

Services for children and young people in Perth and Kinross

April 2018

Report of a joint inspection

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1. Introduction

At the request of Scottish Ministers, the Care Inspectorate is leading joint inspections of services for children and young people across Scotland. When we say 'children and young people' in this report we mean people under the age of 18 years or up to 21 years and beyond if they have been looked after.

These inspections look at the difference services are making to the lives of children, young people and families. They take account of the full range of work with children, young people and families within a community planning partnership area. When we say 'partners' in this report we mean leaders of services who contribute to community planning, including representatives from Perth and Kinross council, NHS Tayside, Police Scotland, the Scottish Fire and Rescue Service.

When we say 'staff' in this report we mean any combination of people employed to work with children, young people and families, including health visitors, school nurses, doctors, teachers, social workers, police officers, and the voluntary sector. Where we make a comment that refers to particular groups of staff, we mention them specifically, for example health visitors or social workers.

Our inspection teams are made up of inspectors from the Care Inspectorate, Education Scotland, Healthcare Improvement Scotland and Her Majesty's Inspectorate of Constabulary for Scotland. Teams include young inspection volunteers, who are young people with direct experience of care and child protection services who receive training and support to contribute their knowledge and experience to help us evaluate the quality and impact of partners' work. Associate assessors are also included on inspection teams. These are staff and managers from services in another community planning partnership area.

In September 2014, the Care Inspectorate published 'How well are we improving the lives of children, young people and families? A guide to evaluating services for children and young people using quality indicators'. This framework is used by inspection teams to reach an independent evaluation of the quality and effectiveness of services. While inspectors keep in mind all of the indicators in the framework, we evaluate nine of the quality indicators in each inspection, using the six-point scale as set out in Appendix 2. These nine indicators are chosen for evaluation because they cover the experiences of children, young people and families and the difference services are making to their lives; the outcomes partners collectively are making in improving outcomes for children across the area; and key processes which we consider to be of critical importance to achieving positive outcomes for children and young people. These are: leading change and improvement; planning and improving services and involving children and families in doing so; and assessment and planning for children who are particularly vulnerable, including children and young people who are looked after or in need of protection.

2. How we conducted the inspection

The joint inspection of services for children and young people in the **Perth and Kinross community planning partnership** area took place between August and November 2017. It covered the range of partners in the area that have a role in providing services for children, young people and families.

We reviewed a wide range of documents and analysed inspection findings of care services for children and young people. We spoke to staff with leadership and management responsibilities. We surveyed staff who carry out named person functions and lead professionals. We talked to large numbers of staff who work directly with children, young people and families and we observed some meetings. We reviewed practice through reading records held by services for a sample of 90 of the most vulnerable children and young people. We met with 151 children and young people, and 48 parents and carers in order to hear from them about their experiences of services. We are very grateful to everyone who talked to us as part of this inspection.

The Care Inspectorate regulates and routinely inspects registered care services provided or commissioned by Perth & Kinross council. For the purposes of this inspection, we took into account findings from inspections of all relevant services for children and young people undertaken over the last two years. We also referred to a report of a joint inspection of services to protect children in the Perth & Kinross council area published by Her Majesty's Inspectorate of Education in 2011, to consider what progress had been made in the areas for improvement outlined in that report. This report can be found at www.educationscotland.gov.uk

As the findings in this joint inspection are based on a sample of children and young people, we cannot assure the quality of service received by every single child in the area.

3. The community planning partnership and context for the delivery of services to children, young people and families

Perth and Kinross covers an area of 5,286 square kilometres and is the fifth largest area by land mass in Scotland. The past decade has seen above average growth in population, which now stands at 152,728. Children aged 0-17 make up 17% of the population with numbers expected to rise significantly by 2037. The geographical distribution of the population across urban, rural and remote areas poses challenges for the planning and delivery of services.

While levels of deprivation are low compared to Scotland as a whole, around 5,000 children live in poverty and 1,000 live in workless households. In Perth and Kinross, there are five community planning partnership localities: Perth City; Kinross-shire, Almond and Earn; Strathearn and Strathallan; and Highland, Strathay and Eastern Perthshire. These localities each have a local action partnership made up of elected members, communities, and public services. Through the local action partnerships, the community planning partnership identifies their particular needs and challenges. A third of the population lives in Perth city where unemployment for young people in the north of the city is greater than the Scottish average. Blairgowrie and Rattray in eastern Perthshire are both within the most deprived 15% of Scottish communities. Fruit production attracts a significant number of employees from Eastern Europe. Perth and Kinross has historically been home to some of the largest established Gypsy Traveller communities in Scotland.

The community planning partnership is governed by a board made up of representatives from Perth & Kinross council; NHS Tayside; Police Scotland; Scottish Enterprise; Scottish Fire and Rescue Service; Job Centre Plus; Skills Development Scotland; Perth and Kinross Association of Voluntary Services (PKAVS) and Perth College, part of the University of the Highlands and Islands. Shared strategic objectives are outlined within the Perth and Kinross Community Plan/**Single Outcome Agreement** 2013-2023 and the Local Outcomes Improvement Plan 2017–2027. Five identified priorities relate to: giving every child the best start in life; developing educated, responsible and informed citizens; promoting a prosperous, inclusive and sustainable economy; supporting people to lead independent, healthy and active lives; and creating a safe and sustainable place for future generations. A community planning partnership framework supports partnership working across five outcome delivery groups, with the children, young people and families partnership holding accountability for children's services planning. The Tayside Children's Services Plan 2017-2020 was produced as a result of collaborative working between Perth and Kinross, Dundee City and Angus community planning partnerships.

Community based services for children, young people and families within NHS Tayside are not formally included within the health and social care partnership. NHS Tayside is responsible for the delivery of health visiting; school nursing; family nursing; specialist nursing; community children's nursing; allied health professions and health services for looked after children. The Tayside Division of Police Scotland command area covers 2000 square miles. The council's education and children's services deliver integrated services for children, young people and families.

Perth & Kinross council has 40 councillors in 12 electoral wards. Significant changes followed the 2017 local elections, resulting in a change of political administration and the election of 20 new councillors.

4. How well are the lives of children, young people and families improving?

Improvements in the wellbeing of children and young people

This section considers improvements in outcomes community planning partners have achieved in relation to three themes. These are improving trends through prevention and early intervention; improvements in outcomes for children and young people; and improvements in the lives of vulnerable children and young people.

Performance in improving outcomes for children and young people was very good. Sophisticated and intelligent use of data, action research and performance reporting enabled partners to demonstrate impact, prioritise service delivery and support continuous improvement. Investments in early intervention were contributing to improving trends in maternal wellbeing, the number of babies and infants achieving optimum health, and increased uptake of early years provision. Almost all children and young people were achieving positive learning outcomes and progressing to positive destinations when they left school. A high proportion of looked after children was being cared for within family placements. Increasingly, young people looked after away from home were choosing, and being enabled, to remain within their placement beyond the age of 16. Robust and routine scrutiny of performance and trend data by the child protection committee evidenced the effectiveness of joint working to protect children and keep them safe. Tackling inequality was a clear priority for partners and leaders were challenging themselves on how best to use available data to improve outcomes for children and young people affected by poverty and deprivation.

How well are trends improving through prevention and early intervention?

Partners shared a commitment to ensuring children have the best start in life. A range of health and wellbeing initiatives during pregnancy, which included foetal movement discussions with all women, had contributed to declining numbers of stillbirths. The percentage of women attending antenatal appointments prior to 12 weeks exceeded the national average (95% compared to 80%). The number of babies affected by maternal drug use was significantly lower than the national average. Smoking cessation support had helped to reduce the proportion of mothers smoking in pregnancy, reducing the risk of low birth weight. The family nurse partnership reported reductions in smoking from 37.5% at the first appointment to 19.2% by 36 weeks. Positively, exclusive breast feeding rates were above the national average and continued to show an upward trend. Immunisations were in line with the Scottish average.

The percentage of 27-30 month reviews completed for very young children, at 90.4%, was higher than the Scottish average of 88% with a high proportion of reviews indicating no concerns. When issues were identified, they tended to relate to speech and language. Investment in staff training within early years and speech and language teams, which included use of the **Talk Listen Communicate** approach to improve vocabulary and language development, facilitated an early response from services.

Targeting services in areas of greatest need had also contributed to improvements in school readiness. Uptake of **Strong Start 2** places had steadily increased, particularly for vulnerable children who were looked after or on the child protection register. As a result, 89% of two-year-olds with an additional eligibility had a nursery place. Care Inspectorate evaluations for registered early learning and childcare services indicated that services consistently perform very well.

Partners had achieved some success in improving children's dental health. In addition to targeted fluoride varnishing, all nurseries participated in **Childsmile**, as did nearly three-quarters of dental surgeries. The number of children with no signs of tooth decay was better than the national average for both P1 and P7. The use of healthy living surveys provided useful information that helped to increase the uptake of free school meals and to reduce obesity rates for children. The number of P1 children classed as obese was similar to the Scotland rate. For children who required specialist intervention to attain a healthy weight, Paediatric Overweight Service Tayside (POST) was an important source of support.

Over the past decade, there had been a steady reduction in the rates of teenage pregnancy across all target age groups of young women. Partners were working hard to reduce rates in the most deprived areas, which were among the highest in Tayside. The number of overall homeless presentations had steadily decreased over the past seven years. Raising awareness of housing options in schools had helped reduce the number of homeless presentations by young people by 18%, exceeding local targets. In addition, there had been an increase in the number of young people sustaining tenancies for more than one year. The latest homelessness data for 2015 confirmed there were no households with a pregnant mother or families with children placed in bed and breakfast accommodation or hostels.

Partners used data well to gauge the prevalence of children living in poverty. Increases in the number of households affected by deprivation were generally low with the exception of an increase of 5% in Blairgowrie and Rattray. As well as maximising over £5 million in additional income, a proactive welfare rights team, working in partnership with the Citizens Advice Bureau, successfully secured European Social Fund monies to deliver the Positive Futures project. This enabled families living in areas with the highest levels of child poverty to access enhanced, holistic support and advice to improve the life circumstances of their family and mitigate against the impact of welfare reform.

How well are outcomes improving for children and young people?

School attendance for children with additional support needs exceeded national figures while rates for primary and secondary school attendance were in line with, or slightly better than the national average. Overall, children and young people were making good progress at school and benefitting from the learning opportunities provided within comfortable and accessible learning environments. A number of school sites acted as community hubs, extending access to facilities beyond the normal school day.

The proportion of children and young people excluded from school was in line with the national average. Commendably, schools for children with additional support needs had sustained a trend of zero exclusions since 2009.

The educational attainment of young people, as measured by average tariff score, has generally been higher than the **virtual comparator** and the national average with steady improvement evident across the Scottish Index of Multiple Deprivation (SIMD) categories. The proportion of young people achieving awards at SCQF levels 4, 5 and 6 had risen, resulting in almost all young people leaving school with some form of qualification.

While the gap in educational attainment between the most deprived and least deprived pupils was broadly similar to the national average, partners were working consistently to achieve equity. The educational psychology service was central to determining the effectiveness of universal and targeted approaches. Partners achieved significant improvements in literacy, using **ACORN** data to inform the use of evidence based action research within 20 schools with the highest percentage of disadvantaged learners. In recognition that children do better and achieve more when parents and schools work together, partners were working with an attainment advisor from Education Scotland to explore ways of involving harder-to-reach parents in supporting their child's learning.

The solid foundations laid at school were further strengthened for school leavers by the provision of help and support to enable them to continue to build their skills and experience as they progressed towards young adulthood. For the third consecutive year, the percentage of young people achieving positive destinations upon leaving school was above the national average. Having recognised that not all young people were managing to sustain progress beyond the initial six months, partners were working effectively together to engage young people early in programmes to help them become career-ready. The **Developing the Young Workforce** regional board and employability team worked with local employers to deliver increasing numbers of apprenticeships and work experience opportunities.

How well are the life chances of vulnerable children and young people improving?

The number of looked after children and young people at 31 July 2016 was 286; equating to 1.0% of the 0-17 year old population, which was lower than the national rate of 1.5%. Although the number of looked after children in Perth and Kinross had historically been lower than the rest of Scotland, in contrast to a decreasing national trend, the population of looked after children in Perth and Kinross had been rising steadily. This was as a result of a general rise in assessed risk, vulnerability and increasing numbers of young people being supported to remain in their care placement beyond the age of 16. Increasing demand was bringing challenges for partners and was putting pressure on existing resources. A commitment to reducing the number of children and young people requiring compulsory measures featured prominently within local authority transformational plans. Strenuous efforts were being made to increase the number of local foster carers and supported lodgings providers.

Partners were strongly committed to maintaining looked after children and young people within their local communities where possible, resulting in the percentage of children and young people cared for within a community placement (93.7%) exceeding the national figure of 90%.

The embedding in practice of Police Scotland's vulnerable person's database and improved quality assurance had contributed to a substantial decrease in child concern reports, from 3,258 reports in 2015-2016 to 2,334 in 2016-2017.

A revised unborn baby protocol had impacted positively on the timely identification of risk during pregnancy. An increasing number of appropriate referrals were being received in relation to child protection concerns thereby enabling services to offer support at an early stage. Given the resulting increase in the number of pre-birth referrals, performance was being closely monitored. The **child protection committee** was robustly scrutinising performance reporting and trend data, which offered assurance that timely interventions promoted children's safety and wellbeing.

Corporate parents were committed to improving outcomes for care experienced young people and had identified a range of meaningful measures within the 2017-2020 corporate parenting plan. In terms of educational attainment, all looked after children left school with at least one qualification at SCQF level 3 and most (92%) with at least one qualification at level 4. This compared favourably with the national averages of 86% and 73% respectively. Attendance at school rates for looked after children were also above the national average. Exclusions for looked after children were slightly higher than the general population although this related to a very small number of individual pupils. Encouragingly, care experienced young people were also making good progress upon leaving school with the percentage of young people entering a positive destination (88%) exceeding the national average of 77%. Similarly, a higher than average number of care leavers were meaningfully engaged with throughcare and aftercare services. Increasing numbers of young people were choosing, and being enabled to remain within, their care placement beyond the age of 16 years. This was having a positive impact on young people's long-term stability and supporting increasing numbers of looked after young people to remain within education. Arrangements were in place that meant care leavers did not have to register as homeless and could access personalised housing support as and when required.

As a result of pro-active policing and partnership working, reported incidents of domestic abuse, which were at 78 per 10,000 population, were the lowest in Tayside and lower than the Scottish figure of 109 per 10,000. The purposeful analysis of data had helped partners identify that the number of children present during abusive incidents had fallen.

In line with the national trend, offending by young people had decreased significantly as a result of early identification and intervention. Multi-agency partners were making effective use of youth work approaches to engage often hard to reach young people and successfully diverting them from involvement in the children's hearing and criminal justice systems to their ultimate benefit.

Impact on children and young people

This section is about the extent to which children and young people are able to get the best start in life and the impact of services on their wellbeing. It is about how well children and young people are assisted to be safe, healthy, achieving, nurtured, active, respected, responsible and included.

The impact of services on the wellbeing of children and young people was very good. Partnership working to ensure and promote the safety and protection of children and young people was a major strength. When children were at imminent risk, their safety was assured through the co-ordinated and timely actions of staff. A wide range of preventative approaches and initiatives also helped children and young people to develop knowledge and skills to promote their own safety at school, in the community and online. A strong approach to nurture across services and an awareness amongst staff and carers of the impact of adverse childhood experiences helped children and young people to develop emotional resilience. Children and young people looked after away from home were thriving as a result of living in stable and caring environments. Young people at risk of being marginalised valued opportunities to share experiences, build relationships and enjoy an important sense of belonging. Most children and young people were listened to and meaningfully involved in the decisions which impacted upon their lives. However, within our review of vulnerable children's case records there was evidence of independent advocacy being offered to eligible children and young people in just one in five instances.

How well are children and young people helped to keep safe?

A wide range of programmes that partners regularly reviewed and refined, were helping to equip children and young people with the knowledge and skills they needed to keep them safe at home, in the community and online. Partnership approaches involving emergency services such as Safe Start, Safe Drive/Stay Alive and Bike Ability contributed to safer school environments and improved road safety.

Children and young people, including those attending independent schools were learning how to keep themselves safe using the NSPCC Speak Out/StaySafe programme. Creative interactive sessions led by designated child exploitation online protection (CEOP) ambassador teachers were helping to inform children and young people about cyber bullying and staying safe online. A peer mentoring approach enabled young people to work alongside the violence reduction unit and the rape and sexual abuse centre in the delivery of programmes aimed at promoting personal safety and raising awareness of gender based violence. Awareness raising programmes such as **Accept and Respect** and the **Stop to Listen** pathfinder helped vulnerable young people to become more informed about abuse and exploitation.

The most vulnerable children and young people in situations of risk were safe as a result of services acting quickly and working effectively together. The safety of some children and young people was achieved by being appropriately removed from parental care.

Children who were looked after away from home were benefitting from safe and consistent care placements and from staff managing contact with family members thoughtfully to ensure they maintained important relationships but still stayed safe. Group work programmes such as **CEDAR** helped individual children and young people affected by domestic abuse to make sense of their experiences.

How well are children and young people helped to be healthy?

From a young age, children and young people participated in enjoyable activities that promoted learning about healthy lifestyles and positive choices. Targeted interventions helped to address children's physical and emotional needs.

As children matured and developed, further guidance was available to support their emotional and sexual health from staff or on the **cool2talk** and **One2One** websites. Engagement with caring and attentive staff and carers who were alert to their needs helped children develop emotional resilience. Specialist therapeutic supports assisted children and young people to make sense of distressing life experiences. A timely response to self-harming behaviour contributed to the wellbeing of emotionally vulnerable young people. The health needs of looked after children were comprehensively assessed, monitored and reviewed. A consultant paediatrician carried out assessments for children under the age of 12 who were looked after away from home, while a dedicated children's nurse carried out health assessments for those over the age of 12 and all children and young people looked after at home. Care experienced young people were supported and encouraged to manage their own health needs although a number chose not to engage with services.

Our review of vulnerable children's case records identified a small number of children who had experienced poor parenting and lived in situations of neglect for prolonged periods. As a result, they suffered significant dental decay while several other children missed important health appointments. Children and young people with lower-level emotional health needs or who did not meet the threshold for **child and adolescent mental health services** (CAMHS) did not always have access to the help they needed at an early enough stage. In recognition of this issue, CAMHS were working in partnership with school nurses to strengthen their ability to meet the needs of children and young people in the community.

How well are children and young people helped to achieve?

At all stages, children and young people benefitted from opportunities to learn and achieve. Early literacy programmes such as Brunch and Blether, and Pause, Prompt, Praise had a positive impact on children's learning. Vulnerable children and young people experienced positive transitions throughout their education as a result of careful planning. Throughout their school years, children and young people benefitted from support, encouragement and opportunities to develop the skills necessary to enjoy relationships with their peers and to become successful learners. As well as attaining qualifications in school, many young people achieved recognised awards as result of engaging in a wide range of community and outdoor activities. Engagement with staff and participation in practical learning opportunities through the **Navigate** service had a positive impact on the life chances of young people no longer attending mainstream school.

Attendance, progress and achievements of looked after children were carefully monitored by an education additional support officer and nine care experienced young people were supported to attend university in 2017. In preparing for life beyond school, young people who engaged with the **Opportunities for All** team benefitted from access to training opportunities, activity agreements and modern apprenticeships which provided valuable work experience and helped to improve employability. The **Help@Hand** event focused on post-school opportunities for young people with additional support needs, helping increasing numbers of young people to arrive at positive destinations.

How well are children and young people helped to experience nurturing care?

A strong commitment to nurturing approaches across services was having a positive impact on children and young people. Universally available parenting programmes and interactive activities contributed to strengthened bonds between babies and young children and their care givers. Co-ordinated family help and support enabled many vulnerable children to benefit from more consistent and emotionally warm care from their parents. Evidence-based nurture approaches adopted by nurseries and schools such as Bounce Back, Roots of Empathy and Seasons for Growth, helped children and young people to develop greater emotional resilience and confidence.

Children and young people who were no longer able to remain at home thrived as a result of the encouragement, care and predictable routines and boundaries established by kinship and foster carers, and residential care staff. This helped them achieve a greater sense of security. Where appropriate, children and young people were supported to maintain important family relationships and community ties. For a few children, delays in legally securing their care placement meant they felt less certain about their future. Young people remaining in kinship and foster placements beyond the age of 16 years benefitted greatly from living in a stable home base. Care leavers moving on to independent living were enabled to make informed choices as a result of the advice, guidance and practical supports provided by throughcare and aftercare workers and their multi-agency partners.

How well are children and young people helped to be active?

Children in nursery and primary school were supported to become active through a varied programme of activities, with young children with mobility issues benefitting from attending Jungle Journey, Dolphins and Motorvate. An increasing number of school pupils (44% of the total school roll) were engaged in at least one extracurricular activity. Encouragingly, this included an increasing number of girls. **Live Active Leisure** engaged 9,475 individual children in a variety of activities across the area. This included the No Limits programme for children with a disability or additional support need. Monthly sessions offered to children who were looked after and accommodated provided them with additional opportunities to be active as well as the chance to engage with other young people who were looked after. The **Compass membership scheme** and buddy cards offered by Live Active Leisure encouraged and supported vulnerable children and young people and their friends to use leisure facilities.

The **Active Schools** programme supported children and young people to engage in the sporting and leisure activities available to them. There was a particular

emphasis on engaging young people affected by poverty. Increasing numbers of young people achieved recognised awards with completion rates for the Duke of Edinburgh award currently the highest in Scotland. The geography of the local area offered young people, including the most vulnerable, opportunities to pursue interests such as hill walking, fishing and horse riding. Schools made concerted efforts to ensure children and young people living in rural and remote areas were able to participate in extra-curricular activities by offering lunchtime sessions. Nevertheless, a small number of young people viewed a lack of transport options as reducing their ability to participate in community activities.

How well are children and young people respected?

Children and young people who had participated in **UNICEF Rights Respecting Schools** activities talked knowledgeably about their rights, how to exercise them and the consequences when rights were not respected. One school had expanded the traditional pupil council model by introducing a whole-school approach whereby all children, not just class representatives, had the opportunity to raise issues within a 'penguin parliament'. This enabled children to feel included and listened to, with senior pupils taking responsibility for leading sessions.

Supportive and trusting relationships with staff and carers enabled children and young people to develop a positive sense of self-worth and identity. Sensitive engagement and careful observation enabled staff to establish the views and experiences of very young children and those with communication difficulties. Most vulnerable children and young people were listened to, helped to express their views and involved meaningfully in decisions that affected them. Of the relevant records read, there was evidence of independent advocacy being offered to eligible children and young people in just one in five instances. Several care experienced young people did not always feel staff and stakeholders fully understood their experiences or appreciated the impact these experiences had had on their ability to express their views. In order to prioritise young people's voices the recently introduced **MOMO** (mind of my own) app was successfully helping looked after children and young people structure their thoughts and tell services what they want, whenever it suited them best.

How well are children and young people helped to become responsible citizens?

Children and young people had access to a wide range of opportunities within which they could develop their sense of responsibility and self-efficacy. Leadership programmes, young ambassador and volunteering roles enabled young people, including those with a disability, to make a positive contribution within their schools and communities.

Staff helped parents to understand the importance of routines. Vulnerable children and young people were helped to behave more responsibly through the provision of clear and consistent boundaries. Children and young people looked after away from home enjoyed age-appropriate responsibilities and were supported and encouraged to undertake self-care tasks.

Mentoring, youth work and intensive supports accessed through **@ScottStreet** enabled young people engaged in risky behaviours to consider the impact of their actions upon themselves and others. Young adults attending the Right Track project developed routines that enabled them to successfully complete court imposed community disposals. This not only provided a sense of achievement but also reduced the risk of custody.

How well are children and young people helped to feel included?

Groups representing communities of interest, such as the **GLOW** LGBTI young person's group and the **FYI** (Fun Young Individuals) group attended by care experienced young people, provided valuable opportunities to share experiences, build relationships, learn new skills and enjoy an important sense of belonging. Partners were strongly committed to achieving cultural change so that Perth and Kinross is an inclusive and diverse place in which to grow up. In spite of the ongoing work with Stonewall Scotland to strengthen anti-bullying strategies, several LGBTI young people considered there were opportunities for secondary schools to do more to recognise and promote their rights. A very small number of young people identifying as Gypsy Travellers were less included as a result of experiencing discrimination and social isolation. We say more about what partners are doing to tackle these issues in section 5.

Young carers were helped to offset their caring responsibilities through fun group activities with other young people. A recently introduced young carers identification card helped staff to better recognise and appreciate their circumstances and needs. An increasing number of children and young people with a disability benefitted from the support provided by staff and services who knew them well and understood their individual and family needs.

Children and young people looked after away from home in foster care were fully included in the lives of their foster families and communities. Positive kinship placements enabled children and young people to remain included in their wider families and to retain important community links. A few young people who had experienced breakdowns in their care placements experienced difficulties integrating and achieving a sense of belonging in new surroundings.

A range of youth work services and approaches enabled young people, including looked after children and care leavers, to participate in enjoyable activities and access a range of supports according to their individual interests, circumstances and needs. There was a clear commitment to improving digital connectivity to enable young people to better connect to services, with youth workers making effective use of private social media platforms to support and maintain contact with young people across a diverse geographical area.

Impact on families

This section is about the extent to which family wellbeing is being strengthened and families are supported to become resilient and meet their own needs. It also considers parental confidence and the extent to which earlier help and support has a positive effect on family life

The impact of services on families was very good. A wide range of high-quality, universal, targeted and specialist supports was strengthening family wellbeing. Third sector partners provided important services that supported and encouraged community engagement, particularly for minority groups. Widespread, flexible delivery of evidence-based approaches was improving parenting skills and confidence. Positive relationships with staff helped reinforce parental resilience and avoid family breakdown. Inevitably, some parents were unable to sustain progress when support was reduced or withdrawn. A few parents who were unable to prioritise their children's needs over their own could have benefitted from more targeted, intensive work. Families of children with a disability valued the specialist services provided by services who understood their needs. Joint working within a whole-family approach helped parents affected by a combination of mental ill health, substance misuse and domestic abuse to gain better insight into their difficulties and to develop more effective coping strategies. Parents whose children were living in alternative care arrangements benefitted from support to engage in meaningful contact.

The lives of many families were improving as a result of the support received. The partnership's parenting strategy for 2015-19 articulated a clear commitment to early intervention and prevention, viewing confident and resilient parents as key to achieving nurturing and supportive families. The strategy and refreshed action plan were supported by a wealth of web links and social media pages, enabling easy access to useful guidance and information. The increasingly popular "keeping your child safe" public events for parents and carers included valuable information about online safety.

Attachments between parents and babies were strengthened through involvement in accessible activities such as Small Talk, Splash Tots and baby massage. The **PEEP** learning-together programme enabled parents to develop new skills and learning, which contributed to a better understanding of their child's developmental needs. Parents attending the **SPACE** programme enjoyed the social learning opportunities available to both them and their children. Community link workers skilfully engaged families, supporting them to meet their own needs. Notably, partners had successfully engaged a high proportion of parents of looked after children within parenting programmes. Greater engagement with fathers was needed to ensure their involvement in the assessment, planning and delivery of care and support for children, including planning for the unborn baby.

Widespread, flexible delivery of evidence-based approaches helped to improve parents' skills and confidence. Structured programmes such as **Incredible Years** and **Strengthening Families** impacted positively on family life.

For many families, relationships had improved, household stress had reduced and parents were better able to provide consistent, nurturing care as a result of the help received. Collaborative working between adult services, children's services and extended family members within a whole-family approach helped promote recovery and build resilience for families affected by the particularly challenging combination of mental ill health, substance misuse and domestic abuse. The Change is a Must team assisted parents to gain a better understanding of the impact of their behaviour on their child's wellbeing and to make necessary lifestyle changes. Despite this support, a few parents remained unable to change their behaviours and prioritise their children's needs over their own. Several other parents had difficulties engaging with services and this had impacted upon their capacity to change. These issues had been recognised by the council's education and children's services, which were in the process of re-commissioning intensive family support services.

Therapeutic support offered by Family Change helped families make sense of traumatic experiences. The Building Family Support outreach service enabled parents to access advice and guidance from experienced residential care staff when it was most needed, including at evenings and weekends. The out of hours social work service successfully responded to parental concerns and supported interventions with the most vulnerable families. Assisting parents to manage complex situations reduced the risk of family breakdown and the likelihood of young people becoming accommodated. Nevertheless, our review of vulnerable children's records identified a need for earlier support to help parents effectively manage challenging teenage behaviour.

Parents of children with a disability valued the specialist services provided by **Woodlea Cottage** (see good practice example Appendix 1). The **Parent to Parent** service, often working in partnership with child and adolescent mental health services (CAMHS) enabled families of children with additional support needs to better manage their child's behaviour and to establish routines. Parents and carers valued the services provided by Perth Autism Support during both term time and holidays. Community projects such as No. 5 were making a positive difference in the lives of very vulnerable families, including those for whom English was a second language. Parents enjoyed cooking activities and welcomed welfare rights and sessions with the home energy advice team on maximising household income. The PKAVS Minority Communities Hub supported engagement and integration within the wider community and increased the reach of services, for example through strong links to the Gypsy Traveller community and delivery of parenting programmes in Polish.

Careful assessment and review ensured kinship and foster carers received personalised support to best meet their individual practical, emotional and financial needs. This enabled them to offer the best possible support to the children and young people in their care. We say more about this in section 5 and in Appendix 1.

Joint working, underpinned by the **Solihull approach**, enabled staff to form positive, trusting relationships with most families. Staff worked hard to engage with parents, demonstrating persistence and appropriate levels of support and challenge.

5. How well are partners working together to improve the lives of children, young people and families?

Providing help and support at an early stage

This section considers how well staff recognise that something may be getting in the way of a child or young person's wellbeing, share relevant information and intervene early to stop difficulties arising or getting worse.

The extent to which services provided help and support at an early stage was very good. The principles of **Getting it Right for Every Child** provided a strong foundation for child-centred planning and delivery of an extensive range of early help and support to improve wellbeing. A comprehensive approach to implementation meant the principles were well understood and firmly embedded in practice. This facilitated a strong culture of collaborative working across organisations, including adult services. Clear, easily accessible guidance on legally compliant information sharing for staff, children, young people and families was a significant strength and had been widely shared locally and nationally. Significant investment in evidence-based approaches enabled staff to effectively target services to those who needed them most, thereby maximising the impact of approaches to early intervention and prevention. A small number of vulnerable children would have benefitted from earlier recognition and response to patterns of accumulated neglect and persistent non-attendance at health appointments.

A commitment to offering help and support at the earliest opportunity was widely appreciated and understood by managers and staff. The principles of **Getting it Right for Every Child** were well embedded and had contributed to a culture of integrated working. Our staff survey showed strong consensus that the approach was making it easier to offer help at an early stage. Impressively, all local authority employees were able to develop an awareness of Getting it Right for Every Child as a result of mandatory training. Children were familiar with the wellbeing principles through engagement in activities and games such as the SHANARRI song. An understanding of wellbeing indicators and the shared language of GIRFEC helped a few young people to advocate for their own needs, improving their involvement in child's planning processes.

Family Focus provided an outreach service across Perth and Kinross to better engage hard-to-reach parents and those parents whose children's names were on the child protection register due to compromised parenting. Staff had been redeployed from teams based in centres and were working effectively with health colleagues to deliver flexible, home-based support. Further services were being commissioned in recognition of the need to strengthen access to support for pregnant women and their partners and for new parents, to improve early access and prevent neglect.

Team-around-the-child processes, referred to locally as child planning partnerships, were working effectively, placing the wellbeing of children at the heart of multi-agency decision-making. A single child's plan was in use, supported by persistent efforts to ensure children, young people and families were fully involved.

Clear guidance helped staff considering thresholds and possible referral to the multi-agency screening group. Within our review of vulnerable children's records, a small number of children would have benefitted from earlier recognition and response to patterns of accumulated neglect and persistent non-attendance at health appointments. Meeting the challenges associated with neglect was a key focus for partners. Staff welcomed multi-agency training delivered by highly regarded and knowledgeable speakers and viewed it as helpful in improving their confidence in addressing the issue of neglect. Partnership working with the Centre for Excellence for Looked After Children in Scotland (CELCIS), although in the early stages, was helpfully focusing on improving levels of pre-birth support and strengthening responses to young children who may be at risk of neglect.

Local arrangements based on GIRFEC principles contributed to efficient information sharing between health and education, which supported effective transitions from nursery to school. The process was highly valued by staff as it enabled them to understand the needs of children before they started primary school and to provide appropriate help and support at the earliest possible stage. Education staff had become increasingly confident in their role as named persons. Head teachers in early years settings had taken the lead convening and co-ordinating child's planning meetings to compensate for a lack of capacity in the health visiting service. Leaders recognised the need to support a new cohort of qualified health visitors coming into post in January 2018 so that they could quickly assume their full range of responsibilities.

Regular review had made established multi-agency screening processes more efficient. Self-evaluation had identified strengths in information sharing, decision making and timeliness of intervention. Areas for improvement had also been identified which resulted in the NHS Tayside Unborn Baby Protocol being extensively reviewed and refreshed. An improvement plan was underway to further strengthen multi-agency protocols and practice to ensure the timely identification and management of vulnerability and risk to pregnant women and their unborn babies.

The **UK Supreme Court Judgement** in July 2016 required Scottish Government to amend the information sharing provisions in Part 4 of the Children and Young People (Scotland) Act 2014. The child protection committee responded swiftly to this, enabling partners to reinforce their vision for children and reiterate the importance of safe and proportionate information sharing in promoting the welfare and wellbeing of children and young people. The Perth and Kinross Code of Practice: Information Sharing, Confidentiality and Consent offered comprehensive guidance, which had been shared with partners in other areas. An extensive range of awareness-raising posters and leaflets had been designed and refreshed with the involvement of children and young people.

A wide range of services helped to ensure children, young people and families received the right service, from the right people, at the right time. There was a strong culture of collaborative working across organisations and sectors, including adult services.

Integrated services for young people based in the **@scottstreet** hub offered an extensive range of early intervention, targeted and specialist supports. With

reducing numbers of young people at risk of offending, the focus of services had broadened to better meet the needs of young people with other vulnerabilities, including those at risk of child sexual exploitation. Integrated working had resulted in staff from different disciplines feeling connected and included. Skills and knowledge were shared effectively across teams, which increased the reach and impact of services. A 'request for assistance' process enabled children, young people and families to access early help and support as it meant staff did not have to use formal referral processes. This had removed barriers, enabling the most appropriately placed agencies to respond quickly to avoid concerns escalating.

Assessing and responding to risks and needs

This section examines the quality of assessment of risks and needs in relation to three themes. These are: the initial response when there are concerns about the safety or wellbeing of children; the effectiveness of chronologies to identify significant events in a child's life; and the quality of assessments.

Assessment of risk and need was good. The way in which services initially responded to child protection concerns was a particular strength. Children and young people were kept safe as a result of staff acting promptly and effectively together. When concerns were raised, multi-agency discussions were convened quickly and strong professional relationships supported helpful discussion and effective multi-agency working. Consistency in recording and dissemination of inter-agency discussions and decisions remained an issue despite being highlighted by earlier internal review. While we found some examples of good chronologies in core assessments and social background reports, overall the quality was variable with fewer than half assessed as fit for purpose. Partners had already recognised this issue and an improvement plan was in place. Strong working relationships, access to effective training and use of nationally-recognised assessment tools supported decision making in how best to protect children and meet their needs. While overall, the quality of assessment was strong and in some cases very strong, for some children and young people the recording of risk was not given a prominent enough profile within written assessments.

Initial responses to concerns about safety and wellbeing

Single and multi-agency Getting it Right For Every Child and child protection learning and development meant that staff were confident and competent in identifying vulnerable children and young people. Within our review of case records, in almost all instances the initial response to child protection concerns was swift, timely and proportionate. There were clear strengths in the effectiveness of response to concerns that a child may be at immediate risk of abuse or neglect with the initial response evaluated as very good in over half of cases reviewed. In the instances where it was thought that a child or young person may pose a risk to others, services had responded effectively on every occasion.

Where risks were too high for children and young people to remain at home safely, immediate action was taken to find foster carers or make alternative care arrangements to keep them safe. Effective joint working between social work and

legal services meant that legal measures were used well to secure the immediate safety and wellbeing of children and young people.

Overall, the response to concerns other than child protection was of a high standard. For a small number of children there had been opportunities to intervene earlier. Partners were slow to recognise the need for a comprehensive health assessment in a few instances.

There were clear strengths in joint decision making, characterised by strong professional relationships that facilitated constructive dialogue within inter-agency referral discussions. In general, there was a high level of commitment to attending and contributing to multi-agency discussions, including from staff in adult services.

We found the recording of such discussions was inconsistent in spite of the issue having already been identified through the partnership's routine auditing activity. In addition, there were information technology barriers to staff sharing the inter-agency referral discussion template easily between agencies. An improved recording template and aide memoire, including questions for child sexual exploitation, had recently been introduced but it was too early to assess its value in improving processes.

The quality and use of chronologies

Chronologies were evident in almost all vulnerable children's records we read. However fewer than half were of a standard that would enable staff to accurately identify patterns of significant events or an accumulation of experiences which may adversely affect the child or young person's wellbeing. The issues that affected the effectiveness of chronologies related to quality of recording, lack of analysis, rationale for actions taken and consideration of impact of events. Changes to IT systems and variances in recording tools across information systems had caused confusion for staff. Quality assurance work by partners had highlighted similar issues.

Chronologies within core assessments and social background reports were better than those created on agency templates. Staff recognised the value in developing effective integrated chronologies and using them to inform assessments and were supported by comprehensive guidance and training. Feedback from staff and findings from audits had resulted in managers accepting that electronic recording systems were not supporting the development of chronologies in line with guidance. This had led to recent important changes in how chronologies are prepared and a new, improved template had been welcomed by staff. A three-year improvement plan was in place alongside support to practitioners within supervision to help staff consider how best to review and summarise evidence to inform assessment. Partners were therefore well placed to make further progress in improving the consistency of practice.

The quality of assessments

Where risk assessments had been completed, they were of a high standard with over a third were very good or excellent. However, for some children and young

people the recording of risk was not given a prominent enough profile within written assessments.

All children and young people within our review of vulnerable children's case records had a comprehensive, structured assessment of their needs. Staff had access to clear protocols and guidance to help them reach informed judgements and take appropriate action to ensure the safety and wellbeing of children and young people.

The GIRFEC National Practice Model and use of wellbeing indicators was embedded in practice and consistently used by staff. Most respondents to our staff survey felt well equipped to carry out assessments as a result of the training and support received. Generally, staff were positive about the use of assessment tools such as the resilience framework and risk matrix. Specific training had helped staff consciously consider the signs and impact of neglect when assessing risks and needs. Exemplars of good practice in assessments had been developed and were helping staff to recognise and work towards best practice. In response to feedback from staff, a revised assessment framework had recently been introduced to streamline the range of assessment formats.

The advice and guidance available from the child protection duty team and out of hours service were important sources of support to staff, helping them reach nuanced judgements in complex or challenging situations. Comprehensive medical assessments by the community paediatrician were undertaken for children considered likely to need alternative permanent care or who had particular health needs. Specialist multi-disciplinary assessments for children at high risk as a result of parental substance misuse were undertaken by the Change is a Must team. Practitioners in adult services made effective use of the Getting Our Priorities Right toolkit to identify risk and need and formulate effective interventions. On a small number of occasions, adult mental health services could have made a greater contribution to integrated assessments.

Planning for individual children and young people

This section considers the quality of children's plans and the effectiveness of arrangements to review them.

Planning for individual children and young people was very good. A single child's or young person's plan format had been introduced across services. All vulnerable children and young people had an individual plan that addressed their wellbeing needs and most who needed one had a plan to manage risk. Plans were high quality with sufficient attention paid across the wellbeing indicators to inform effective case management and decision making. Most were outcome focused, reviewed effectively and could demonstrate a positive impact on the wellbeing of children and young people. The quality of plans would be further strengthened by becoming more specific with greater detail noted in terms of the expected timeliness of required actions. The implementation and reviewing of plans, particularly in respect of child protection plans was a major strength. A wide range of partners made effective contributions to individual children's planning arrangements. Children, young people and families were active partners within planning and

review processes. Permanency arrangements were robust with little evidence of delays, which have the potential to create uncertainty for children. Kinship care planning and review arrangements were particularly strong. There was clear support for family-based and continuing care as well as effective assistance to help care leavers live independently.

The quality of children and young people's individual plans

In almost all case records reviewed, the quality of plans to manage risks and meet needs were rated as good or better with a third evaluated as very good or excellent. A single child's or young person's plan format that was capable of meeting the range of legislative requirements had been introduced across Tayside and early evaluation and review processes were helpfully refining the format within the context of a staged intervention model. A strong consensus within our staff survey confirmed that most staff felt confident in preparing a child's plan as a result of the training and guidance received. In most instances plans were individualised, outcome focused and effectively addressed all aspects of the child or young person's wellbeing. The majority of plans were not sufficiently SMART (specific, measurable, achievable, realistic and time-bound) and would benefit from becoming more specific with greater detail in terms of the expected timeliness of required actions.

The quality and effectiveness of planning and reviewing

Arrangements for planning and reviewing children's needs were streamlined and effective irrespective of whether involvement with social work services was on a voluntary or statutory basis or as a result of child protection measures. Good attendance by appropriate partners within integrated team meetings and child's planning processes supported joint planning and decision-making. Almost all staff strongly agreed that Getting it Right for Every Child had improved planning to meet children's needs.

Senior staff independent of the child's circumstances chaired reviews, including those for children looked after at home. These arrangements offered sufficient objectivity and challenge to those with case management responsibilities. An independent chair supported by four improvement officers was responsible for chairing child protection conferences. As a result of the introduction of a time-limited child protection improvement officer post, performance had further improved, with all child protection case conferences taking place on time. Effective use of performance reporting and peer reviews helped challenge decisions to generate learning and support continuous improvement.

The quality of reviewing was a clear strength with virtually all plans reviewed at intervals appropriate to the circumstances of the child or young person. The quality of plans within our review of vulnerable children's case records were evaluated as adequate or better in 94% of cases with almost a third rated as very good. Similarly, 94% of plans evidenced strong collaborative working to meet identified needs. Significant efforts had been made to meaningfully involve children, young people and parents using a strengths-based approach within child protection that concentrated on the inherent strengths of individuals, families, groups and organisations, and deploying personal strengths to aid recovery and improvement. Virtually all eligible children and young people had been involved in their own assessment and planning

meetings, or had their views represented. There were examples of staff successfully supporting very young children to express their wishes. In all of the case records reviewed, the child's parents, carers and family had been involved in case discussions and decision-making meetings or had their views recorded and represented. Staff felt empowered to be creative and solution-focused.

A notable strength within planning forums was the inclusion of a finance officer with authority to make budgetary decisions. This level of partnership working reduced delays by enabling staff to agree personalised packages of care to best meet the needs of the child or young person.

Securing stable and nurturing environments

Effective planning was helping to secure stable and nurturing environments for almost all children, with over a third of cases reviewed evaluated as very good or excellent. There were no significant delays in assessment, implementing key actions or accessing services.

Robust oversight of permanence planning contributed to effective and efficient decision making. We found minimal delays for the majority of looked after and accommodated children requiring permanent care away from their birth families. Of the plans reviewed, most were being progressed well, giving children the best chance of long-term security. The future care arrangements of a few children and young people had yet to be legally secured. Stability for looked after children was good, with 84% of looked after and accommodated children and young people experiencing fewer than three placement moves in one period of care. High grades were achieved in inspections carried out by the Care Inspectorate in respect of care services for children. Woodlea Cottage consistently received grades of excellent in recognition of the quality supports offered to children and young people with a disability and their families. (See good practice example, Appendix 1.)

Support to kinship and foster carers enabled them to provide stable homes for vulnerable children. The multi-partner approach to kinship care was a notable strength. (See good practice example, Appendix 1.) A strong emphasis on the holistic assessment of both the child's and carer's needs supported a robust matching process, which had contributed to reduced placement breakdown. Over the last five years, the numbers of children and young people in kinship care had increased by 50% as a result of a deliberate approach to increasing the use of family-based care. A seconded corporate social media co-ordinator was successfully driving efforts to increase the number of foster carers and supported lodging providers.

A clear commitment to continuing care was enabling increasing numbers of young people to remain in their care placements beyond the age of 16. In the event that wellbeing assessments indicated that it was not in their best interest to do so, dedicated staff were available to support young people in securing accommodation that best met their long-term needs.

Care experienced young people had been instrumental in producing a leaflet that helped advise young people of their options. There was evidence of well-planned, early transitions in advance of leaving school that supported young people moving

from children's to adult services, including throughcare and aftercare. Increasing use of self-directed support helped to create imaginative care packages promoting choice and self-determination for children and young people with additional support needs.

Planning and improving services

This section considers the rigour of integrated children's services planning and strategic planning, and the extent to which it can be demonstrated to support improvement in the wellbeing of children and young people. It includes a focus on how well partners identify and manage risks to vulnerable groups of children and young people.

Joint planning to improve services was excellent. Planning was informed by a comprehensive joint strategic needs assessment involving interrogation of a wealth of data and survey results. There was a clear relationship between the single outcome agreement and children's services planning supported by a helpful set of strategies including the child protection committee improvement plan and locality plans. The level and quality of support and challenge provided by chief officers was a major strength. The final progress report on the previous children's services plan demonstrated the improvement achieved in key processes and services. Community planning partnerships across Tayside were collaborating on the next children's services plan, maximising the potential to redesign shared services at scale; a first in Scotland. Partners were working towards jointly deploying resources and developing shared measurable outcomes. The work of the child protection committee was a model of its type characterised by reflective practice, continuous improvement and public performance reporting. Partners were well sighted on risk as a result of working collaboratively to scan the environment and jointly identifying new and emerging challenges. There were opportunities for police and health to further utilise the considerable amount of local and regional data available to them when considering potential risk.

Children's services planning

Since 2013, children's services planning was based soundly on a joint strategic needs assessment involving completion of wellbeing surveys by children, young people and parents in schools and local communities as part of the Evidence2Success approach. The findings had informed service development to achieve a better match between needs and services and the implementation of universal parenting programmes recognised for their effectiveness.

Governance and accountability arrangements were located within streamlined structures and related clearly to the single outcome agreement and local delivery plans.

The Integrated Children's Services Plan 2013 -2018 had been rigorously scrutinised by the children, young people and families partnership chaired by the chief executive of the council. The level and quality of challenge and support provided by chief officers was a major strength. Annual reporting and a final summary report provided

clear evidence of the progress made across priority themes. This plan was brought to an early closure as partners collaborated with their counterparts in Dundee City and Angus to produce the Tayside Plan for Children, Young People and Families 2017-2020.

In a climate of diminishing resources, the aim of this plan was to maximise the benefits of delivering services at scale while at the same time continuing to meet local needs within the context of the Local Outcomes Improvement Plan 2017 – 2027. Partners had successfully developed locality profiles using ACORN data to produce **Stories of Place**. Action partnerships were starting to build community capacity and gain experience of participatory budgeting based on local needs.

The Tayside collaborative was working towards a SMARTer, outcome-focused approach. This had potential to demonstrate linkages between priority areas of need, activities and measurable improvements in the wellbeing and life chances of vulnerable groups of children and young people. The collaborative was working to identify the totality of the resource available to them in terms of staffing, assets and budget as a basis for jointly commissioning and decommissioning services. The challenge ahead is to effect transformational change through realising the possibilities of combining and redesigning core services.

Child protection committee business planning

A well established and high performing chief officers group and child protection committee ably demonstrated continuous, sustained improvement in the fulfilment of their key functions in the protection of children and young people. (See good practice example, Appendix 1). Activities were supported by very effective subgroups with clear responsibilities, remits and work plans. The appointment of a child protection improvement officer was providing robust challenge and had made a notable impact in a short space of time.

Rigorous scrutiny by chief officers and elected members set and monitored the pace of change and improvement. A wide range of data, including a developing framework of quantitative and qualitative performance indicators, enabled them to provide challenge and support from an evidence base and a well-informed overview of public protection and associated strategic groups. This included the work of the community safety and drug and alcohol partnerships. Annual development days helped to consolidate and sustain progress and capture the views of staff from across the whole child protection community.

The child protection committee was influential in leading developments in the work of the Central and North East Consortium of Child Protection Committees and nationally as part of the child protection improvement programme.

As one of three local authority areas working in partnership with CELCIS, Perth and Kinross hosted a national conference on tackling childhood neglect and was taking the lead on preventative approaches in the critical stage of child development pre-birth and during the first year of life. Partners were raising the bar in terms of child protection standards for approved providers coming into contact with children and young people through residential sporting and recreational activities.

Eager to learn from others, the committee continually scanned the external environment to adopt learning from significant case reviews, inspection reports, research findings and good practice examples.

A well-planned calendar of continuous improvement activities included effective targeting of children's records and external moderation of multi-agency case file audits. This was helping partners become increasingly confident about strengths and areas for development in key processes and their impact on children's experiences of services and on their wellbeing. Uptake of a wide range of high-quality training opportunities was effectively guiding staff in the implementation of practice change and improvement. Elected members received training to ensure they were familiar with the complexities of child protection. As previously noted, further staff training was planned to reduce variability in multi-agency practice.

Public reporting on the work of the child protection committee was a notable strength, in particular annual publication of a standards and quality report and accompanying improvement plan. An agreed discipline of routinely uploading minutes of meetings of the chief officers group and child protection committee to the public website helped ensure these were completed on time and to a high standard.

Child sexual exploitation

Tackling child sexual exploitation (CSE) and abuse was a key priority for elected members and services. Strong strategic leadership and an ethos of 'zero tolerance' were evident in the approach across Perth and Kinross,. A multi-agency working group with broad representation worked effectively together to produce the CSE Work Plan 2015–17 which closely aligned to national plans. This was supported by a helpful directory of support services and major investment in staff training to help them recognise and respond to child sexual exploitation. Concerted efforts had been made to raise awareness and understanding about CSE amongst staff, children, young people and the community as a whole, including the business sector.

It was clear that partners had developed the tools and resources to react to CSE. When risks were identified, partners responded effectively, working creatively to protect children and young people from harm. Police investigations and prosecutions had moved away from being wholly reliant on victim testimony, with examples of CSE cases being pursued without the victim's engagement or statement. This was important when young people did not recognise themselves as victims of abuse and in avoiding the risk of further trauma as a result of attending Court and giving evidence against perpetrators.

Partners had also made effective use of the children's hearing system as a preventative measure to support young people who were over the age of 16 but deemed to be at risk of CSE in order to protect them from harmful situations. The focus was becoming more pro-active in terms of scoping the nature and extent of CSE and in identifying and targeting perpetrators.

Managing and mitigating risks

The children, young people and families partnership and the child protection committee, supported by robust corporate governance structures, worked collaboratively to scan the national and local environment, to jointly identify new and emerging risks.

The chief social work officer played an important role in drawing the attention of partners to risks concerning groups of vulnerable children and young people. The routine interrogation of a wealth of data from other strategic groups including community safety, public protection and the alcohol and drug partnership enabled partners to recognise strengths and identify future challenges.

Following a joint workshop on risk, the areas identified had been translated into a comprehensive, focused action plan that was routinely reviewed to gauge progress in mitigating identified risks. This was undoubtedly a strength and there were opportunities for police and health to further utilise the considerable amount of local and regional data available to them when considering potential risk. Social media platforms were being used effectively to appropriately raise public awareness of potential risk. Clear protocols and policies were in place to address risks including human trafficking and missing children.

Participation of children, young people, families and other stakeholders

This section examines the extent to which children, young people, families and other stakeholders are involved in policy, planning and service development.

The extent of participation of children, young people, families and other stakeholders was very good. There was clear commitment to meaningful community engagement and building community capacity and confidence. Partners were strongly committed to ensuring that policies, planning arrangements and service developments fully reflect the views of children and young people. Pupil councils and a culture of participation were well embedded across schools. Child-centred communication was evident with good use of 'child to child' methods. Young people were actively consulted about important issues and their views informed key changes in communication content and method. A recent participation and engagement strategy and newly formed youth forum promised to offer a more systematic approach to participation. The Rights Respecting Schools and Out of Site Show Racism the Red Card initiatives helped increasing numbers of children and young people understand their rights and to consider the rights of others, particularly children and young people from Gypsy Traveller communities. The children and youth rights officer and Who Cares? Scotland worker played important roles in promoting children's rights but had limited capacity to provide advocacy to individual children and young people.

There was a clear commitment to meaningful engagement and building community capacity and confidence. Within our staff survey there was strong consensus that the views of children, young people, families and staff were taken into account when planning and developing services. Local community members were also actively

engaged in identifying priorities within locality action plans. For example, parents in Letham had identified services and activities to be delivered within a new community health and wellbeing hub made available through the transfer of community assets.

Participatory budgeting pilots facilitated the allocation of £103,000 to community-led projects, resulting in the effective targeting of resources to meet emerging local needs. Third sector partners were delivering an extensive range of important services. Commissioning arrangements and transparency of decision making had been strengthened following a commissioning review.

In addition to the extensive Evidence2success consultations, which had shaped integrated children's service planning, children, young people, parents, carers and communities contributed to a wide range of consultations that had been used to inform improvement in services. The parenting strategy was developed following a range of consultation and engagement events with almost 700 parents and carers, including parents and carers of children with additional support needs, parents with substance misuse issues, parents of teenagers, the Gypsy Traveller community, kinship carers and parents of very young children.

Partners were strongly committed to ensuring that policies, planning arrangements and service developments fully reflected the views of children and young people. The annual child protection committee's Keeping Yourself Safe survey gathered the views of children and young people about how well they felt supported, could access help when they needed it and recognised risk. This information was well used by schools to make necessary changes identified within the survey. Care experienced young people were key contributors to the consultation commissioned from CELCIS, which was informing the plan for transforming residential care.

Building upon the work of the previous children and young people's consultation and engagement group, a useful participation and engagement strategy had been prepared to support delivery of the Tayside Children's Services Plan 2017-20. This promised to offer a more systematic and coherent approach to participation, with opportunities to collate and prioritise consultation responses to better inform service planning and development and to demonstrate impact. At the time of our inspection, a new youth forum was about to be launched that had potential to reach a wide cross section of children and young people and ensure their views informed service planning and delivery. There was not yet a timetable of activities in place to co-ordinate engagement and co-production while avoiding repeated consultation with the same people.

Pupil councils and a culture of participation were well embedded across schools. Children and young people were influencing change by contributing to their school improvement plans, bullying policies and informing the school self-evaluation. Child-centred communication was apparent in the examples of children and young people making films as a way of communicating important messages to their peers. This included schools using a 'child to child' approach to tell future pupils about what to expect at their school. The Innovation Lab summit in 2015 involved over 200 young people in exploring the issues that affected them and generating solutions. Key messages from this important event had a lasting impact and were used to inform service delivery and design, including the design of the @scottstreet service.

Care experienced young people had an increasingly stronger voice due to partners' purposeful commitment to corporate parenting. The well-established FYI group of committed and enthusiastic young people had also worked with Police Scotland in informing the local police plan and redesigning the police interview suite.

Working in partnership with the Scottish Children's Reporter Association, young people influenced the development of the new children's hearing centre. Young people had designed a set of well-received posters for the child protection committee, covering the key themes of domestic abuse, neglect, online safety and child abuse.

The CSE young people's advisory group provided a young person's perspective and advice to the CSE working group, making worthwhile suggestions about improving current leaflets and the importance of raising awareness through use of social media to better engage young people. Young people in this group had designed an innovative survey to help determine young people's understanding of CSE and to inform further work. The rape and sexual abuse centre had consistently involved young people in service design as well as the content and co-delivery of peer mentoring initiatives.

A commitment to promoting children's rights in accordance with Article 12 of the UN Convention was clear across a range of documents, plans and services. The child protection committee had undertaken innovative work on supporting children (some as young as five) to understand their rights. Within primary schools, the Out of Site/Show Racism the Red Card initiative engaged increasing numbers of primary aged children in anti-racism educational opportunities that challenged prejudice, particularly against the Gypsy Traveller community. Sessions had been co-produced and delivered by two young people from the Traveller community who shared their experiences to enhance the understanding of other children and young people. Independent review found that the ongoing initiative had resulted in positive attitude change towards respecting diversity and the rights of others.

LGBT Youth Scotland offered important support to young people in school, within the GLOW youth group and through private social media platforms, which helped young people connect with others to better understand their rights. Group members were increasingly becoming involved in wider community awareness raising activities, which included planning for a future gay pride event. Stonewall Scotland also promoted the rights of LGBTI young people within schools through their work with diversity champions.

The children's rights ethos promoted by the UNICEF Rights Respecting Schools programme was embedded across a total of 37 schools and one nursery, with five schools successfully gaining gold status. A children and youth rights officer based within services for young people supported the initiative and provided training for staff. The post holder also had a key role in promoting children's rights and acting as an advocate for young people as well as offering support to the corporate parenting champion's board. Capacity for the provision of independent advocacy for individual children and young people was limited.

6. How good is the leadership and direction of services for children and young people?

This section is about the extent to which collaborative leadership is improving outcomes for children, young people and families. It comments on the effectiveness of the shared vision, values and aims, leadership and direction and leadership of people. It also examines how well leaders are driving forward improvement and change.

Leadership of improvement and change was excellent. A compelling vision alongside an embedded culture of highly aspirational partnership working contributed to a relentless determination to deliver quality services and improved outcomes for children, young people, families and communities. The Evidence2Success approach was enabling partners to make intelligent use of internationally recognised data to inform the implementation of universal parenting programmes recognised for their effectiveness. Highly ambitious partners and staff shared a commitment to integrated, partnership working. This had contributed to the joint production of the Tayside Children's Services Plan 2017-20; a first in Scotland. Leaders were committed to promoting equality, valuing diversity and supporting inclusion as demonstrated by the creation of the Fairness Commission. Partners were determined to improve outcomes for children and young people living in the most deprived communities. A strong, sustained culture of continuous improvement was a core attribute. Dynamic leadership was empowering a confident and ambitious workforce who were encouraged and supported to give of their very best.

The vision, commitment and passion to achieve “A confident and ambitious Perth and Kinross, to which everyone can contribute and in which all can share” was clearly articulated across a range of coherent and interconnected strategic plans. Staff understood and supported the direction of travel. Strong, consistent and transparent use of web-based platforms and social media contributed to a high volume of quantitative and qualitative data and information being distributed in the public domain. This enabled partners to share and sustain their values and vision as well as report on progress in achieving key priorities to staff, stakeholders, service users and the community within Perth and Kinross and beyond.

Comprehensive consultation, mapping and assessment of need across a diverse geographical area had enabled partners to collectively identify shared priorities. Work was being implemented and reviewed at pace within a robust strategic governance and scrutiny framework.

Leaders and staff across services presented as highly aspirational and were working diligently to improve outcomes for children, young people, families and communities through the delivery of high-quality and effective services. The local authority had invested in the Building Ambition 2015-20 programme to transform services in order to meet increasing demand, improve efficiency and deliver agreed outcomes. Activities included reviewing and remodelling residential care services for children and young people. This included the expansion of family-based care to avoid young people becoming accommodated in residential settings, as well as fulfilling future

service demand in respect of continuing care responsibilities based on a proven model. Intensive and flexible family support services were being re-commissioned to promote earlier intervention with children of primary school age. A review of strategic commissioning had strengthened the interface with the third sector and partners were in the process of identifying joint commissioning opportunities to support implementation of the Tayside Plan for Children, Young People and Families 2017 – 2020.

A commitment to tackling inequalities was to the fore within strategic and business management and performance plans with leaders clearly challenging themselves to take every opportunity to prioritise the needs of the most vulnerable children and young people, including children and young people who were looked after. All partners were committed to progressing the recommendations from the Fairness Commission outlined within the **Fairer Futures** report. An equalities officer had been appointed to drive interventions most likely to have a powerful impact on child poverty. A review of inclusion services was underway to further improve equity in education for children and young people with additional support needs. Securing the future of the school estate involved moving away from traditional forms of service delivery to ensure efficient use of available resources. Plans benefitted from broad political support from elected members.

The Value Your NHS Transformation Programme 2016-2021 incorporated significant service redesign in health visiting and school nursing with school nurses working in collaboration with CAMHS to improve the mental health of children and young people. Within the **Emotional Wellbeing Collaborative** (EWC) partners used data well to improve outcomes for secondary school pupils. Self-evaluation found that progress was being made in raising awareness and improving understanding of emotional wellbeing amongst staff and pupils. Police Scotland had recently returned to a community-based model with a view to officers being better able to maintain links to schools and communities alongside increased police engagement in child protection. Partners were working with CELCIS to address neglect and enhance wellbeing by improving levels of support pre-birth and in the crucial first year of life.

Getting it Right for Every Child was central to planning for children and young people and was firmly embedded within practice. The approach was strongly supported by staff and reached all areas of partnership working. Our survey results confirmed that staff felt valued, morale was good and staff viewed change as well managed. There was a positive culture of interagency working supported by training events and locality meetings.

Effective mechanisms were in place to support collaboration between health and social care services and the range of services provided by NHS Tayside for children, young people and families. There had been recent staff changes in the Scottish Children's Reporter Association but working relationships and means of communication were being quickly re-established.

We were confident that leaders were holding one another to account and challenging each other and themselves about what they could do better or differently in order to improve outcomes for children, young people and families. Approaches such as **Learn, Innovate, Grow** supported an authorising culture and environment whereby

staff were empowered to be innovative and creative, to make decisions and take action.

Staff welcomed a high degree of autonomy that improved decision making and reduced delay for people in accessing services. Leaders viewed staff as their most important resource and leadership training, up-skilling and shadowing opportunities were widely available to ensure staff were supported to give of their best.

Leaders were visible and known to staff and young people. The education and children's services senior management team rotated the venue for their meetings and routinely included an engagement activity with staff, services and community groups. The local authority senior management team also maintained a visible corporate presence online, using social media to good effect in order to share best practice, promote events and support recruitment of foster carers and supported accommodation providers.

A desire for the lived experience of young people to better inform service design and delivery was central to the approach to corporate parenting. The impressive and highly influential FYI group not only supported other young people, but also contributed to staff training and raised wider awareness of the needs of this often misunderstood group of young people. The corporate parenting strategy for 2017-2020 was supported by three years of funding from the **Life Changes Trust Fund**. This enabled partners to employ a care experienced young person and to second an experienced youth worker to support the champions' board and drive forward implementation of the plan. Partners had identified five priorities shaped around the wellbeing indicators, which offered potential to measure performance and demonstrate tangible improvements in the wellbeing and life chances of care experienced young people. The plan built upon the success of the existing corporate parenting advocate scheme, which was valued by young people for the personalised help offered.

There was an outstanding commitment to using evidence-based data to support and drive improvement by leaders and staff across services. Partners were relentlessly striving for excellence through reflection, collaborative learning and partnership working. A consistent and sustained culture of self-evaluation and continuous improvement was characterised by a shared commitment to achieving long-term transformational change while maintaining expectations of sustained performance towards meeting agreed priorities.

7. Conclusion, areas of particular strengths and areas for improvement

We were confident that the life chances and wellbeing of children, young people and families in Perth and Kinross are improving as a result of strong leaders working collaboratively to deliver high quality and effective services. Investment in early intervention and prevention was having a positive impact, particularly in early years. Tackling inequalities was a clear priority for partners. A wide range of high-quality, flexible supports was helping to strengthen family wellbeing and improving parental resilience, confidence and capacity to provide nurturing and stable care. This included specialist, often intensive services for parents whose ability to care for their children had been affected by substance misuse, mental ill health and domestic abuse. The principles of Getting it Right for Every Child were well understood and firmly embedded in practice, impacting positively on all areas of partnership working.

Where children and young people were in need of protection, their safety and wellbeing was assured through the timely and proportionate action taken by alert and attentive staff. A well established and high performing chief officers' group and child protection committee ably demonstrated continuous, sustained improvement in the fulfilment of their key functions in the protection of children and young people.

Planning to meet the needs of individual children and young people was particularly strong. Children and young people who are looked after were thriving as a result of the consistent care provided by well supported carers and were in quality residential provision. The efforts of innovative and creative staff were having a positive impact on the wellbeing of children and young people across all eight wellbeing indicators. Care experienced young people viewed corporate parents as committed, engaged and enabling. An embedded and sustained culture of self-evaluation and continuous improvement was a core attribute.

Particular strengths

In the course of our inspection, we identified a number of particular strengths that were making a positive difference for children and young people in the Perth and Kinross community planning partnership area.

- Established and high-performing chief officers group and child protection committee ably fulfilling their responsibilities and demonstrating dynamic leadership that empowers a confident and ambitious workforce.
- Sophisticated and intelligent use of data to inform and support decision making, service planning and delivery and management of performance.
- Services that effectively support parents and carers to become increasingly resilient, confident and able to provide nurturing and secure care.
- An extensive range of services enabling children, young people and families to access the right support, from the right service at the right time.

- An embedded culture of collaborative working that is supporting the partnership to deliver improved outcomes for children and young people.
- Consistent and sustained commitment to self-evaluation and continuous improvement.

Areas for improvement

We are very confident that partners in Perth and Kinross will make best use of any insights gained in the course of this inspection and will make the necessary improvements in light of the inspection findings. In doing so, the community planning partnership should now do the following.

- Improve the quality and use of chronologies and ensure that identified risks to individual children and young people are clearly articulated within written assessments.
- Review capacity for the provision of independent advocacy to assure themselves that children and young people have access to support when they need it.

8. What happens next?

The Care Inspectorate will request that a joint action plan is provided that clearly details how the Perth and Kinross community planning partnership will make improvements in the key areas identified by inspectors. The Care Inspectorate and other bodies taking part in this inspection will continue to offer support for improvement through their linking arrangements. They will also monitor progress in taking forward the partnership's joint action plan.

Appendix 1: Good practice examples

In each inspection, we ask partners to nominate examples of good practice that can be shown to have a positive impact on the lives of children, young people and families. During the inspection, we assess these examples to identify those we consider would be useful to community planning partnerships across Scotland. We commend the following examples.

Woodlea – a sustainable and inclusive approach to supporting children and young people with a disability and their families.

A confident and experienced team of staff are located in a purpose-built centre at Woodlea in Perth city. They have high expectations that providing the right support at the right time enables families of children and young people with a disability to learn and grow together. Previously, when parents struggled to cope caring for a child with a disability the main response was to offer residential respite. Staff found that while children and young people developed successful techniques during periods of respite these were not replicated upon returning home as parents had not been included. Staff concluded that they could achieve better outcomes by doing things differently.

All referrals are now allocated to an outreach worker in the first instance, who gets to know the child and their parents through visits and observations in the family home. A flexible approach enables them to carry out a range of interventions to explore what works for an individual child. Parents of children with an autistic spectrum condition valued how the outreach workers understood the daily challenges they faced, equipped them with new skills and restored their confidence. The centre provides short-term residential support to stabilise home and school situations when necessary and offers flexible residential respite for a few young people with the most severe disabilities.

Since the service was redesigned in 2012, referrals have trebled as staff have the capacity to support a much wider range of children and young people. Statutory requests by carers to assess their capacity have remained low. Parents can contact the centre and seek advice, guidance and support from staff, rather than waiting until crisis point only for help to be unavailable. By liaising with health visitors, staff engage families earlier without waiting for a child to have a diagnosed condition. Families are becoming more confident that appropriate and personalised support will be there for them when they need it, right through to transitions into adult services. During the day, including at weekends, primary school children with a disability make use of the sensory room and garden while disabled young people develop life skills, providing evidence to gain SQA Awards. Transition planning begins at 14 years of age in partnership with parents, to achieve positive destinations for school leavers. A finance officer responsible for the overall budget works as a member of the team. This approach is successfully reducing expenditure on residential placements outside the authority area and improving outcomes for disabled children and young people by maintaining relationships with their families and a better quality of life within their local communities. Self-directed support is increasingly being used to create imaginative care packages promoting choice and self-determination.

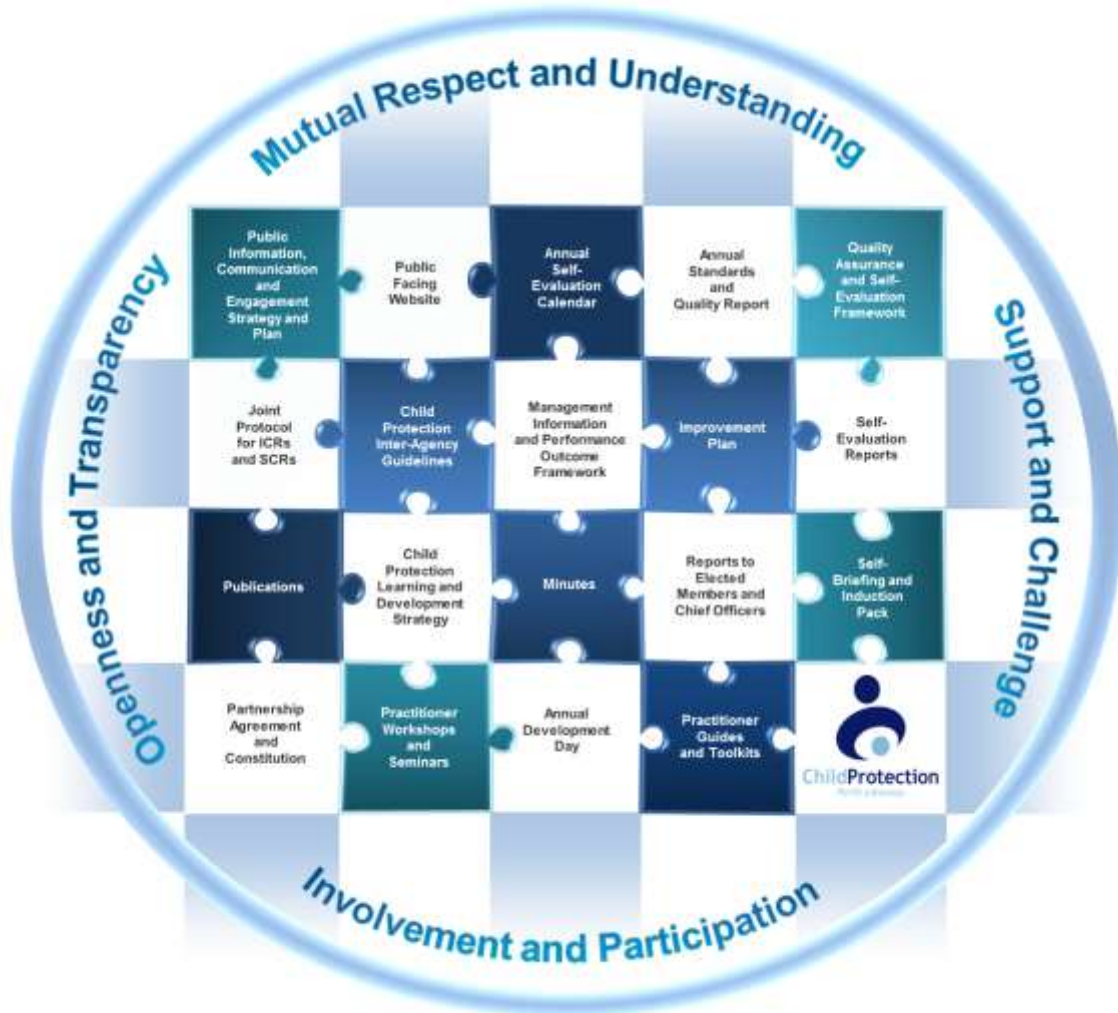
The functioning of the child protection committee – a model of its type

The child protection committee is a mature and very effective multi-agency partnership. Members collectively demonstrate a strong commitment to building an active child protection community and securing a culture where the care and protection of children and young people is at the heart of everyone's job.

Characteristics of the child protection committee that are delivering high levels of sustained performance include the following.

- As members of the children, young people and families partnership, elected members and chief officers take their responsibilities extremely seriously and are publicly committed to a zero tolerance of child abuse and exploitation. This is evidenced by the robust challenge and support they provide.
- Quarterly updates on a comprehensive improvement plan are produced, accompanied by performance data and annual progress reports presented for approval to the full committee of the council.
- There is strong support of staff, who are provided with well maintained procedures, for example on information sharing, confidentiality and consent. Needs-led training and development opportunities are of a consistently high standard including a range of practical tools and materials.
- Public performance reporting with minutes of meetings and progress reports is made available on a well designed and easily accessible child protection committee website.
- Change and improvement that is based on learning from national guidelines, significant case reviews, inspections reports, research findings and good practice examples from elsewhere is implemented. It is effectively supported by subgroups working to clear remits and timescales.
- The committee is fully reflective of the children's services in Perth and Kinross across the public, private and third sector, with wide participation in annual development days, events and problem-solving workshops.
- There is involvement of children, young people, families and citizens, including the pro-active use of social media platforms, school surveys, co-production of publicity and information materials, and the recent development of a young people's child sexual exploitation advisory group.
- The committee leads annual joint self-evaluation programmes using quality indicator frameworks to support continuous improvement, including well moderated and focused multi-agency case file reviews of practice.
- The committee is outward looking and influential in the development of joint working among the child protection committees in Tayside, in leading the Central and North Scotland Child Protection Committee Consortium, and national policy development and practice learning.

The Perth and Kinross Child Protection Community 'What we do and how we do it'



The work of the kinship care team and kinship panel

Partners recognised the importance of kinship carers in providing secure, stable and nurturing homes for children and young people when they are no longer able to live with their birth parents. Kinship carers are recognised as providing a highly valued service as noted within the corporate parenting plan for 2017-2020. The percentage of children looked after in kinship care more than doubled between 2008 and 2015 as a result of a deliberate commitment to increasing family-based care. The number of approved kinship carers increased by 165% between 2010 and 2017. Partners have embraced their duty to provide help and support to kinship families in their care of children. Kinship care is the preferred option when children cannot remain with

their birth parents however, it is only pursued when it is proved to be in the child's best interests and promotes their safety, welfare and wellbeing.

Continuous improvement activities had helped partners recognise variability in the level and type of support provided. In order to be satisfied of a carer's suitability and to achieve parity between kinship and foster carers, partners improved the rigour of processes for assessment and approval of kinship carers. They also enhanced levels of financial, practical, emotional and developmental support in recognition of the complex work they carry out. This has been achieved in the following ways.

- **Dedicated staff specialising in working with kinship families.** The established kinship care team is part of the family-based care service. They undertake assessments, training and provide ongoing support to kinship carers. Legally compliant practice is supported by clear operational guidance.
- **Social workers independent of the looked after child** carry out assessments of the suitability of the kinship carer using a rigorous, child-centred approach. Where risks are identified, sensitive and individualised support is offered to prevent these from continuing. Training and support is offered to help mitigate these risks and identify solutions to help carers overcome them.
- **Each approved kinship carer has a kinship carer link worker** who provides and coordinates support for the carer that is over and above the support for the child by the lead professional social worker. This includes provision of regular emotional and practical support; ongoing training and opportunities to link to a wide range of local and national supports.
- **There are strong links and working relationships** with a wide range of partners. Staff link closely with statutory and third sector partners.
- **An established multi-agency and independent kinship care panel** works to clear terms of reference and mirrors the permanency panel. It considers and makes recommendations to the agency decision maker in relation to the approval of kinship carers for looked after children. This ensures the child's best interests are advanced. An independent chair brings expertise and objectivity to the role.

Multi-agency representation includes: a community paediatrician; legal services; an education representative; a social work team leader; and an independent foster carer. Parents, prospective kinship carers, children, young people and relevant supporting staff members are also encouraged to attend, either separately or together.

- **Quality assurance and continuous improvement** is facilitated by regular management meetings and overview of assessments and decision making. Regular reviews confirm the ongoing suitability and support for the kinship carers.

- **Support for kinship families** embraces need for practical, emotional and financial support in the spirit of the Moving Forward in Foster and Kinship Care report. For example: allowances are equal to those paid to foster carers; a generous contribution is paid towards the legal costs of securing a kinship care order; and support is available from the welfare rights team to maximise income and raise all kinship care families out of poverty. Support is available from foster carers to avoid placement breakdown. Partnership with Kith 'n' Kin, (a project funded jointly by Lloyds TSB, Tayside Council on Alcohol and Perth and Kinross council) provides specialist support to kinship families affected by parental substance and alcohol misuse. A supportive kinship group is in place alongside specialist housing support.

Supporting kinship carers to provide the best possible care for children has resulted in improvements in the wellbeing of children and young people. This is evident through improved attendance at health appointments, improved school attendance and attainment, stability of who the care giver is and overall financial security. An increasing number of young people are electing to remain within their kinship care placement beyond the age of 16.

Appendix 2: Evaluated Indicators of quality

Quality indicators help services and inspectors to judge what is good and what needs to be improved. In this inspection, we used a draft framework of quality indicators that was published by the Care Inspectorate in October 2012: How well are we improving the lives of children, young people and families? A guide to evaluating services for children and young people using quality indicators. This document is available on the Care Inspectorate website.

Here are the evaluations for nine of the quality indicators.

How well are the lives of children and young people improving?	
Improvements in the wellbeing of children and young people	Very Good
Impact on children and young people	Very Good
Impact on families	Very Good
How well are partners working together to improve the lives of children, young people and families?	
Providing help and support at an early stage	Very Good
Assessing and responding to risks and needs	Good
Planning for individual children and young people	Very Good
Planning and improving services	Excellent
Participation of children, young people, families and other stakeholders	Very Good
How good is the leadership and direction of services for children and young people?	
Leadership of improvement and change	Excellent

This report uses the following word scale to make clear the judgements made by inspectors.

Excellent	outstanding, sector leading
Very good	major strengths
Good	important strengths with some areas for improvement
Adequate	strengths just outweigh weaknesses
Weak	important weaknesses
Unsatisfactory	major weaknesses

Appendix 3: The terms we use in this report

Accept and Respect is a targeted approach aimed at promoting the health and wellbeing of girls and young women.

ACORN is a system for classifying postcodes (average of 15 households) into categories that are statistically similar rather than measures of relative deprivation. System used in Perth and Kinross to complement and further refine SIMD data

CEDAR: the Children Experiencing Domestic Abuse Recovery model, is adapted from an innovative Canadian model for children who have experienced domestic abuse, in order to provide the necessary support to aid recovery.

The **child protection committee** brings together all the organisations involved in protecting children in the area. Its purpose is to make sure local services work together to protect children from abuse and keep them safe.

Childsmile is a national programme to improve the oral health of children in Scotland and reduce inequalities in dental health and access to dental services.

Cool2Talk is a web based early intervention service for young people. The **121 online chat** service gives young people the opportunity to chat online with a counsellor for up to 50 minutes. The 121 service works on a **waiting room, first come first served** basis. Offers help with a wide range of issues.

Compass Membership aims to improve Live Active Leisure services for priority target groups who are socio-economically disadvantaged as determined by local, regional and national priorities for health and social inclusion.

Developing the Young Workforce (DYW): is a seven-year programme that aims to better prepare children and young people for the world of work.

The **Emotional Wellbeing Collaborative (EWC)** brings together services and local people who are working collectively to improve the emotional wellbeing of 11-15 year olds in Perth and Kinross.

Evidence2Success is a joint project between the community planning partnership and the Dartington Social Research Unit.

The **Fairness Commission** is an independent commission formed in recognition of the need to address the consequences of poverty and inequality. It engaged with local groups and communities to better understand their experiences. The resulting **Fairer Futures report** published nine recommendations in May 2017, which were being taken forward by a newly appointed equalities lead.

Getting it Right for Every Child is the Scottish Government's approach to making sure that all children and young people get the help they need when they need it. There are eight wellbeing indicators, which are: safe; healthy; achieving; nurtured; active; respected; responsible; and included. These provide an agreed way of measuring what a child needs to reach their potential.

www.gov.scot/Topics/People/Young-People/gettingitright

Help@Hand is an annual event with a focus on post-school opportunities for young people with additional support needs.

The **Incredible Years programme** is an evidenced parenting programme for parents of children aged 3 – 12 years.

The **integrated children and young people's services plan** is for services that work with children and young people. It sets out the priorities for achieving the vision for all children and young people and what services need to do together to achieve them.

MOMO stands for mind of my own, an app that enables young people to structure their thoughts and express their views through a smart phone or internet enabled device as and when they choose. Feedback can be retained electronically by services.

Opportunities for All is an explicit commitment from Scottish Government to offer a place in learning or training to all 16-19 year olds not in education, employment or training.

Parent to Parent supports families caring for a child with additional needs. It is open to all families of children who have a diagnosis or are awaiting or undergoing assessment.

PEEP is learning together programmes for parents with a child between birth and age five.

Perth and Kinross Code of Practice: Information Sharing, Confidentiality and Consent is a web-based toolkit: <http://www.pkc.gov.uk/article/17692/Information-Sharing-Confidentiality-and-Consent-Toolkit>

The **Perth and Kinross community planning partnership** is formed from representatives from key agencies and organisations from the public, community, voluntary and private sector. The partnership works together to plan and deliver services in Perth and Kinross.

PKAVS is the leading charity advancing the lives of thousands of disadvantaged people.

The **Positive Futures Project** is funded by the European Social Fund to deliver enhanced, holistic support and advice to families living in areas with the highest levels of child poverty.

Navigate is a joint off-site service, provided by Perth & Kinross council's education and children and families services that is based firmly on restorative approaches and the development of positive relationships.

SIMD stands for the Scottish Index of Multiple Deprivation, which identifies small area concentrations of multiple deprivation across all of Scotland in a consistent way. This allows effective targeting of policies and funding to tackle or take account of deprivation.

A **single outcome agreement** is an agreement between the Scottish Government and community planning partnerships that sets out how they will work towards improving outcomes for Scotland's people in a way that reflects local circumstances and priorities.

SMART stands for specific, measurable, achievable, realistic and time-bound.

SPACE stands for Supporting Parents and Children Early, which is a group for families with a young child who would benefit from some additional support.

The **Solihull Approach** focuses on the parent-child relationship. It is used by a range of professionals to support parents in building positive and responsive relationships with their children.

Stonewall Scotland is an important partner in assisting a number of schools to consider how to best promote and protect the rights of LGBTI young people.

Stop to Listen is a national partnership project led by Children 1st. It aims to drive improvement in how the child protection system responds when instances of child sexual abuse or exploitation come to light.

Stories of Place is a tool that helps partners learn more about the needs of communities, helping them to design and deliver services to improve outcomes.
<http://pk-storyboard.org.uk/>

Strengthening Families is a programme for parents of 10-14 year olds.

Strong Start 2: a number of local authority nurseries offer Early Learning and Childcare places to children who are two years of age. These Strong Start places are offered to eligible children in line with Scottish Government criteria.

A **virtual comparator** takes characteristics of pupils in a school and matches them to similar pupils from across Scotland. This creates a virtual school and allows meaningful comparisons to be made between expected and actual performance.



Talk Listen Communicate is an approach used by speech and language therapists to help children develop skills.

UK Supreme Court Judgement: In July 2016, the Supreme Court delayed implementation of the Children and Young People (S) Act 2014. The Scottish government is now required to provide greater clarity on how those in a named person role share information.

UN Rights Respecting Schools is an award initiative that recognised success in putting the United Nations Convention on the Rights of the Child at the heart of a school.

Woodlea Cottage provides personalised family support programmes, tailored to the needs of families who are finding it difficult to manage due to the complex needs of their child's disability.

Appendix 4: The quality indicator framework

What key outcomes have we achieved?	How well do we meet the needs of our stakeholders?	How good is our delivery of services for children, young people and families?	How good is our operational management?	How good is our leadership?
1. Key performance outcomes	2. Impact on children, young people and families	5. Delivery of key processes	6. Policy, service development and planning	9. Leadership and direction
1.1 Improvements in the wellbeing of children and young people	2.1 Impact on children and young people 2.2 Impact on families	5.1 Providing help and support at an early stage 5.2 Assessing and responding to risks and needs 5.3 Planning for individual children and young people 5.4 Involving individual children, young people and families	6.1 Policies, procedures and legal measures 6.2 Planning and improving services 6.3 Participation of children, young people, families and other stakeholders 6.4 Performance management and quality assurance	9.1 Vision, values and aims 9.2 Leadership of strategy and direction 9.3 Leadership of people 9.4 Leadership of improvement and change
	3. Impact on Staff		7. Management and support of staff	
	3.1 Impact on staff		7.1 Recruitment, deployment and joint working 7.2 Staff training, development and support	
	4. Impact on Communities		8. Partnership and resources	
	4.1 Impact on communities		8.1 Management of resources 8.2 Commissioning arrangements 8.3 Securing improvement through self evaluation	
<div>  10. What is our capacity for improvement?  </div> <p>Global judgement based on an evaluation of the framework of quality indicators</p>				

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یہ اشاعت درخواست کرنے پر دیگر شکلوں اور دیگر زبانوں میں فراہم کی جاسکتی ہے۔

ਬੇਨਤੀ 'ਤੇ ਇਹ ਪ੍ਰਕਾਸ਼ਨ ਹੋਰ ਰੂਪਾਂ ਅਤੇ ਹੋਰਨਾਂ ਭਾਸ਼ਾਵਾਂ ਵਿਚ ਉਪਲਬਧ ਹੈ।

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