to achieve a step change in how resources are mobilised towards delivery of improvement in the most important priorities and outcomes for children and young people.

As we have worked through the plan, we have recognised how ambitious our original priorities were. Within our detailed priority group work we have found areas we had

identified to work on collaboratively that we have in fact taken forward as separate local authority areas. This has helped us to reflect on the need to more clearly identify the added value from our collaborative work that justifies a collaborative approach to be undertaken. This will help us to build a more streamlined and focused plan for 2021-2023.

We continue to fully support the collaborative model that we developed alongside the original plan in 2017. However, we have also recognised that we have further work to do to ensure that our data and performance is at the heart of our decision making and evidences the impact of the collaborative work we undertake.

### Tayside Collaborative Model

The diagram below at Figure 1 shows how the Collaborative has worked over the last 3 years. Five priority groups with representation across the 3 areas have delivered detailed action plans and their progress against these plans is reported below. Sub-groups focussing on Data and Performance, Commissioning and Communication have supported the Priority Groups to deliver their outcomes. Governance is delivered through a Directors Group and Strategic Group at Chief Executive level.

Figure 1



The plan is underpinned by a range of key drivers: legislation such as the Children and Young People (Scotland) Act 2014 and the Education (Scotland) Act 2016; national policy such as Getting It Right For Every Child and national improvement frameworks such as Best Start and the Child Protection Improvement Programme. As we concluded this third and (originally) final year of the plan our future plan has been influenced by the findings of the **Care Review** which reported in February 2020. This has influenced our planning and approach to the next phase of our plan ensuring that **The Promise** underpins our priorities and actions across Tayside. The incorporation of the United Nations Convention on the Rights of the Child (UNCRC) into Scots Law will further our approach to children's rights. Public authorities will now be obliged to report what they will do in the next 3 years to make rights better for children and young people.

The views and experiences of people who access services, or who have lived experience and experience of caring for someone with some additional needs have influenced the developments particularly in the areas of parenting support, mental health and wellbeing and corporate parenting.

Below is an overview of the work of the priority groups towards achieving the actions set from 18/19. Although this Annual Report covers the final year of the original 2017 – 2020 plan (2019/20) – only a week of which was part of the lockdown - it has been affected by the impact of Covid-19 in relation to submitting and collating the priority group updates.

Following discussion and taking into consideration the impact of Covid-19 19 it was decided to revisit and review the actions that had been identified for the future to inform our new 2-year plan for 2021 – 2023. As a result of this we requested to extend the existing plan to cover 2020/2021.

The additional year (2020/2021) will be reported on separately after the end of March 2021 and will include the significant impact that Covid-19 has had on our collaborative work.

## Group Progress and Next Steps

### Priority Group 1: Pre-birth & Early Years

'Our children will have the best start in life; they will be cared for and supported to learn in nurturing environments.'

In the Tayside Plan, we said we would do the following to ensure children get the best start in life in Tayside:

- Provide targeted multi-agency support to families to ensure children aged 0-5 years reach their developmental milestones;
- Deliver a new Health Visiting Pathway and expand the Family Nurse Partnership Programme;
- Realign resources to improve the availability and impact of early intervention services, including for children who have a disability or complex needs;
- Deliver on the 5 ambitions of Ready to Act, the National Allied Health Professional (AHP) transformational plan;
- Develop and implement an evidence-based Tayside parenting strategy (now reported under PG 3) in partnership with Health and Social Care and other appropriate partnerships;
- Develop and deliver high quality, flexible early learning and childcare provision;
- And develop ways to support speech, language and communication capacity, including inclusive communication with children, young people and parents.

Progress achieved by the group has included:

The delivery of training sessions to embed the Solihull Approach in NHS, Local Authorities and third sector partners has been a focus of this year. To help build relationship-based practice across the Early Years workforce, by mid-December 2019, more than 140 Early Years staff completed training and 34 staff were trained as trainers. 'Solihull in Practice' sessions recommenced at the beginning of 2020 to support the training. These sessions are an important source of evidence of the impact of this approach on families. An Education Psychologist in one of the Local Authorities has been identified to support evaluation of the implementation. The Care Inspectorate also made the decision to train their Early Learning and Childcare Inspectors. Due to early impact of Covid-19, the programme of training sessions for January to June 2020 had to be suspended.

Further benefits have been gained from learning from the Dundee Addressing Neglect Enhancing Wellbeing (ANEW) programme relating to this area. From this work we have recognised the value in looking at good practice in other processes to



improve the earlier identification of the best possible support in addressing developmental milestone needs of young children. We will do more work on this moving forward.

For the expansion of the Family Nurse Programme, engagement of the 20-24-year-old cohort of pregnant women (who meet the identified FNP vulnerability criteria characteristics, using analysis of the FNP Data system and Tayside suite of summaries (TSOS)) continues to be reviewed. There were plans to make available, early in 2020, a final evaluation report identifying learning points for this group, to then track emerging trends and outcomes. Evaluation of impact of extended criteria pilot was completed and reported on.

Work continued during this period by Maternity Services with the Perth and Kinross Welfare Rights Team to test a new pathway to address poverty of pregnant women early. This relates to the commitment to improve support for maternal health in pregnancy and first year. Members of the original pilot ANEW workstream have been in discussions with colleagues in both Dundee and Angus. In these areas there is a commitment to trial work with midwifery teams and GP services locally to expand on the impact of this work.

Further development on perinatal mental health is ongoing. To support this, it has been agreed by the Tayside Integration Joint Boards (IJBs) to identify an executive lead for perinatal and infant mental health. There has been a move to establish representation by Adult Health and Care Services on the priority group taking this forward.

Colleagues have continued to explore new ways of working, for example in the implementation and monitoring of the Advice Line for parents under the areas of developing and sharing learning from Ready to Act to improve both engagement with families and targeting of support. Scheduled to be reported on in March 2020, this was delayed until later in the year due to Covid-19.

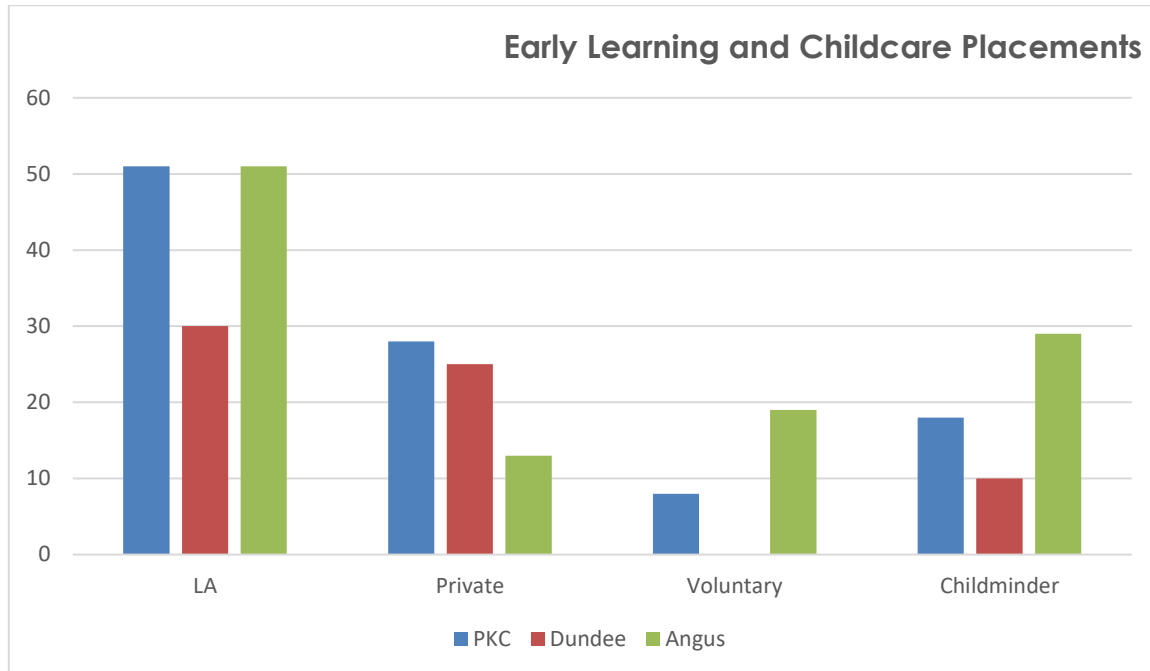
Future consideration of any overlap of training offered by AHP service and Solihull Approach (in terms of consistency of common language around key messages) is also being given. It was also agreed to consider the value of testing Language meets Literacy practicum in more settings.

Whilst the delivery of 1140 hours (including comprehensive monitoring and reporting mechanisms) is well advanced in each area, all local authorities have engaged in processes for the procurement of partner providers. A Tayside ELC event gave over 140 leaders the opportunity to network with colleagues, reflect on their practice and further their expertise in their roles.

All children who are entitled to 1140 hours of funded Early Learning and Childcare (ELC) in the Tayside area can access their entitlement across a range of providers. All 3 local authorities have engaged in the procurement of funded providers and now have 150 funded providers including 57 childminders and 66 private and not for profit ELC settings, as well as 132 LA settings. This is shown in Figure 2 below.

Figure 2

Early Learning and Childcare Placements 2019-2020



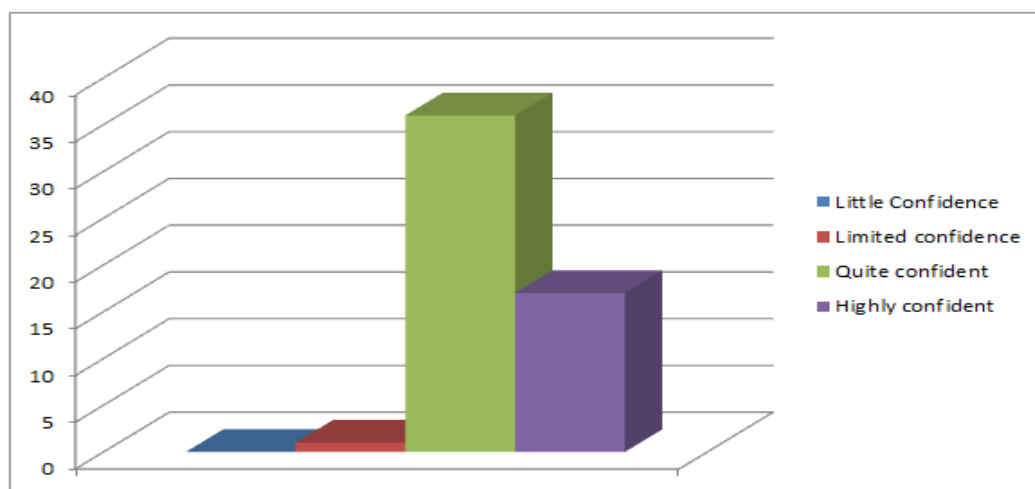
### Next Steps

Solihull Approach Training will now continue virtually in response to the Covid-19 restrictions, addressing firstly those who did not have the opportunity to complete the programme. It is anticipated that evaluation of the training will indicate learners are reacting positively to training programme. It is anticipated that feedback from trained practitioners will demonstrate positive examples of them using their learning in practice. A survey of parents who have been supported by trained practitioners will demonstrate that parents have developed understanding of key concepts of the Approach and feel better supported to manage the challenges they experience as their child(ren) develop.

We have already undertaken a survey to explore practitioners' confidence after undertaking the Solihull Approach Training (Figure 3), and how they have benefited from the training in their own role (Figure 4) and feel confident about this continued work.

Figure 3

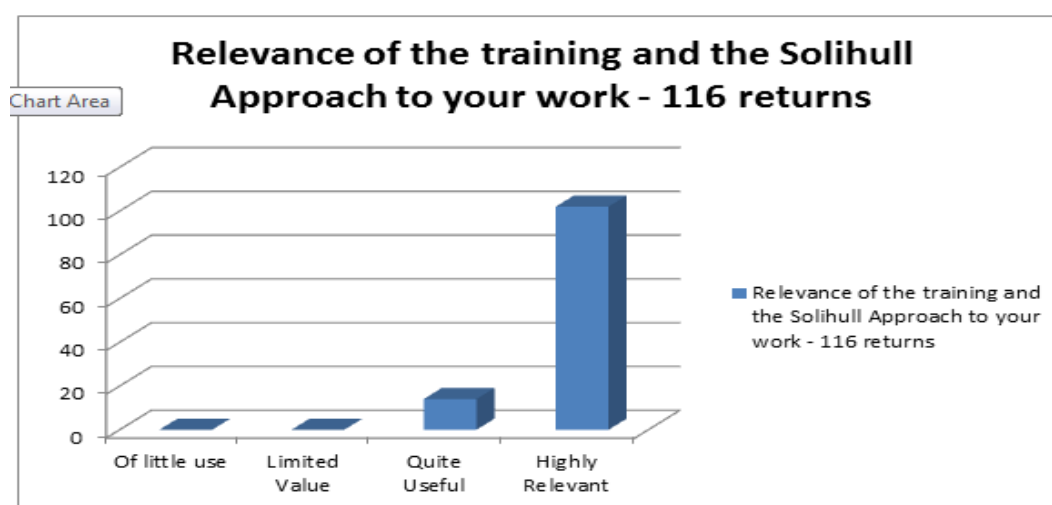
Training Evaluations 2019-2020



Feedback, level of confidence in using the Solihull Approach on completion of training

Figure 4

Training Evaluations 2019-2020



Feedback, relevance of training to own work

As a result of work over the year, there will be a focus on improving transitions for children aged 0-3 years with additional support needs, which would incorporate learning from best practice which exists in each of the local authority areas.

Developmental milestone data also indicates that there needs to be wider consideration of the cohort of children without complex needs who are not yet meeting their developmental milestones. It is essential that these children can be better supported to ensure that transition into early learning and childcare is smooth,

impactful, informed and leads to a reduction in those not yet achieving their developmental milestones during 48 – 60 month review. Work is underway to explore the use of a tracker for children in ELC setting and how they are meeting milestones – this will initially be piloted in Perth and Kinross.

Under the ELC provision, further opportunities to collaborate will be sought. A working group will meet with local Universities and Colleges to increase partnership working and strengthen the qualification offer for the Early Years workforce.

With regard the Universal Pathway for Health Visiting, an agreement was made to improve the availability and use of developmental milestone review data to inform development of early intervention, including for children under 27 months old.

As priorities are evaluated, the group concluded that any additional targeting of the Family Nurse Programme sits as a mainstream function of NHS Tayside: there are already robust National governance processes in place to monitor delivery and quality in this area.

With the delivery of Ready to Act as a National Improvement Plan for AHP Services, there is already robust governance in place to support further delivery and therefore this area will not be developed further by this priority group.

## **Priority Group 2: Learning & Attainment**

'Our children, young people and their families will be meaningfully engaged with learning and combined with high quality learning experiences, all children and young people will extend their potential.'

In the Tayside Plan, we said we would:

- Ensure children who are at risk of not achieving their potential are provided with the extra support they need;
- Provide parents, carers and young people with opportunities to be active partners through supported learning and consultation on improvement plans;
- Implement initiatives for post-school training, apprenticeships and further and higher education to improve pathways to employment;
- Promote collaborative working across schools and their communities to support robust self-evaluation, and improved quality of provisions;
- Support young people to make informed choices and exercise greater control as they transition to adulthood;
- Ensure close partnership working is designed to close inequality gaps, address complex needs and share good practice that already exists.

We co-ordinated the work to achieve these aims through 6 workstreams which contribute to one or more of the aims.

Year 3 has seen significant progress in most of the workstreams (detailed below) and the amalgamation of two workstreams (1 and 6). The Research into Evidence workstream (formerly workstream 6) is no longer stand-alone and is now subsumed under the Learning & Teaching (practitioner enquiry) workstream 1. The reason that this workstream could not remain as a standalone project is because in its early planning stage, we were unable to achieve a clarity of purpose for this and it was agreed that this workstream would be best suited to supporting the enquiry projects in workstream 1. This was done to ensure that there was a greater emphasis on the use of academic research and evidence in individual enquiries.

Due to the restrictions of the March 2020 lockdown the Curriculum Leadership workstream was unable to progress. This will be carried forward to the 2020-21 session.

The impact of the collective work during the year has extended to a significant number of practitioners across Tayside, from class teachers to middle and senior leaders. A summary of progress across all the workstreams is noted below:

### **Workstream 1: Learning & Teaching (Practitioner Enquiry with a focus on feedback)**

The aim of this workstream is raising levels of attainment amongst all learners through effective feedback and increasing Teachers' skills in improvement science methodologies and practitioner research to ensure change is systemic and sustainable.

In 2019/20 further progress was made in upskilling more than 150 practitioners in research and critical analysis prior to embarking upon enquiries. 15 Schools are involved and supported by the University of Dundee in accessing and engaging with professional literature to underpin their enquiries. Information sessions were held to lay the foundations for collaborative enquiry groups: Collaborative Research in practice, supported by the General Teaching Council of Scotland (GTCS).

**Next step:** The workstream is currently under review and plans to resume in January 2021 as practitioners were unable to complete their enquiries prior to the end of the reporting period.

### **Workstream 2: Numeracy**

The aim of this workstream, in session 2019-20, was to review and further develop universal and targeted approaches for numeracy. We developed our shared understanding of what constitutes "effective learning and teaching approaches that promote positive attitudes and develop high expectations, confidence and resilience in maths" (Making Maths Count: Recommendation 4, Scottish Government, 2016). Further work was undertaken in providing training materials and case studies for dissemination via the Tayside Numeracy hub.

A pilot numeracy transition project was developed for a cluster of schools across Tayside to support consistency of approaches and improved progress for learners within numeracy and mathematics, particularly with the transition from P7 to S1. This increased capacity to implement targeted and universal strategies to support numeracy, close the poverty related attainment gap and raise attainment for all. One cluster in Perth and Kinross had begun this work and we were in the initial stages of rolling it out to two other clusters in Dundee and Angus. This had to be postponed due to the challenges the schools faced from March 2020 to June 2020.

**Next Step:** This work is planned to resume in September 2020 and will create, in partnership with Education Scotland, a plan for the development of support for primary to secondary numeracy progression, in order to increase pace and challenge in this area.

### **Workstream 3: School Improvement**

Cohorts of Headteachers and middle leaders participated in regular reciprocal visits to schools across Tayside in order to develop their skill and confidence in effective quality improvement approaches. This work impacted positively on all schools involved, as school leaders were able to share their quality assurance and monitoring processes and documents. These documents included inspection and self-evaluation reports. School leaders then moderated each other's systems and processes for improvement. Guidance was developed to support other school leaders across Tayside and to ensure that high expectations and a consistent approach to improvement is shared and understood. Links have now been made with school leaders across authorities to share practice as well as support and challenge each other.

**Next Step:** This Tayside Collaborative Support approach will be expanded and developed further to support schools in the use of analysing and understanding data for improvement, sharing of effective practice and in further developing monitoring/tracking processes.

### **Workstream 4: School Leadership**

With the aim of developing a shared leadership and management strategy for schools, the Leadership Development and Induction Programme (LDIP) for newly appointed Headteachers was delivered. Currently 30 Headteachers are progressing with the programme, including both those who are newly appointed and those who have been in post for a short period.

Participants benefited from an experienced peer Headteacher as a mentor, or a professional mentor, to further the development of leadership capacity. The LDIP was led and managed by officers and experienced Headteachers, with representation from each local authority. Effective partnership working was acknowledged by

Education Scotland, the Scottish College of Educational Leadership (SCEL) and the Improvement Service.

Planning for the Collaborative Middle Leadership (CML) programme was due to commence in March 2020. The programme will focus on the HGIOS4 quality indicator (2.3 - Learning, Teaching and Assessment) and the leadership role of middle leaders. Due to the unprecedented situation in our schools this was unable to progress.

**Next Step:** The delivery of the shared leadership strategy, encompassing the Leadership Development and Induction Programme for Head Teachers will be reviewed. Further opportunities for professional learning, e.g. Evolving Systems Thinking will be delivered with support from Education Scotland.

### **Workstream 5: Curriculum Leadership**

This workstream focused on strengthening approaches to evaluating, designing and developing the curriculum. This workstream plans over the academic period and consequently due to the impact of the Covid pandemic on our schools, our Middle Leader Curriculum Design course for fellow middle leaders was unable to progress as planned.

Preliminary work has been carried out in developing Tayside Regional Curriculum Networks, with a view to establishing self-sustaining subject networks for curricular areas to bring about improvement in learning, teaching, assessment and attainment. Initial staff surveys have been completed, with 140 responses received, and initial meetings in two pilot curriculum areas were planned for the summer.

**Next Step:** The aim is to implement recommendations from Curriculum Review of Senior Phase and Broad General Education (BGE) then support Middle Leadership colleagues to engage with curriculum development and improvement. Learning & teaching approaches across the curriculum will be reviewed and refreshed according to need. There will be the opportunity to develop this over a three-year period, with literacy, early years and outdoor learning as an example. Approaches to ensure equity and inclusion for all, considering the Additional Support for Learning review in June 2020, will also be reviewed and refreshed.

### **Workstream 6: Moderation**

In August 2019 a decision was taken to amend workstream 6 to new Moderation workstream and work commenced on this in November.

The focus is to review and develop current practice across Tayside in relation to moderation of learning, teaching and assessment, align where possible and develop shared Tayside policies.

Following initial surveys of staff across all three LA areas, baseline data had been collected and a needs analysis compiled. Three successful events in November, supported by Quality Assurance Moderation Support Officers (QAMSOs) and the National Improvement Framework (NIF) Advisor, enabled teaching staff to share current practice and identify challenges to effective moderation. As a result of these sessions, colleagues requested further opportunities to network and share good practice, and a wider programme of professional learning sessions is now being rolled out.

**Next Step:** We will focus on upscaling aspects of the work with further moderation events, with QAMSOs leading on all aspects supported by the Tayside Regional Improvement Team (Education Scotland Improvement Team) who support the National Regional NIF Officer.

### **Learning and Attainment Priority Group – next steps**

Work will take place on scaling up already established workstreams working with Education Scotland to help plan and implement this.

Further analysis of school self-evaluation plans and performance data was undertaken in Summer 2019 to identify any further areas of shared focus that would benefit from collaborative support.

### **Overview of Progress - data**

An overview of the headline data published between March - September 2020 is shown in appendix 2 (which reports on data for 2019).

Overall, educational attainment has shown some fluctuating patterns, and has not been consistent across all three areas, with average Tayside values remaining below the national figures for many of the measures. Longer monitoring of data will be required to establish trends, and to determine the impact of actions within this workstream.

Whilst satisfaction with schools has seen an increase in Angus, there has been a slight dip in Perth & Kinross, although a slight improvement has been seen this year. Satisfaction with schools in Dundee has seen a sustained decrease over the review period. National data has also shown a decrease over this period, from 78% in years 2013-16 to 72% in 2016-19.

The proportion of pupils entering positive destinations after leaving school remains high, with all 3 local authority areas showing a slight increase in the last year. Average Tayside values (96%) are slightly higher than the national data (95%).

Tayside values for leavers' average total tariff are lower than the national averages for all SIMD quintiles, particularly SIMD quintiles 1 and 2. Each Local Authority, in partnership with their Education Scotland Attainment Advisor, will be reflecting on these differences with a view to addressing these in future plans.



## Priority Group 3: Health & Wellbeing

'Our children and young people will be physically, mentally and emotionally healthy.'

In the Tayside Plan, we said we would promote good physical, mental and emotional health for children by:

- Developing and implementing, in partnership, an evidence-based Tayside parenting strategy;
- Developing and implementing a Tayside multi-agency framework to prevent and address early initiation into substance misuse;
- Developing and implementing a Tayside Mental Health Strategy for children and young people to ensure a focus on prevention, early identification and support;
- Implementing the Pregnancy and Parenthood in Young People Strategy (PPYP) alongside work to reduce teenage pregnancy and support to young parents;
- And developing a Tayside strategy to improve Child Healthy Weight

The primary focus of this group has been to ensure that clear, informed and evidence-based strategies underpin long term planning and delivery and therefore, the work has been directed towards bringing this work to conclusion.

Progress achieved by the group has included:

Priority Group 3 has completed the first Tayside Strategy for Parents, supported by an Implementation plan. Consultation with approximately 350 parents and carers across Tayside, identified 4 key priorities including access to quality information, development of inclusive and supportive policies, and increased community support, and lead to a clarification of the offer for parents (see below).



The group has led the development of a Tayside Child Healthy Weight strategy to final draft stage, followed by a comprehensive range of engagement and consultation aimed at ensuring a co-produced final strategy document, due to be completed and approved by July 2020.

Work was undertaken to map the Pregnancy and Parenthood in Young People Strategy (PPYPS) actions against current work in Tayside to highlight where there is current existing good practice. Further links were made with Community Planning Partnerships (CPP) in each local authority area which will enable further progress in this area of work.

The early stage drafting of the first Tayside multi-agency Children & Young People Mental Health & Wellbeing strategy, produced in partnership with young people has been a significant development for the group. This included an inaugural Children & Young People Emotional & Mental Wellbeing Conference held in Tayside in August 2019, attended by over 200 delegates. Input was provided by the Scottish Government, young people, subject matter experts and individuals with lived experience. The rich information provided from the conference has helped drive the content of the draft strategy, due to be finalised by December 2020. Publication of the Emotional Wellbeing Toolkit, with its launch at the conference has also provided a valuable tool for use by practitioners across Tayside.

Development of a Framework to prevent and address early initiation into substance misuse was not undertaken as each Local Authority will implement policies according to need within their own area. Priority work related to the prevention of substance use by children and young people across Tayside was integrated into the work of the 3 Area Alcohol and Drug Partnership (ADPs) in Tayside. This was supported by the establishment of dedicated 'Children & Families' subgroups within each of the 3 ADPs to ensure shared understanding, more effective prioritisation and enhanced connections across relevant adult and children's services structures and partners. Early evidence is demonstrating greater cohesion across partners on this high priority agenda.

Given the membership of this Priority Group draws predominantly from colleagues within healthcare, there have been some unavoidable delays in the finalising of reporting on key components of the workstreams towards the end of 2019/20, due to the impact of the COVID pandemic.

## **Next Steps**

Next steps for this group are identified as:

The development of indicators to monitor the implementation and impact of the Tayside Strategy for Parents.

Further consultation and communications relating to the Pregnancy and Parenthood in Young People Strategy, with scoping of relevant data to indicate outcomes.

Completion and approval of the Tayside Child Healthy Weight strategy by July 2020. Implementation and launch plan will be developed, along with a performance indicator framework.

Children & Young People Mental Health & Wellbeing strategy due to be finalised by December 2020, to include an implementation plan and performance framework. Further strategies and a communications plan to raise awareness of the new tools will also be developed.

### **Overview of Progress - data**

Headline data reported in Appendix 2 covers information to the end of 2018/2019 and represents the most up to date data available from public sources.

Headline indicators show that the proportion of children with a BMI in a healthy weight category has shown fluctuation within the three different local authority areas, but overall Tayside values have remained relatively stable, and are currently in line with national values (84%). This provides a valuable baseline against which to monitor the impact of the child healthy weight strategy.

The rate of teenagers conceiving has shown consistent decreases in both Dundee and Perth & Kinross, with values in Angus also decreasing within the last year. The overall Tayside figure has shown a decrease over the last 5 years, but at 33 per 1,000 is still slightly higher than the national value (30 per 1,000).

### **Priority Group 4: Looked After Children, Care Leavers & Young Carers**

'Our children and young people who experience particular inequalities and disadvantage will achieve health, wellbeing and educational outcomes comparable with all other children and young people.'

The aims of the group are to:

- Ensure Looked After Children and Care Leavers are fully involved in decisions about their care and influence service delivery
- Ensure children and young people with complex and enduring needs experience high quality care and support and are included within their local communities
- Ensure children and young people with complex and enduring needs receive timely, effective support in their transition into adulthood.
- Ensure that children and young people who have offended receive appropriate child-centred support which reduces the risk of re-offending.

In 2019 we also brought child poverty into this priority group to ensure connections between each community planning area Child Poverty Action Plans, service planning and delivery for children and young people.

This group have continued to progress a range of regional initiatives designed to reduce inequalities and disadvantage in the diverse groups of Looked After Children and Care Leavers, children and young people with Complex and Additional Support Needs, Young Carers and Youth Justice. In broad terms, the group has worked to add regional value to existing local approaches and has explored options appraisals on shared services, shared approaches towards priorities, shared commissioning, shared learning and workforce development.

We reported last year that Corporate Parenting Strategies have been reviewed in each area, with the conclusion that each Community Planning area will retain their own Strategy to reflect both wider and more local needs. We have worked together to review our local approaches to consultation and engagement with care experienced young people. Perth and Kinross have shared their learning from using a digital app and Dundee and Angus have shared work on the creation of local applications: My Views in Angus and a locally developed tool in Dundee.

Advocacy (and advocacy provision) was identified as a possible area of shared work. Using the underpinning principles of the plan, a piece of work was allocated to the Commissioning Group to scope out the dedicated services provided to children, young people, families and adults. This work explored whether there could be added benefit from jointly commissioning a Tayside service to provide similar services in all localities. The outcome of the work was reported back to PG4 – showing only one service currently common to all 3 areas. The impact of Covid-19 prevented further work in this area to explore decommissioning the current common provision. The work did however show the discrepancies in relation to investment and provision in each area and enabled successful bids to be made to increase service provision in Angus.

During this year, the group focussed on children with complex needs and has carried out a comprehensive review of respite services for families with children with a disability across the region. This review was informed by the principles of transparency, availability, equity, consistency, quality and costs. It included looking in more detail at assessment processes, eligibility criteria, decision-making and core/commissioned services. It identified a range of strengths across the partnership and made 10 recommendations designed to apply these in each local authority area.

The group has begun working on a basic dataset for the 3 local authorities to report progress on the identification of, support to and outcomes for Young Carers.

In relation to complex needs, towards the end of 2019, progress had been made towards the delivery of a pilot counselling service for schools across Tayside for children and young people with mental health needs identified as an ASN. This will be rolled out in 2020 and link closely with some of the work of priority group 3. Any impact of the national ASN review will be taken into consideration. It was deemed that this

area of work be progressed under the development of the Emotional Health and Wellbeing Strategy in priority group 3.

### **Next Steps**

A consistent dataset for Young Carers in Tayside will be developed, implemented and reported on, including quantitative and qualitative data on identification, plans, support, perceptions/experiences and outcomes.

In terms of engagement of looked after children, sample analysed views from a cohort of care experienced children and young people in Tayside using digital technologies and other methods will be obtained. This will, in turn, inform the development of associated improvement actions.

Following completion of the regional respite review and having confirmed with each local authority which recommendations apply specifically to their area, each local management team will develop area specific action plans on the proposals which are relevant to them, including key milestones for implementation.

Dundee City Council has received additional funding to develop a transitions framework for all young people moving into adulthood and this will inform developments across all 3 local authority areas.

Further work will be undertaken to explore regional collaborative responses to the Independent Care Review published in February 2020.

## **Priority Group 5: Safeguarding & Child Protection**

'Our children and young people will be safe and protected from abuse at home, school and in the community.'

The aims of this group in the Tayside Plan were to:

- Continue to build a confident, competent and supported workforce in order to protect children and young people from abuse, exploitation and neglect;
- Continue to promote highly effective practices in the sharing of information in order to protect and safeguard children, young people and vulnerable;
- In partnership with the Centre for Excellence for Looked After Children in Scotland (CELCIS), strengthen our approaches to tackling and mitigating the effects of childhood neglect;
- Develop a shared Tayside communication strategy in support of consistent messages to promote the protection and welfare of children and young people;
- And Involve children, young people, parents and wider families in decision-making and planning processes that affect them to develop and implement best practice for the involvement and participation of children, young people and families in key child protection processes and in the work of the CPCs.

The Child Protection Committees for Angus, Dundee and Perth and Kinross along with NHS Tayside, Police Scotland, and Third Sector partners continue to support the work of this group which is led by the Chief Social Work Officer (CSWO) for Perth and Kinross Council.

Throughout 2019/20, the improvement work of the group has progressed significantly with the emphasis of the last three years being the improvement of processes and supporting guidance to ensure high quality safe practices.

In terms of impact, the following is a summary of the progress that has been made:

With the Multi-Agency Practice Guidance on Chronologies having been refreshed and published in February 2019, this has now been widely distributed and embedded into practice. There is emerging evidence of improvement across the Collaborative.

Work around various other multi-agency guidance material has continued with a view that the following will be publicised, cascaded and distributed more widely across the collaboration: IRD (Inter-Agency Referral Discussions) Practice Guidance, Concern for Unborn Babies Practice Guidance (including associated referral form), 2 sets of guidance information around participation in Key Child Protection Meetings: one for practitioners and one for children and families.

In terms of the development of key measures for the Child Protection Tayside CPC Shared Dataset, both qualitative and quantitative indicators have been agreed and implemented retrospectively across the region from the beginning of August 2019.

In the context of child protection, a Significant Case Review (SCR) is a multi-agency process for establishing the facts of, and learning lessons from, a situation where a child has died or been significantly harmed. SCRs are seen in the context of a culture of continuous improvement and should focus on learning and reflection on day-to-day practices, and the systems within which those practices operate. In relation to this, during 2019/20, the group commissioned, Dr Sharon Vincent of the University of Northumbria University to carry out an analysis of recently conducted Initial Case Reviews (ICRs) and SCRs across Tayside. This has provided evidence-based research in relation to recurring themes and trends; a profile of the children and families involved; perspectives of children, families, communities, services; strategic risk factors; and how the lessons learned can inform future workforce learning and development plans across Tayside.

### **Next Steps**

Moving forward into next year, and in planning for the next iteration of the Tayside Plan, the focus will shift to supporting our people and creating the culture and ethos that enables and supports frontline practitioners in the highly complex field of multi-agency child protection.

Underpinning the group's programme of improvement work will also be the strands of work emerging from the completion of the research report by Dr Vincent that will



identify and profile themes and trends (as stated above) from the detailed ICR/SCR analysis.

## Supporting Sub-Groups

### Performance and Data Group

This group has continued to meet quarterly throughout the year involving data analysts from across the 3 Local Authorities and NHS Tayside. Individual analysts remain aligned to specific Priority Groups to support and facilitate a robust and consistent data and performance focus and are available to review and refine outcome measures.

Last year, it was reported that increased involvement with and understanding of workstream objectives, while focusing on sustainability, was paramount. Towards the end of the 2019/20 period, saw the appointment of a full-time Information Assistant from TRIC funding with this clear objective. However, as a result of the Covid-19 outbreak, this person was redeployed in March 2020 to assist with response tasks.

We also recognised that the current data set would be influenced by work taking place nationally and regionally on a core data set for child protection committees and a core data set for Looked After Children. This will heavily influence a more focused framework that will become part of the next iteration of the Tayside Plan.

### Performance Framework

The agreed set of indicators (when the Tayside Plan was first introduced) have now been updated to include core data from this year. Performance in relation to these high-level outcome measures has, once again, been provided in Appendix 2. For this year, the core data set highlights the following:

- The proportion of children with at least one developmental concern recorded at 27-30 months has shown sustained decreases in all local authority areas;
- The proportion of children with no speech, language and communication concerns identified at 27-30 months has continued to show an increase in all 3 local authority areas;
- The proportion of 2, 3 and 4-year-old children accessing Early Learning or childcare provision have shown increases in all areas;
- The proportion of pupils entering positive destinations after leaving school remains high, with all 3 local authority areas showing a slight increase in the last year;
- The rate of teenagers conceiving has shown consistent decreases in both Dundee and Perth & Kinross;
- Sustained reductions in the percentage of P7 pupils with no dental disease

- have been seen over the last 4 years;
- And the proportion of looked after children in positive destinations post-school has shown overall increases in all 3 local authority areas.

Educational attainment has shown some fluctuating patterns and has not been consistent across all three areas with some values remaining below the national figures for most of the measures. Longer monitoring of data will be required to establish trends.

Some indicators are based on relatively small cohorts, such as number of Looked after Children, which are therefore subject to fluctuation from year to year. Caution is therefore required in interpretation.

There are often considerable differences in the patterns seen across the three local authority areas, which, considering the different demographics in each area, is not unexpected.

## Commissioning Group

This group have continued to work with Tayside Parenting Strategy group to explore opportunities for a pan Tayside approach to commissioning services to provide support for families through frameworks and joint approaches based on joint needs analysis.

In conjunction with Priority Group 4, this group worked to initially review Advocacy Services. The scope of the work was subsequently broadened as requested by the Directors' group to include all services provided to children, young people, families and adults.

This involved working with Tayside Health and Social Care Partnerships to identify, for example, what was currently provided and what statutory requirements it covered. Limited options were identified, due to the different service needs met by individual providers, to take forward decommissioning of any services and there was no appetite to undertake this. However, one Service provider was identified who provided similar services in all 3 areas and may provide an option to decommission existing services and look at a centrally hosted service to all 3 local authorities. In the interim it was agreed that the standardisation of monitoring by all 3 areas would greatly assist the opportunity to take work such as this forward in the future.

The opportunity to utilise new monies from Scottish Government for mental health services to commission jointly was also explored. Further work around this may be taken when the monies become available.



## Communications Group

This year, TRIC funding has been used in a different way to support communication activity. The skills and experience of one of the local authority Education and Children's Services Communications Team had been called upon. Representatives joined with the existing TRIC funded personnel (Project Officer and more recently appointed Management Assistant) to form a small project support team. This enhanced internal communications particularly around the ambitions of the priority groups and built a more sustainable support model. The multi-media content producer (funded by the TRIC) continued to play an integral role in making sure improvement outcomes are supported, so much so that all communication activity was taken on by this person at the time of the Covid-19 outbreak.

Priority groups continue to be encouraged to have communication representatives on each group to ensure messages pertaining to their activities remain current and relevant.

## Conclusion

We have reported on activity that is being carried out in partnership across Tayside and that has been identified as offering the conditions to achieve the best for children, young people and families. As our collaborative approach has matured, we have learned over the last 3 years that it is not effective to plan and work together on everything; we need to make sure that working together makes the best use of what we have available to us and makes things better for children and young people. This has meant looking closely at some original areas of collaborative work and what we had set out to achieve and deciding to stop and instead focus on a local solution in each area.

We have worked together now for 3 years and we are a lot clearer on what is best moving forward; understanding our data; being more focussed on specific actions and ensuring that they make the difference we hope they do (evaluation). We are more focussed on what needs to change and how we will know as we move into developing the next plan.

The end of this reporting period has seen whole communities deal with the impacts of a global pandemic with devastating effects on relationships, social contacts, education, employment, mental health, and increased risk of harm to name only a few. As a collaborative we were already well set up to support each other to manage the pandemic, use the strength of the partnerships to make best use of the resources and meet challenges at both strategic and operational levels together.

We are well aware our leadership, planning, priorities and service delivery now needs to be different to what we had expected; it needs to be flexible, responsive and decisive to meet the changing needs of communities as we progress through and out of the current pandemic.

At this time, we remain confident that whilst some of our activities in the coming year (2020/21) will be different, our strategic priorities remain the same; to make improvements under the 5 priority areas that will make Tayside the best place for children, young people and families to be.

## **Appendix 1: Priority Group Members (Job Titles & Organisations)** as at March 2020

**(AC – Angus Council, DCC – Dundee City Council, PKC – Perth & Kinross Council, NHST – NHS Tayside)**

### **Pre-birth & Early Years (Priority Group 1)**

Service Manager, Education & Children's Services, PKC (Lead)  
Consultant Midwife, NHST  
Family Nurse Supervisor, NHST  
Professional Nurse Advisor FNP, NHST  
Senior Nurse Health Visiting Service (PKC & AC), NHST  
Allied Health Professional Lead, NHST  
AHP Early Intervention & Prevention Lead & Practice Education Lead, NHST Education  
Manager Early Years, DCC  
Service Leader (Early Years & Early Intervention), AC  
ECS QIO, Education (Early Years and Primary), PKC  
Care Inspectorate Representatives  
Education Officer (Literacy), Education Scotland

### **Learning & Attainment (TLAG) (Priority Group 2)**

Education Officer, DCC (Lead)  
Chief Education Officer, DCC  
(Interim) Head of Education, PKC  
Director of Education and Lifelong Learning, AC  
Service Leader, AC  
Improvement Officer, AC  
Head Teacher, Angus Virtual School, AC  
Acting Service Manager (Secondary), PKC  
Quality Improvement Officer (Early Years & Primary), PKC  
Education Officer (West), Children and Families Service, DCC  
Senior Regional Advisor for Tayside, Education Scotland  
2 TRIC Implementation Officers, both DCC

### **Health & Wellbeing (Priority Group 3)**

Lead Nurse – Women, Children & Families Division, NHST (Chair)  
Education Officer, DCC  
Senior Manager, Children and Families, DCC  
Service Manager, Evidence 2 Success, PKC  
Service Manager ASN/Educational Psychology, AC  
Lead Officer ADPs, AC/P&K  
CAMHS Manager, NHST  
AHP Manager, NHST  
Senior Nurse School Nursing Service, NHST  
Consultant in Public Health, NHST

### **Health & Wellbeing (Priority Group 3) - continued**

Senior Health Promotion Officer, NHST  
Dietetic Consultant in Public Health, NHST  
PKAVS Development Officer (Health & Social Care)  
Head of Angus LAC Health Team, Medical Adviser to Adoption and Fostering Panels,  
Community Paediatrician, NHST  
Inclusion Manager/Principal Educational Psychologist, PKC  
Senior Education Officer (Inclusion), Education Scotland

### **Looked after Children, Care Leavers & Young Carers (Priority Group 4)**

Head of Service, Children's Service and Community Justice, DCC (Lead)  
Senior Manager, Residential Services, DCC  
Children's Service Manager, DCC  
Senior Manager, Children and Families, PKC  
Service Leader, Child Protection & Review, AC  
Team Manager (Carers Support Services), Dundee Carers Centre  
Locality Reporter Manager, SCRA  
Detective Inspector, Police Scotland  
Child Health Physiotherapy Service Manager, NHST  
Team Leader (Looked After Children), NHST  
Consultant Community Paediatrician/Medical Advisor for LAC in Dundee, NHST  
Senior Information Officer, DCC  
Senior Education Officer (Inclusion), Education Scotland

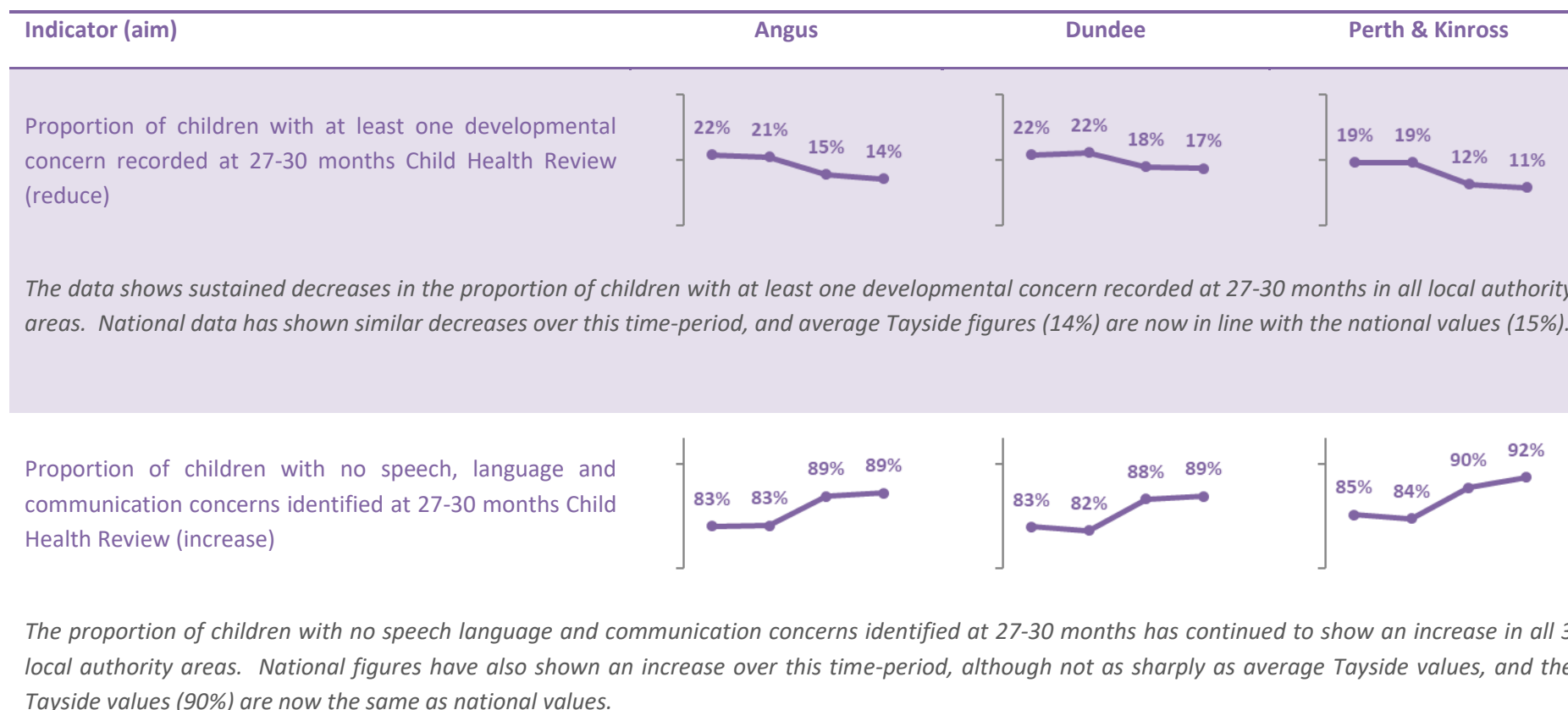
### **Safeguarding & Child Protection (Priority Group 5)**

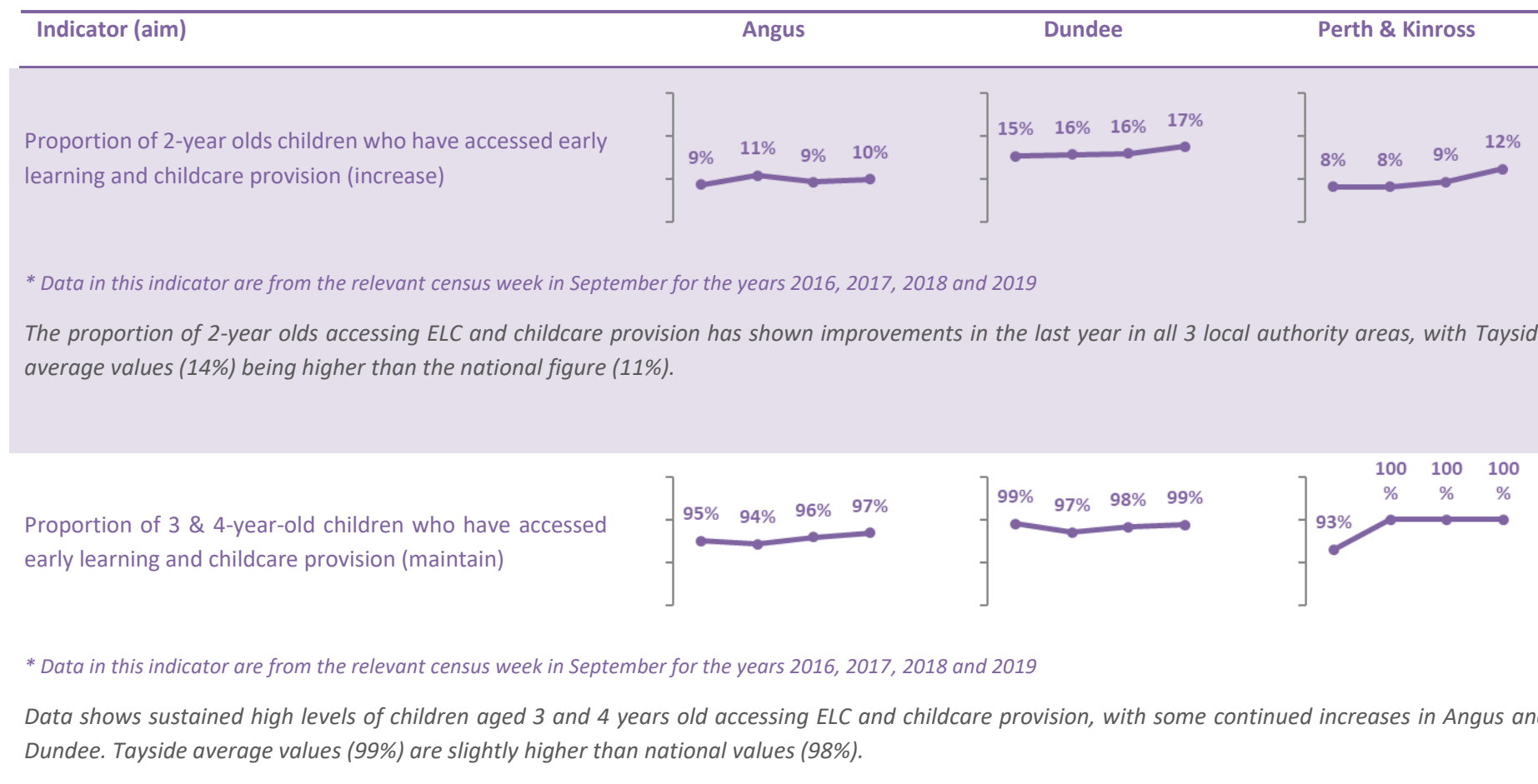
Depute Director, Education and Children's Services / CSWO, PKC (Lead)  
Detective Chief Inspector, Tayside Division, Police Scotland  
Detective Inspector, Police Scotland  
Assistant Director, Barnardo's Scotland  
Lead Nurse Child Protection, NHST  
Consultant Paediatrician, NHST  
Independent Chair, Angus Child Protection Committee  
Independent Chair, Dundee Child Protection Committee  
Independent Chair, Perth and Kinross Child Protection Committee  
Lead Officer, Protecting People, DCC  
Team Leader, Protecting People AC  
Child Protection Inter-Agency Coordinator, PKC  
Executive Director, Angus Women's Aid  
Attainment Advisor, Education Scotland

## Appendix 2: Performance Framework

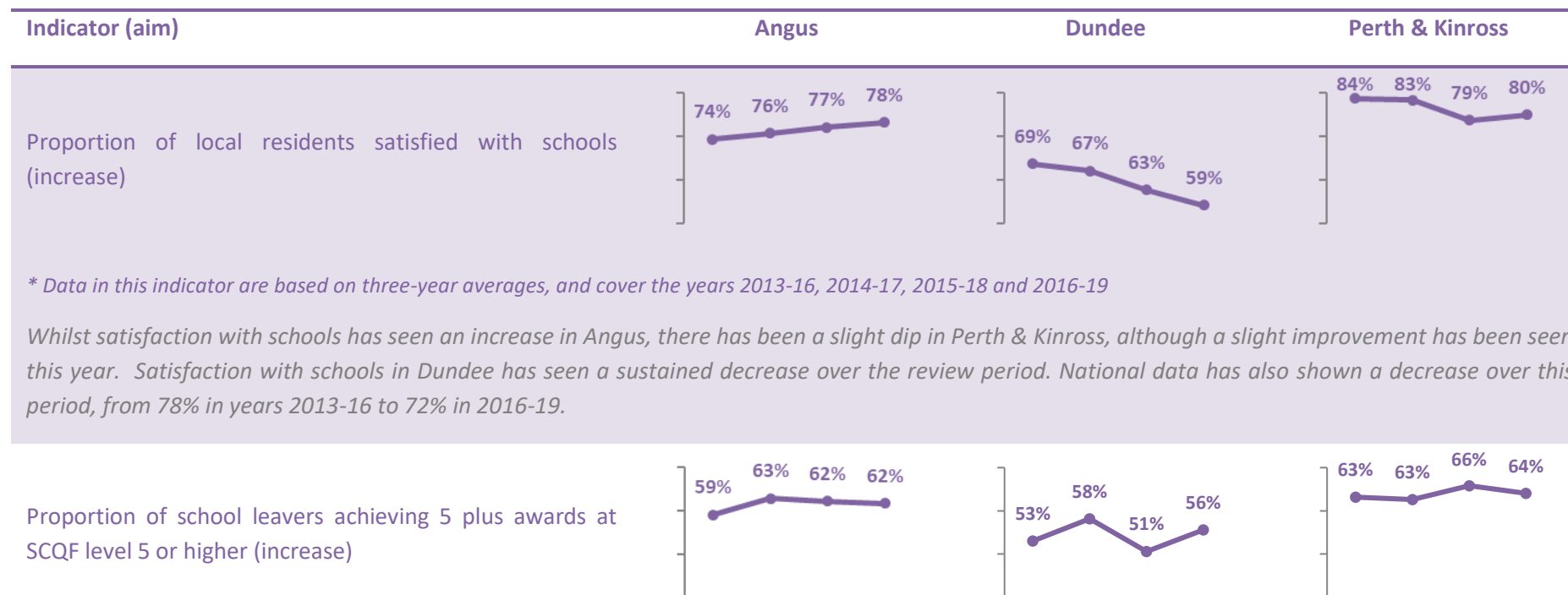
**Unless otherwise noted, data for all indicators covers the years 2015/16, 2016/17, 2017/18 and 2018/19**

### 1. Our children will have the best start in life, they will be cared for and supported to learn in nurturing environments

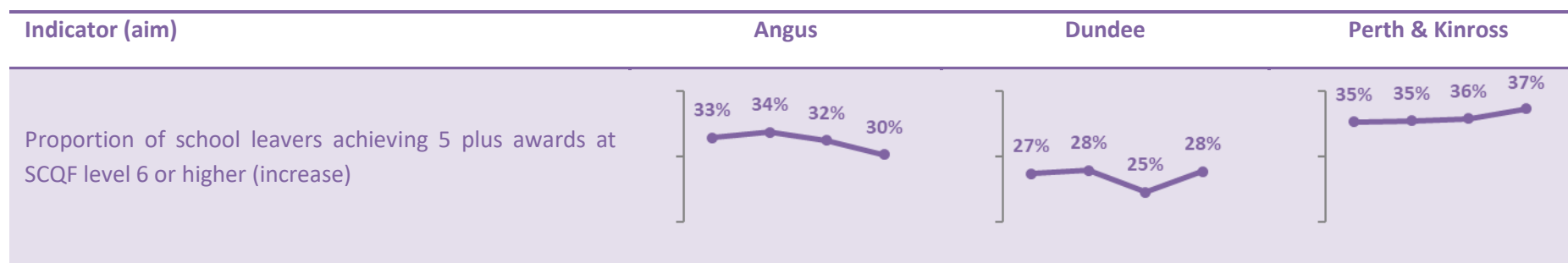




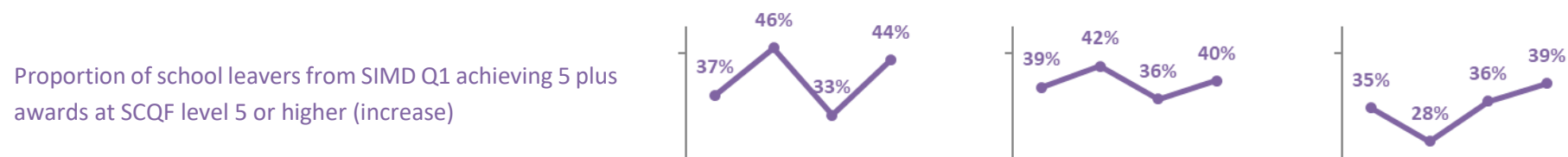
## 2. Our children, young people and their families will be meaningfully engaged with learning and combined with high quality learning experiences all children and young people will fulfil their potential



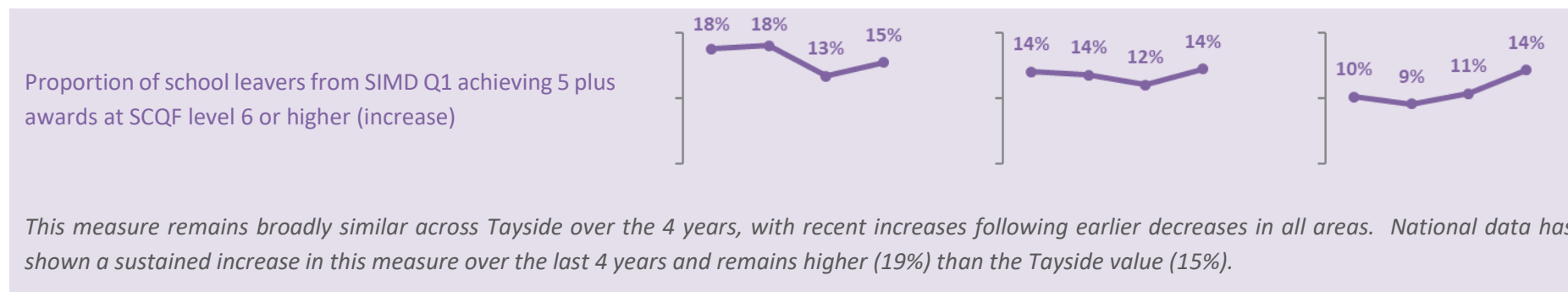
*The proportion of school leavers achieving 5 plus awards at SCQF level 5 or higher has shown a small overall increase in Tayside, with the average Tayside value increasing from 59-60% over the duration of the time-period indicated. However, this is still lower than the current national value (64%).*



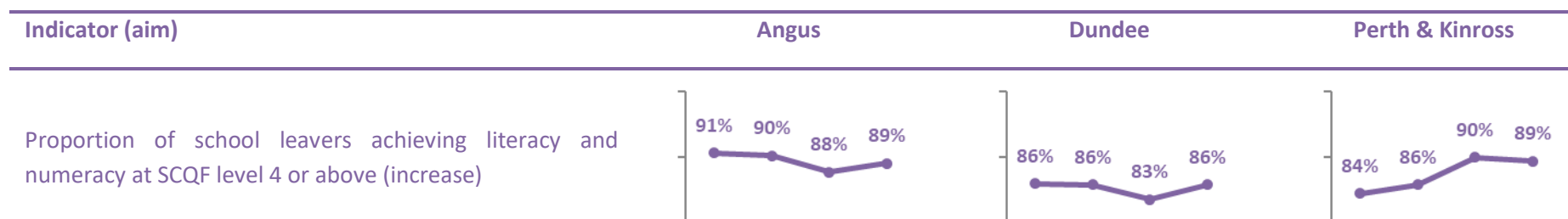
The proportion of school leavers achieving 5 plus awards at SCQF level 6 or higher has remained fairly stable across Tayside as a whole, with different patterns within each of the 3 local authority areas. The overall Tayside value (32%) remains lower than the national average (36%).



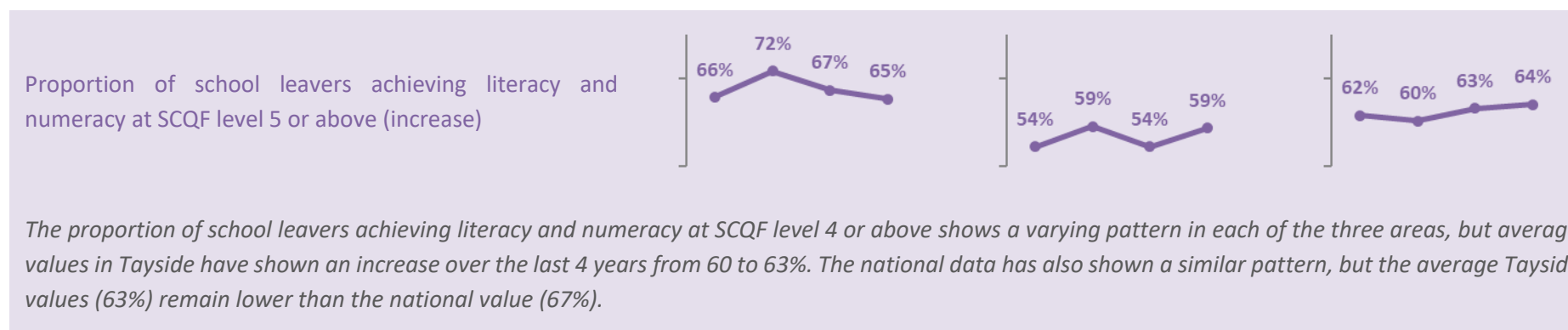
This measure shows a slight increase in Tayside over the 4 years, increasing from 38% to 40%. A similar pattern is seen in the national data over the same period; however, average Tayside values are still lower than the national values (46%).



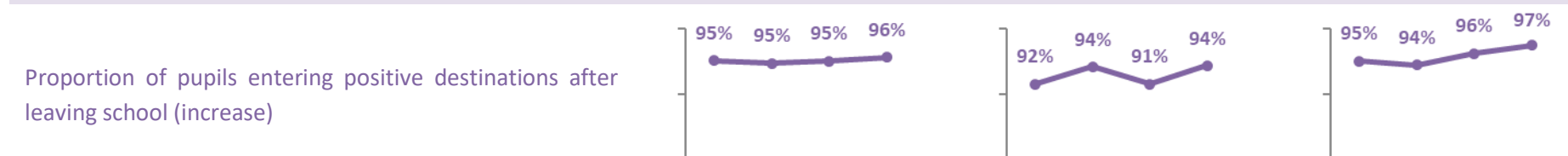




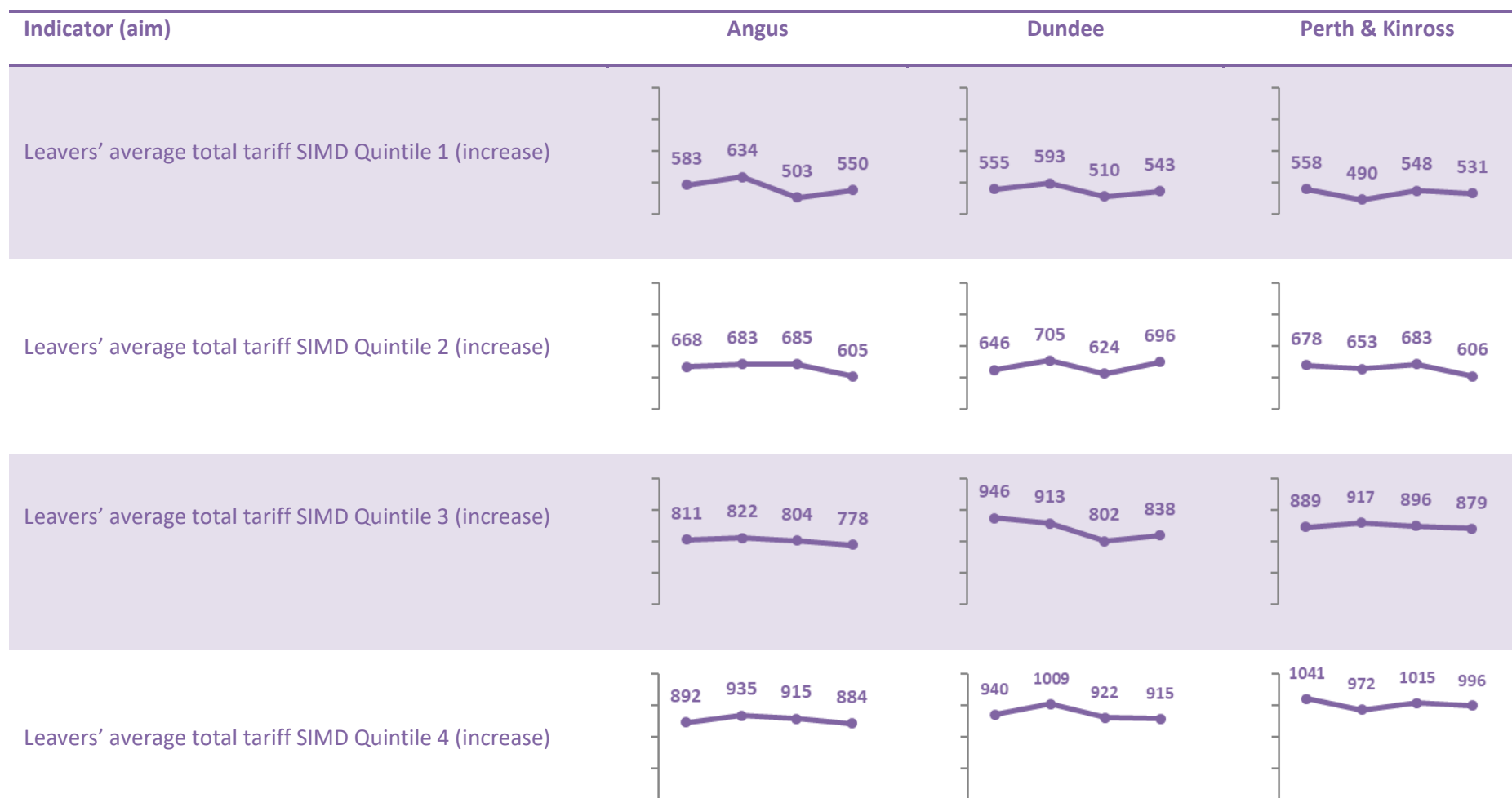
The proportion of school leavers achieving literacy and numeracy at SCQF level 4 or above shows a varying pattern in each of the three areas, but average values in Tayside have shown a very slight increase over the last 4 years, as has national data. The average Tayside value (88%) is only slightly lower than the national value (89%).

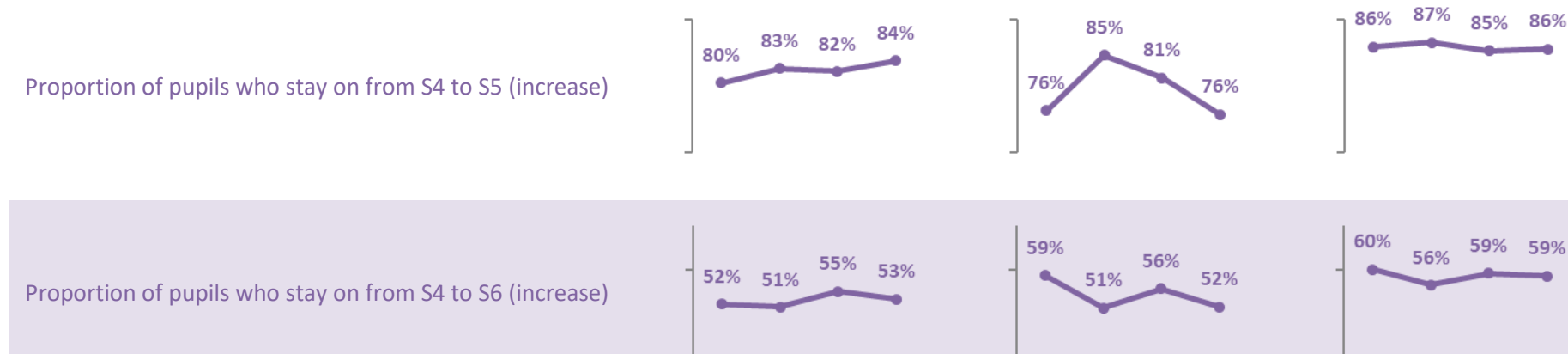
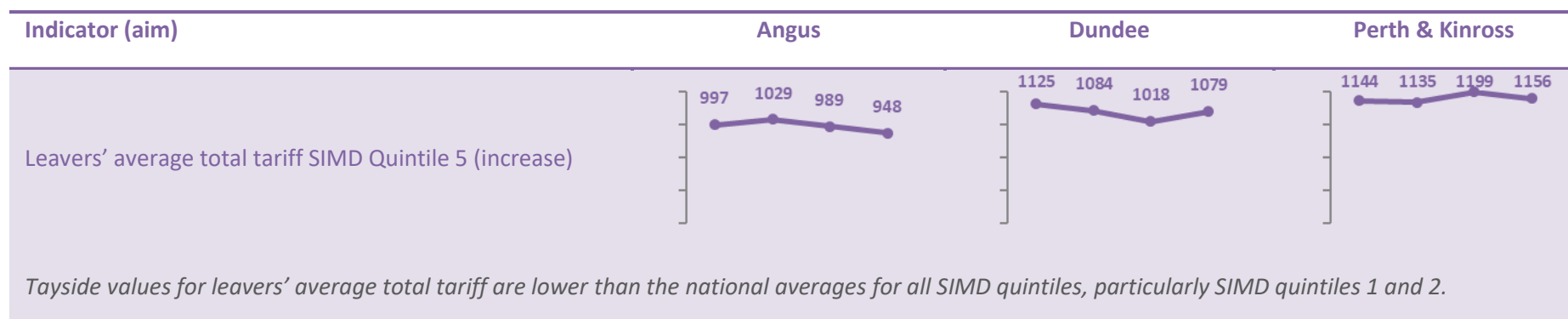


The proportion of school leavers achieving literacy and numeracy at SCQF level 4 or above shows a varying pattern in each of the three areas, but average values in Tayside have shown an increase over the last 4 years from 60 to 63%. The national data has also shown a similar pattern, but the average Tayside values (63%) remain lower than the national value (67%).



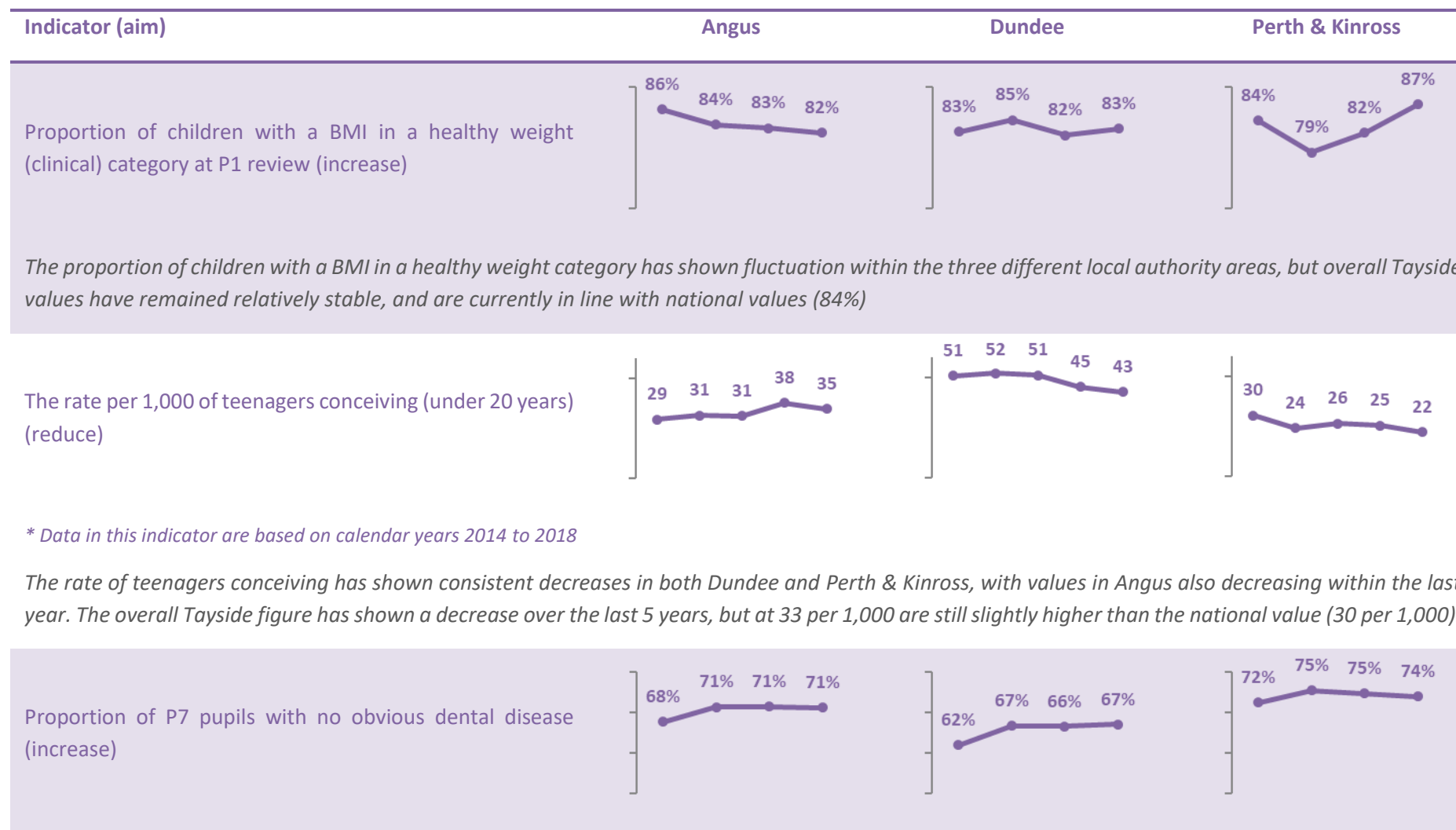
The proportion of pupils entering positive destinations after leaving school remains high, with all 3 local authority areas showing a slight increase in the last year. Average Tayside values (96%) are slightly higher than the national data (95%).





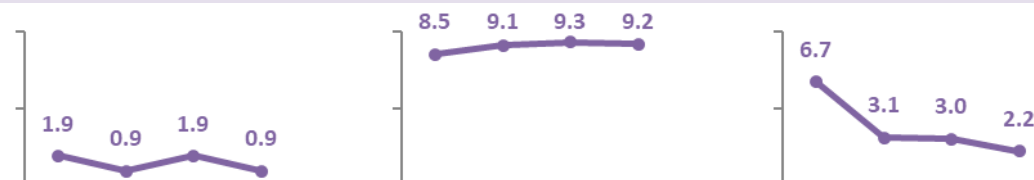
*Staying on rates show considerable differences within the 3 authority areas. Rates are lower than the national values in all 3 areas, resulting in the overall Tayside average for S4 to S5 (82%) and S4 to S5 (55%) being lower than national values, (87% and 61% respectively).*

### 3. Our children and young people are physically, mentally and emotionally healthy



Indicator (aim)	Angus	Dundee	Perth & Kinross
Sustained reductions in the % of P7 pupils with no dental disease have been seen over the last 4 years, although this measure has mostly remained static over the last 2 years. The overall value for Tayside has remained at 71% for the last 3 years but is slightly lower than the national value (73%).			

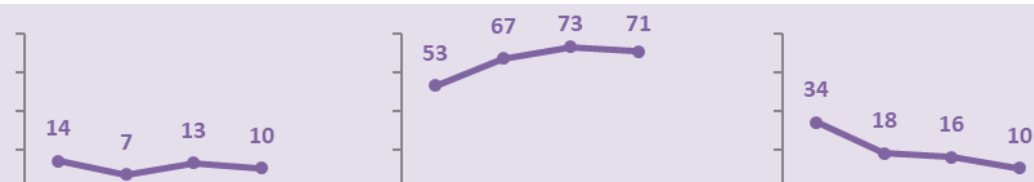
Rate per 10,000 households with children or pregnant women in temporary accommodation (reduce)



\* Data in this indicator are as at 31 March for 2016, 2017, 2018 and 2019

Data in this measure show some variation but are based on relatively low numbers (particularly in Angus) and on data that is rounded for disclosure purposes. Care should be taken therefore when making comparisons. However, overall Tayside values show a broadly decreasing picture, partly due to the significant decrease seen in Perth & Kinross. The national data has shown an increase over the last 4 years, with the national value (13.7) being considerably higher than the average Tayside value (4.4).

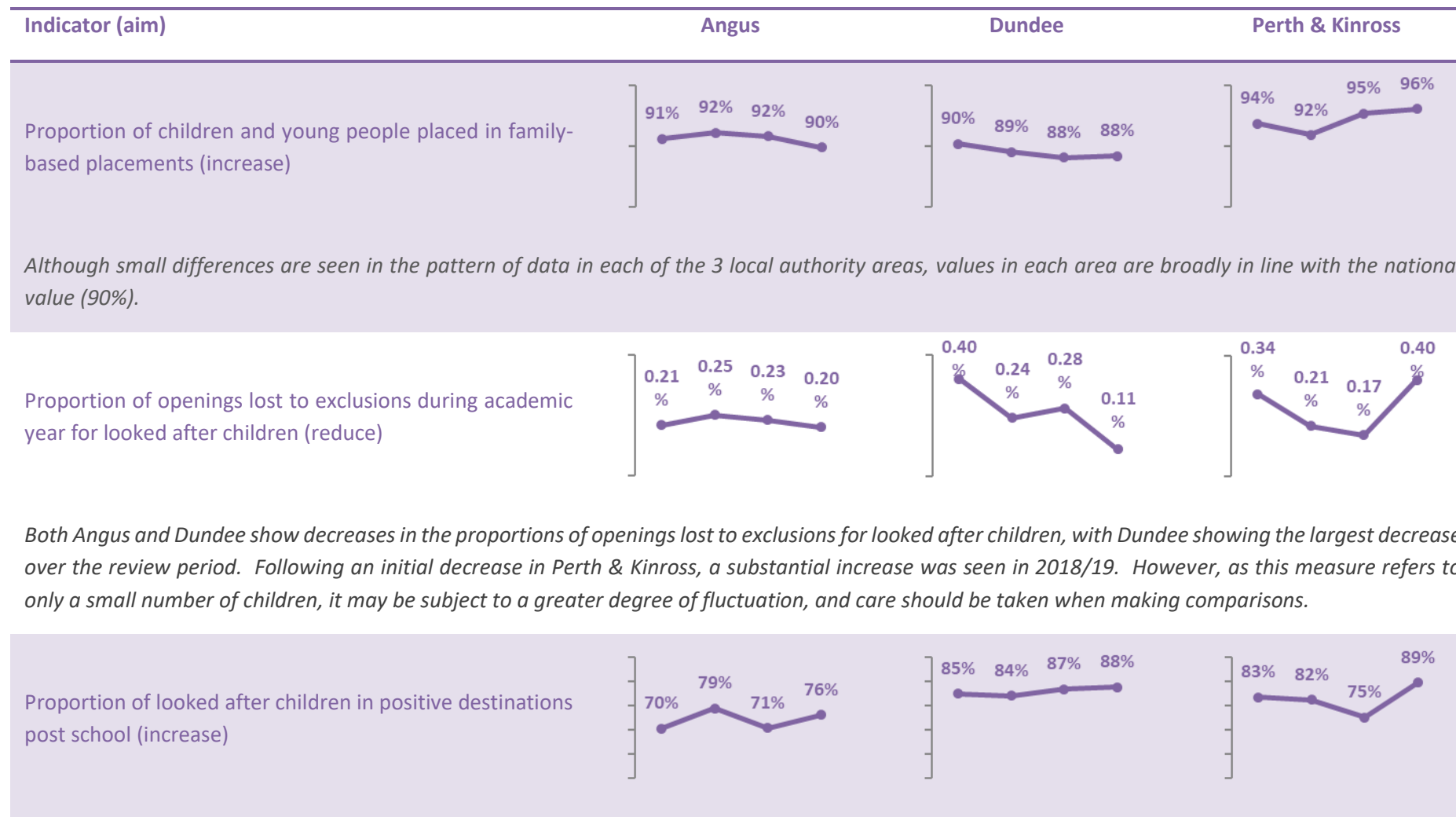
Rate per 10,000 of children in temporary accommodation (reduce)



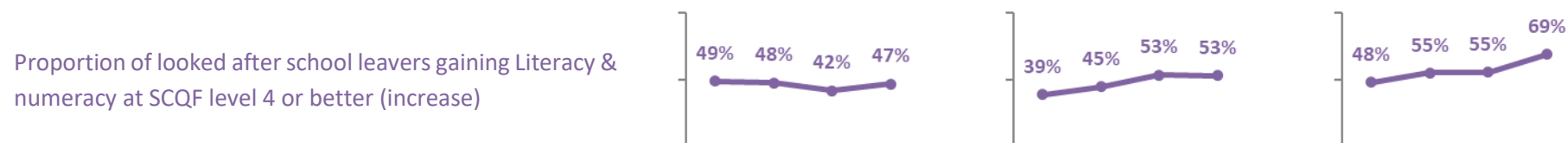
\* Data in this indicator are as at 31 March for 2016, 2017, 2018 and 2019

Data in this measure show decreases in both Angus and Perth & Kinross, but an increase in Dundee. The overall Tayside values show a slight decrease over the same period, compared with an increase in the national data. Although values in Dundee are much higher than in Angus or Perth & Kinross, they are still lower than the national data over the same time-period. Average values for Tayside (32 per 10,000) in 2019 were considerably lower than the national value (74 per 10,000).

#### 4. Our children and young people who experience particular inequalities and disadvantage will achieve health, wellbeing and educational outcomes comparable to all other children and young people



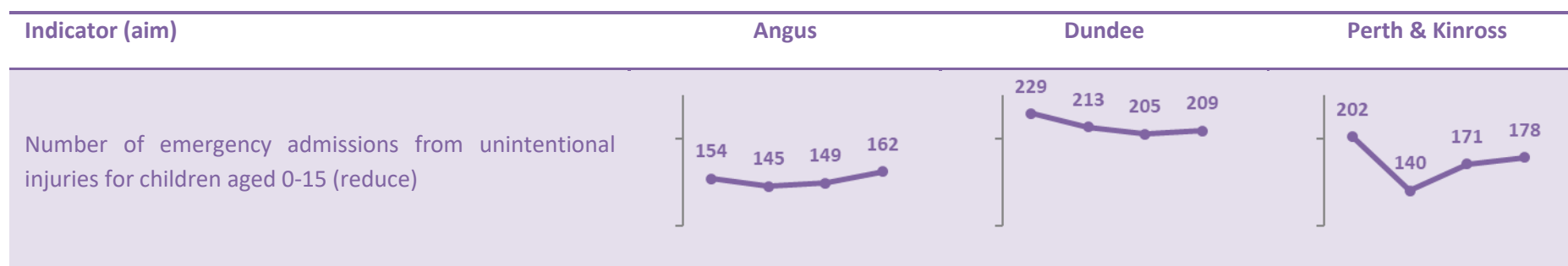
Indicator (aim)	Angus	Dundee	Perth & Kinross
<p><i>The proportion of looked after children has shown overall increases in all three local authority areas (albeit with some fluctuations, and lower levels apparent in Angus) over the 4-year period. National data has shown a similar pattern, although the overall Tayside value of 84% is higher than the national value (82%).</i></p>			



\* Data in this indicator are based on three-year averages, and cover the years 2013-16, 2014-17, 2015-18 and 2016-19

Although values in Angus have shown a small decrease over the 4 years, there have been significant increases in the proportion of school leavers gaining Literacy and Numeracy at SCQF level 4 or better in both Dundee and Perth & Kinross. As a result, the overall Tayside values have shown an increase to 54%, which brings this measure almost in line with the national data (55%), which has shown a similar increase.

## 5. Our children and young people are safe and protected from harm at home, school and in the community



Indicator (aim)	Angus	Dundee	Perth & Kinross
<p><i>The number of emergency admissions from unintentional injuries for children has shown different patterns in the 3 local authority areas, resulting in no discernible difference in the value when looking at overall Tayside averages. Although the national values have also shown some fluctuation, there has been a slight decrease in the number of admissions over the same period.</i></p>			