

Appendix 2



Argyll and Bute Joint Inspection of Children's Services (2018/19) Joint Improvement Action Plan 2019 - 2021



Foreword

This joint inspection improvement plan has been developed following the Joint Inspection of Children's Services in Argyll and Bute in 2018/19 which focused on answering five key questions:

1. How good is the partnership at recognising and responding when children and young people need protection?
2. How good is the partnership at helping children and young people who have experienced abuse and neglect stay safe, healthy and recover from their experiences?
3. How good is the partnership at maximising the wellbeing of children and young people who are looked after?
4. How good is the partnership at enabling care experienced young people to succeed in their transition to adulthood?
5. How good is collaborative leadership?

The Care Inspectorate requested that a joint action plan is provided that clearly details how the partnership will make improvements in the key areas identified by the inspectors.

Key inspection findings and areas required to improve delivery of services for our Children and Young People are detailed in this plan.

The Plan also sits alongside our:

- Children and Young People's Services Plan 2017- 2020
- Corporate Parenting Plan 2018 - 2021
- Child Protection Committee Business and Improvement Plan (2018 -20)

What key outcomes have we achieved?						
1.1 Improvements in the safety, wellbeing and life chances of vulnerable children and young people						
Areas for Improvement	Key Actions	Impact Measure of success (How will we know.....?)	Progress Report	Agency Lead(s)	By When? Date	RAG
Improve our collation, segmentation and use of data to improve outcomes for children and young people	<ul style="list-style-type: none"> Implement the use of the national shared dataset across the partnership Quarterly performance report of segmented data to Argyll and Bute's children Undertake annual benchmarking of data against comparator partnerships 	<ul style="list-style-type: none"> We will have evidence of improving trends in outcomes each year Improved performance management We will see an improvement in results when benchmarked against other authorities 		HSCP Performance Team/ Dougie Hunter Dougie Hunter A&B Children PQA group	Within 3 months of publication of the shared dataset Jan 2020 April 2020	
Reduce the attainment gap for Looked After Children LAC - we are assuming there is an attainment gap	<ul style="list-style-type: none"> Develop use of benchmarking to identify baseline potential for individual looked after children Use benchmark data to 	<ul style="list-style-type: none"> Robust data and reporting systems in place to evidence the attainment of looked after children 		Education Officer Louise Lawson	December 2019	

<p>between other looked after children cohort and the general school population</p>	<p>identify what meaningful attainment will look like in relation to each looked after child</p> <ul style="list-style-type: none"> Track and monitor progress and achievement for each looked after child using new systems in SEEMiS 					
<p>All Children who require it have a risk assessment and risk management plan</p>	<ul style="list-style-type: none"> Update NUCA to ensure all versions include a mandatory risk assessment section Establish a quarterly Quality Assurance panel for sample of risk assessments and plans 	<p>Assessment format update on care first</p> <p>Care first data confirms all Social Work clients have a complete risk assessments</p>		<p>Mark Lines Children & Families locality manager</p> <p>Mark Lines</p>	<p>September 2019</p> <p>September 2019</p>	

How well do we meet the needs of our stakeholders?						
2.1 Impact on Children and Young People						
Areas for Improvement	Key Actions	Impact Measure of success (How will we know.....?)	Progress Report	Agency Lead(s)	By When? Date	RAG
Staff supervision recording of decisions and quality assurance processes	<ul style="list-style-type: none"> • Stage 2 supervision training for first line managers • Introduce 6 monthly supervision mentoring sessions for first line managers • Establish quality assurance process for staff supervision 	<ul style="list-style-type: none"> • First line managers' report improved confidence in providing and recording supervision • Managers supported to consistently implement supervision policy and apply learning from training • Performance data on frequency of staff supervision reported and quality of recording of supervision quality assured impact of supervisory discussions in improving outcomes evidenced 		Alex Taylor Chief Social Worker	October 2019 October 2019 March 2020	
Improve pathways for care	<ul style="list-style-type: none"> • Implement care leavers journey audit (mirroring child journey audit to track 	<ul style="list-style-type: none"> • Learning from Care Leavers Journey auditing informs self-evaluation 		Paul Kyle Locality Manager	Starts July 2019	

experienced care leavers	<p>sample of care leavers</p> <ul style="list-style-type: none"> Review and implement revised Care leavers quality and performance data set 	<p>and planning to improve services</p> <ul style="list-style-type: none"> Improved care leaver data reported to CPB and informs performance improvement 		<p>Children and Families</p> <p>Paul Kyle</p>	<p>and runs for 12 months</p> <p>October 2019</p>	
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How well do we meet the needs of our stakeholders?

2.2 Impact on Families

Areas for Improvement	Key Actions	Impact Measure of success (How will we know.....?)	Progress Report	Agency Lead(s)	By When? Date	RAG
Disability Strategy	Review of services for children and young people with disability to consider future model of provision including looking at closer integration with adult disability services.	<ul style="list-style-type: none"> Children and young people with disability have access to commissioned services which are equitable and meet the assessment of need and best value across each area of Argyll and Bute. Transitions are managed in accordance with best practice as outlined in Principles of Good Transition 3. Increase uptake of full range of SDS options 	Review initiated	Argyll and Bute's Children Strategic Group	<p>June 2020</p> <p>March 2021</p>	A

Improve equity of access to specialist targeted services	<ul style="list-style-type: none"> Implement Children and families Joint Strategic Needs Assessment Develop joint commissioning strategy 	Evidence the commissioning strategy improves access to services e.g. reduced waiting times		Argyll and Bute's Children Strategic Group	March 2020	
Improve the availability of mental health services for looked after C&YP and care leavers	<p>All Looked After Children are offered mental health screening using accredited tool by the 6 week review</p> <p>Develop and implement an 'at risk' pathway for Looked After Children and care leavers</p>	<p>All Looked After Children are offered mental health screening</p> <p>Improved access to CAMHS for Looked After Children</p> <p>Implement a transitions protocol covering all aspects of the Care Leavers Covenant</p>		Argyll and Bute's Children Strategic Group	<p>March 2020</p> <p>March 2021</p> <p>March 2020</p>	

How good is our leadership?						
9. Leadership and Direction						
- Vision, Values and aims			- Leadership of strategy and direction			
- Leadership of people and partnerships			- Leadership of improvement and change			
Areas for Improvement	Key Actions	Impact Measure of success (How will we know.....?)	Progress Report	Agency Lead(s)	By When? Date	RAG
Children and families Joint Strategic	<ul style="list-style-type: none"> Develop a Children and families Joint Strategic Needs Assessment 	Services are monitored and evaluated to show that they are improving the wellbeing of		Argyll and Bute's Children	September 2020	

Needs Assessment and Strategic Commissioning Strategy	<ul style="list-style-type: none"> Develop joint commissioning strategy 	children, young people and families		Strategic Group		
Improve the visibility and profile of strategic leaders with our staff	Develop and implement a range of methods to effectively communicate with staff	<ul style="list-style-type: none"> Staff survey reports Leaders are visible, accessible and responsive 	Reported through Argyll and Bute's Children Strategic Group chaired by the HSCP Chief Officer	Argyll and Bute's Children Strategic Group	September 2020	
Strategic Risk Register	Develop a strategic risk register for integrated children's services to identify gaps in priority areas of need	Risks are effectively mitigated and the pace of change and improvement is escalated		Argyll and Bute's Children Strategic Group	March 2020	
Engagement of children and young people in strategic planning and service development	Develop and implement a strategy and framework to effectively engage and involve children and young people	The voices of children, young people and families are clearly reflected in the Children and Young People Service Plan (CYPSP) and Corporate Parenting strategy		Argyll and Bute's Children Strategic Group	April 2020	