

Services for Children and Young People in Aberdeen City, Report of a Joint Inspection, March 2015
Action Plan, January 2016 'On track' update

(January 2016 Updates included: CPC; HAOG; Achieving Group; Resp Group; R & I Group; ECS (Schools); ECS (Social Work); & NHSG)

✓	Action complete		Action not on track
	Action on track		No update for January 2016
	Action mostly on track		No update provided

Blue Font : adjusted timescales or additional actions/measures
 Red Font : timescales in need of adjustment

Key issue	Objective	Actions	Measures / Success criteria	Responsibility	Timescale	On Track
Theme: How well are the lives of children and young people improving?						
QI 1.1 Improving the wellbeing of children & young people						
Addressing inequalities	Our objective is to tackle inequalities and close outcome and attainment gaps for children and young people.	We will achieve this by:				
		<ul style="list-style-type: none"> identifying realistic targets for the development of early learning and childcare for vulnerable groups, support to parents in regeneration areas and an increase in positive destinations for school leavers. 	<ul style="list-style-type: none"> Improvements in outcomes evidenced through "INSIGHT" (ie. online benchmarking tool designed to help bring about improvements for pupils in the senior phase (S4 to S6).). Improving trends in our outcome indicators year on year for tackling inequalities for vulnerable children and young people. 	CPC	By end March 2016	✓
				Healthy & Active Outcome Group	By end March 2016	
				Nurtured Outcome Group	By end March 2016	
				Achieving Outcome Group	By end March 2016	
				Responsible Outcome Group	By end March 2016	
				Resp & Included Outcome Group	By end March 2016	✓
				ICSB	By end March 2016	
<ul style="list-style-type: none"> analysing trend data and benchmarking it against that of our 	<ul style="list-style-type: none"> Demonstrable information about how our services are making a difference for 	CPC	By end March 2016	✓		




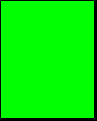
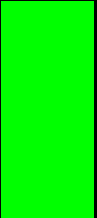


Key issue	Objective	Actions	Measures / Success criteria	Responsibility	Timescale	On Track
		comparators and national performance information.	vulnerable children and young people.	Healthy & Active Outcome Group	By end March 2016	On Track
				Nurtured Outcome Group	By end March 2016	At Risk
				Achieving Outcome Group	By end March 2016	At Risk
				Responsible Outcome Group	By end March 2016	On Track
				Resp & Included Outcome Group	By end March 2016	On Track
				IPG	By end March 2016	At Risk
				ICSB	By end March 2016	At Risk
Outcomes	Our objective is to identify strategic priorities across the ICS partnership in relation to our agreed outcome indicators.	We will achieve this by:				
		<ul style="list-style-type: none"> improving the measurement of performance against our agreed outcome indicators to identify negative trends and demonstrate improving trends. developing a strategic assessment and performance framework with dashboard presentation for IPG and ICS Board. 	<ul style="list-style-type: none"> Regular monitoring of progress on Outcome Group Action Plans to IPG and ICS Board and issues impacting on progress addressed. Performance reporting dashboard developed for IPG and ICS Board. 	IPG	By end September 2015	At Risk
				ICSB	By end September 2015	At Risk
		<ul style="list-style-type: none"> using performance and self evaluation data to identify areas of strength and areas for improvement across all our services. 	<ul style="list-style-type: none"> Progress and trends regularly measured, analysed and addressed against our agreed outcome indicators. 	IPG	By end March 2016	At Risk
				ICSB	By end March 2016	At Risk
QI 2.1 Impact on children & young people						

Key issue	Objective	Actions	Measures / Success criteria	Responsibility	Timescale	On Track
School performance / educational attainment	Our objective is to ensure that children and young people have the skills, confidence and self-esteem to progress successfully in their learning and development.	We will achieve this by:				
		<ul style="list-style-type: none"> raising the attainment of all children and particularly vulnerable children supported by Quality Improvement Officers (QIO's) who use data to support and challenge schools & Head Teachers to examine pupil performance, to agree interventions and to use data to identify aspirational targets. 	<ul style="list-style-type: none"> Actions outlined in the School Improvement framework delivered so that we are in line with our virtual comparator authorities. Improvements evidenced by school performance data, including PIPs, INCAS and INSIGHT, as well as attendance and exclusion data. Evaluations of Professional Learning teams, referencing QIs/PL service vision indicate 90% success in meeting targets. Feedback from Service Users (eg. adults, young people, children) demonstrate 75% positive feedback. RAP reviews indicate that schools are meeting their targets. Formal reports (eg. HMIE / VSE) indicate strengths in the implementation of local and national priorities. Standard and quality reports indicate very good or excellent progress with the implementation of local and national priorities. 10% improvement in attainment and outcomes for LAC. 	ECS (Schools) ¹	By end July 2016	
		<ul style="list-style-type: none"> reviewing exclusion policy and supporting colleagues to reduce exclusions by acting upon trends in data. 	<ul style="list-style-type: none"> Packages for pupils at risk of exclusion supported, implemented and reviewed. Integration of restorative practices supported within schools as an alternative to exclusions and reviewed. 	ECS (Schools)	By end December 2015	

¹ : Reported by Achieving Outcome Group.

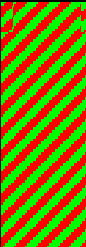

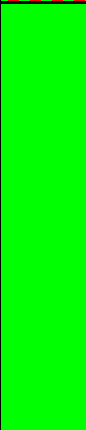
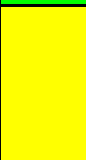
Key issue	Objective	Actions	Measures / Success criteria	Responsibility	Timescale	On Track
			<ul style="list-style-type: none"> • 10% reduction in exclusion. • 25% increase in the number of schools using restorative approaches. 			
		<ul style="list-style-type: none"> • appointing Virtual School Head Teacher. 	<ul style="list-style-type: none"> • Educational needs of looked after children away from home identified, supported and addressed. 	ECS (Schools)	By end December 2015	✓
			<ul style="list-style-type: none"> • 30% reduction in out of authority school placements over 4 years. 	ECS (Schools)	By end March 2016	
				ECS (Social Work)	By end March 2016	
Emotional & mental health needs	Our objective is to ensure that children and young people have the highest attainable standards of emotional and mental health.	We will achieve this by:				
		<ul style="list-style-type: none"> • supporting the improvement of multi-agency service delivery and initiatives to ensure that young people's mental health is optimised. For example, additional support identified and provided to children and young people at risk of exclusion from school / presenting risk taking behaviours. 	<ul style="list-style-type: none"> • Children and young people's mental health is optimised and needs met via CAMHS Mental Health Innovation Fund monies. • Existing arrangements for accessing dedicated support from the Generic Substance Misuse service for the assessment and treatment of young people reviewed by CAMHS. 	Healthy & Active Outcome Group	By end December 2015	
				CAMHS (NHSG)	By end December 2015	✓
		<ul style="list-style-type: none"> • reviewing our GIRFEC processes to ensure that more timely support is available. • developing pilot programmes in two ASGs to develop and embed multi-agency working within the GIRFEC principles. 	<ul style="list-style-type: none"> • Reduced timescales in accessing expertise through use of ASG partnership forums to access local teams. • 5% increase in numbers of children with ASN being educated in their local community. 	Healthy & Active Outcome Group	By end of September 2015	
				Achieving Outcome Group	By end of September 2015	
				GIRFEC Group	By end January 2016	
		<ul style="list-style-type: none"> • embedding attachment theory in all agencies practice. 	<ul style="list-style-type: none"> • Delivery of further attachment training across all agencies in the ICS partnership provided and its impact and effectiveness measured and assessed. 	Nurtured Outcome Group	By end December 2015	

Key issue	Objective	Actions	Measures / Success criteria	Responsibility	Timescale	On Track
		<ul style="list-style-type: none"> ensuring appropriate direct referrals to support services for children and young people. 	<ul style="list-style-type: none"> Reduction in numbers of exclusions and absence in identified groups. 	Achieving Outcome Group	By end October 2015	
Physical health	Our objective is to ensure that children and young people are physically healthy and have healthy growth and development.	We will achieve this by:				
		<ul style="list-style-type: none"> utilising local data to identify target areas as there are anomalies within national data due to the different scope of data collected. 	<ul style="list-style-type: none"> Reduction in anomalies in the interpretation and comparison of statistics due to the different scope of data collected. Local data used in partnership across agencies to identify the target areas; common trends; measures to improve them; and actions to support improvement within agreed timescale. Series of HAOG workshops to pinpoint gaps in services and opportunities re: inequalities in health; breastfeeding rates in areas of deprivation; teenage pregnancy rates; mental health of children and young people; levels of smoking in pregnancy, to support existing work and improve outcomes. Lead specific to subject identified and actions and timescales for reducing inequalities agreed by HAOG. 	Healthy & Active Outcome Group (HAOG)	By end December 2015	
				Nurtured Outcome Group	By end December 2015	
				NHSG	By end December 2015	✓
		<ul style="list-style-type: none"> using early indicators to enable support to be targeted to prevent deterioration of circumstances. 	<ul style="list-style-type: none"> Increase in breastfeeding rates in areas where the rates are significantly lower than in the more affluent areas of the city. Reduction in teenage pregnancy rates. 	Healthy & Active Outcome Group	By end March 2016	
				Nurtured Outcome Group	By end March 2016	
NHSG				✓		
<ul style="list-style-type: none"> refocusing play development work to deliver play opportunities in areas 	<ul style="list-style-type: none"> Increase in the proportion of children within a healthy weight range with 	Healthy & Active Outcome Group	By end March 2016			




Key issue	Objective	Actions	Measures / Success criteria	Responsibility	Timescale	On Track
		where childhood obesity is high.	particular focus on areas of deprivation. • Delivery of play development opportunities in areas where childhood obesity is high.	Nurtured Outcome Group	By end March 2016	
Child Protection	Our objective is to ensure that children and young people are safeguarded and protected from abuse, neglect or harm and have the knowledge and skills to keep themselves safe.	We will achieve this by:				
		• equipping children and young people with the knowledge and skills to keep themselves safe when using communication technology and social media.	• A range of guidance and resources on the safe use of communication technology is provided through the Child Protection Programme and made available to children, young people and the workforce.	CPC	By end December 2015	
		• providing targeted advice and guidance to particularly vulnerable children and young people.				
		• planning for children to ensure positive changes are maintained after they cease to be on the CPR.	• Support continues to be provided and monitored for up to 3 months after children cease to be on the CPR in order to reduce the incidence of re-registration towards the national rate (eg. 25% as at 31.03.14 in Aberdeen City compared to 17% nationally). Further action: Audit to be undertaken of post registration support by March 2016	CPC	By end September 2015 (See additional actions by March 2016)	
				ECS (Social Work)		
• broadening personal and social education for young people to include personal safety & a focus on drug, NPS and alcohol abuse.	• Personal safety programme developed with a roll-out plan.	Healthy & Active Outcome Group	By end December 2015			
		Achieving Outcome Group	By end December 2015			

Key issue	Objective	Actions	Measures / Success criteria	Responsibility	Timescale	On Track		
		<ul style="list-style-type: none"> significantly improving the overall wellbeing of very young vulnerable children who are looked after at home and already subject to child protection measures. 	<ul style="list-style-type: none"> Increased capacity to review children looked after at home by implementation of RSW. Earlier identification of risks to reduce likelihood of subsequent child protection registration. Overall wellbeing of children looked after at home improved. 	ECS (Social Work)	By end December 2015	On Track		
		<ul style="list-style-type: none"> identifying children and young people living with the longstanding effects of abuse and neglect. 	<ul style="list-style-type: none"> Active case and risk management re-inforced by implementation of RSW model. Children's workforce recognises and has the confidence to act when they identify longstanding abuse and neglect. 	GIRFEC	By end December 2015	On Track		
		<ul style="list-style-type: none"> continuing to raise awareness of staff across all services in relation to child sexual exploitation (CSE). 	<ul style="list-style-type: none"> Practice Guidance issued to all staff to understand indicators of CSE and action to take to protect vulnerable young people. Training provided across the ICS partnership to understand and recognise CSE. 	CPC	By end December 2015	✓		
				ECS (Social Work)	By end December 2015	✓		
		Young Carers	Our objective is to ensure that children and young people only take on appropriate levels of caring responsibility.	We will achieve this by:				
				<ul style="list-style-type: none"> producing a local young carers strategy that identifies measurable actions to improve access for young carers to physical health and emotional wellbeing, activities/opportunities to be active, and achieving their potential and positive destinations. 	<ul style="list-style-type: none"> Development of a local young carers strategy. Increased number of young carers with a wellbeing assessment and a child's plan. 	Achieving Outcome Group	By end March 2016	On Track
				Respected & Included Outcome Group	By end March 2016	On Track		

Key issue	Objective	Actions	Measures / Success criteria	Responsibility	Timescale	On Track
		<ul style="list-style-type: none"> Improving access to support and services for hard to reach children and young people with caring responsibilities. 		GIRFEC	By end March 2016	
Inclusion	Our objective is to ensure that all children and young people regardless of their cultural, community or religious beliefs, or sexual orientation feel included and not marginalised.	We will achieve this by:				
		<ul style="list-style-type: none"> raising awareness, breaking down barriers and addressing stereotypical views across the guidance network. 	<ul style="list-style-type: none"> National best practice identified and shared across all schools and other agencies. 	Achieving Outcome Group	By end December 2015	✓
				Respected & Included Outcome Group	By end December 2015	✓
				GIRFEC	By end December 2015	✓
		<ul style="list-style-type: none"> implementing the extensive review that we have completed of how well schools and services support children with a range of additional support needs. moving towards a presumption of mainstreaming with an aim to ensure that almost all children will have their needs met in their local school. 	<ul style="list-style-type: none"> Increasing percentage of pupils accessing mainstream provision. Increasing percentage of pupils accessing individualised learning pathways which impact positively upon their wellbeing. Decrease in numbers in specialist provisions. 	Achieving Outcome Group ECS (Schools)	By end December 2015 and on-going	
GIRFEC	By end December 2015 and on-going					

Key issue	Objective	Actions	Measures / Success criteria	Responsibility	Timescale	On Track
QI 2.2 Impact on families						
Access to services	Our objective is to enable families to benefit from effective support to promote the wellbeing of their children.	We will achieve this by:				
		<ul style="list-style-type: none"> developing the Named Person role to improve co-ordination and collaboration between services working with the same family. 	<ul style="list-style-type: none"> Increased co-ordination and collaboration evidenced through the Child's Plan. 90% of named persons reporting increased confidence in their role. 40% of named persons reporting that streamlined GIRFEC processes are benefitting children and young people. 	GIRFEC Group	By end August 2016	
		<ul style="list-style-type: none"> better aligning the multi-agency Child's Plan. 	<ul style="list-style-type: none"> Revised format for Child's Plan in place and integration of its use between agencies. 	GIRFEC Group	By end September 2015	
		<ul style="list-style-type: none"> implementing Reclaiming Social Work across Children's Social Work to ensure all cases are subject to reflective discussion and, where appropriate, on a multi-agency basis. 	<ul style="list-style-type: none"> 75% of Social Work Unit based staff provided with systemic practice training to ensure they apply the model effectively. Staff supported by Unit Handbook ('Go to Guide') to deliver on their responsibilities within the RSW model of working. Clinical practitioners receive supervision appropriate to the role. On-going support programme provided to Social Work staff, including mentoring from experienced practitioners. 	ECS (Social Work)	By end March 2016	
		<ul style="list-style-type: none"> supporting staff within Children's Social Work to provide services which offer persistence and challenge appropriate to risk and need. 	<ul style="list-style-type: none"> All staff within Children's Social Work will continue to have appropriate systemic practice training to pro-actively manage and reduce risk. 	ECS (Social Work)	By end March 2016	
Theme: How well are partners working together to improve the lives of children, young people and families?						
QI 5.1 Providing help and support at an early stage						

Key issue	Objective	Actions	Measures / Success criteria	Responsibility	Timescale	On Track
Early support & neglect	Our objective is to identify those children, young people and their families who need advice and guidance at an early stage in order that they can build on their own strengths and resilience.	We will achieve this by:				
		<ul style="list-style-type: none"> • promoting attachment led practice to parents/carers and professionals through the Early Years Collaborative. 	<ul style="list-style-type: none"> • Parents/carers and professionals report an increased confidence in attachment led practice. 	Nurtured Outcome Group	By end March 2016	
		<ul style="list-style-type: none"> • improving staff understanding of the impact of longstanding neglectful parenting; interventions and support. 	<ul style="list-style-type: none"> • Increased percentage of children receiving timely interventions (ie. timeframe from plan to intervention). • Education and training delivered to raise awareness of identifying and acting on children's needs at an early stage and reporting early signs of neglect across all service providers. 	Healthy & Active Outcome Group	By end March 2016	
				Nurtured Outcome Group	By end March 2016	
				Achieving Outcome Group	By end March 2016	
<ul style="list-style-type: none"> • assisting young people to manage their behaviour and improving support to their families through the Inclusion Review. 	<ul style="list-style-type: none"> • Data analysed on a monthly basis to identify trends to lower the number of exclusion incidents (ie. 10% reduction in the year). • Increased access to alternative curriculum pathways impacting upon engagement in schools. 	Achieving Outcome Group ECS (Schools)	By end March 2016			

Key issue	Objective	Actions	Measures / Success criteria	Responsibility	Timescale	On Track
			<ul style="list-style-type: none"> Evidence of effective individual learning pathways via sampling of 5% of Child's Plans. Improved knowledge and understanding of thresholds resulting in fewer inappropriate referrals for social work support. All service providers aware of the importance of including the "active" element of the SHANNARI tool when writing plans for children. Children identified who are not accessing or engaged in activities using data available from Education in relation to exclusions etc. Attendance rates monitored on a monthly basis to identify pupils with low attendance rates resulting in 15% increased attendance amongst this group of children and young people. 	GIRFEC	By end March 2016	
		<ul style="list-style-type: none"> reviewing the referral and allocation process to Early Years Collaborative Family Support programme to mitigate against the multiple referral process and to ensure that families get the appropriate support when they need it. 	<ul style="list-style-type: none"> Development of a service specification for each Early Years service to improve access to the appropriate service, including where possible self-referrals. Delays minimised in families accessing services. Early Years services accessed by the use of the Child's Plan. Training delivered to staff to improve and enhance knowledge of Early Years Intervention work and opportunities. 	Healthy & Active Outcome Group	By end March 2016	
				Nurtured Outcome Group	By end March 2016	
GIRFEC / Named	Our objective is that clear protocols are in place	We will achieve this by:				

Key issue	Objective	Actions	Measures / Success criteria	Responsibility	Timescale	On Track		
person	between all agencies within the ICS partnership that ensure appropriate information sharing and effective recording of concerns about children and young people.	<ul style="list-style-type: none"> ensuring that the information sharing guidance is in place and is being used. 	<ul style="list-style-type: none"> Practitioners are aware of and use: Practitioners Guide to Information Sharing, Confidentiality & Consent (2014); Multi-Agency Screening processes; and CPC thresholds materials. Information Sharing protocol updated incorporating roles and responsibilities of partner organisations in line with the Statutory Guidance. 	CPC	By end December 2015	✓		
				GIRFEC Group	By end December 2015	✓		
				<ul style="list-style-type: none"> reviewing and amending where necessary GIRFEC processes to take account of new legislation and guidance. 	<ul style="list-style-type: none"> All planning and tests of change are designed following GIRFEC principles and processes. 	GIRFEC Group	By end March 2016	
			<ul style="list-style-type: none"> improving professionals understanding of each other's roles. 	<ul style="list-style-type: none"> Increased opportunities for staff to engage in case studies across the service. 90% of named persons reporting increased confidence in their role. Sampling of Child's Plans evidence improvements for children against identified targets. Evidence of effective individual learning pathways via sampling of 5% of Child's Plans. 	CPC	By end March 2016 and on-going	✓	
		Healthy & Active Outcome Group			By end March 2016 and on-going			
		Nurtured Outcome Group			By end March 2016 and on-going			
		Achieving Outcome Group			By end March 2016 and on-going			
		Responsible Outcome Group			By end March 2016 and on-			

Key issue	Objective	Actions	Measures / Success criteria	Responsibility	Timescale	On Track
					going	
				Resp & Included Outcome Group	By end March 2016 and on-going	✓
				GIRFEC Group	By end March 2016 and on-going	
				IPG	By end March 2016 and on-going	
QI 5.2 Assessing & responding to risks and needs						
Chronologies	Our objective is to ensure that chronologies of significant events in a child or young person's life are compiled and effectively used to identify factors which may affect their wellbeing.	We will achieve this by: <ul style="list-style-type: none"> ensuring that all children have a chronology and that the quality of the chronologies is consistently high with information from all services. 	<ul style="list-style-type: none"> Multi-agency casefile audit completed to assess inclusion of information from all agencies reflects improved quality of integrated chronologies. 			
				CPC	By end March 2016	
				Healthy & Active Outcome Group	By end March 2016	✓
				GIRFEC Group	By end March 2016	
				NHSG	By end March 2016	✓
				Achieving Outcome Group ECS (Schools)	By end March 2016	
				ECS (Social Work)	By end March 2016	

Key issue	Objective	Actions	Measures / Success criteria	Responsibility	Timescale	On Track	
		<ul style="list-style-type: none"> improving the quality and accuracy of single agency chronologies of significant events. 	<ul style="list-style-type: none"> Managers briefed to ensure that attendance at training is prioritised to give urgency and importance to this subject. 	ECS (Schools)	By end October 2015	✓	
				ECS (Social Work)	By end October 2015	✓	
				NHSG	By end October 2015	✓	
				<ul style="list-style-type: none"> Compulsory training provided for all Health Visitors and School Nursing staff. 	NHS G	By end December 2015	✓
				<ul style="list-style-type: none"> Training for Education staff provided including the use of SEEMIS. 	ECS (Schools)	By end December 2015	
				<ul style="list-style-type: none"> developing further training for all staff on completing or contributing to chronologies, including understanding the context of a significant event within the chronology. 	<ul style="list-style-type: none"> Current multi-agency training reviewed and re-commissioned. Training impacts upon knowledge of thresholds and levels of consistency in accessing support. 	GIRFEC Group	By end April 2016
		<ul style="list-style-type: none"> developing clear guidance, including exemplars, for staff on sharing and recording information. 	<ul style="list-style-type: none"> Increased engagement and understanding impacts upon confidence of staff and quality of chronologies. 	GIRFEC Group	By end December 2015		
Assessments	Our objective is that our assessments are of a	We will achieve this by:					

Key issue	Objective	Actions	Measures / Success criteria	Responsibility	Timescale	On Track		
	sufficient standard that enables the development of a child's plan that in turn reduces risks to a child or young person, meets their needs and allows timely decisions about their lives.	• delivering training for staff on completing or contributing to an assessment that will enhance early and effective intervention.	• Multi-agency training programme expanded to raise the profile of the national practice model and child's plan data set to ensure that all planning considers risk when compiling a plan for a child. • Assessments address risks and needs and facilitate timely planning for children and young people.	ECS (Schools)	By end March 2016	On Track		
				ECS (Social Work)	By end March 2016	Yellow		
				NHSG	By end March 2016	On Track		
				• review all risk assessment tools and identify which specialist models are to be adopted across Children's Social Work.	• National best practice identified and shared across Children's Social Work.	CPC	By end December 2015	✓
						ECS (Social Work)	By end December 2015	✓
				• utilising good quality assessments as benchmarks for standards of practice.	• Across Children's Social Work utilisation of National Risk Assessment Framework. • Electronic case records introduced by CAMHS as part of review of specialist mental health assessments. • Use of Ages and Stages Questionnaire – ASQs assessments as part of new Health Visiting Pathway.	ECS (Social Work)	By end December 2015	✓
						NHSG	By end December 2016	On Track
QI 5.3 Planning for individual children & young people								
Looked after children / care leavers	Our objective is to ensure that our looked after children have nurturing	We will achieve this by:						
		• being more effective across all agencies, as corporate parents, at	• Effectiveness of the Champions Board developed within an engagement and	Healthy & Active Outcome Group	By end December			

Key issue	Objective	Actions	Measures / Success criteria	Responsibility	Timescale	On Track	
	and stable environments wherever they may live or go to school and support and accommodation when they move on from our care.	planning for looked after and accommodated children • Appointing a Virtual School Head Teacher.	participation strategy across all agencies to promote new corporate parenting responsibilities. • Increase in the number of opportunities under the Family Firm Policy for work experience, apprenticeships and internships.		2015		
				Nurtured Outcome Group	By end December 2015		
				Achieving Outcome Group ECS (Schools)	By end December 2015		
				Resp & Included Outcome Group	By end December 2015		
				ECS (Social Work)	By end April 2016		
				NHSG	By end April 2016		
			• completing the review and re-design of residential care for children and young people ensuring staff are skilled to meet the needs of vulnerable young people.	• Completion & implementation of residential review, including a workforce development plan. • Increase in number of young people cared for within Children's Homes with positive outcomes.	ECS (Social Work)	By end March 2016	
			• completing a review of Throughcare and After Care services to provide co-ordinated service provision on a multi-agency basis.	• Completion & implementation of resulting review.	Healthy & Active Outcome Group	By end March 2016	
		Nurtured Outcome Group			By end March 2016		
		Achieving Outcome Group			By end March 2016		

Key issue	Objective	Actions	Measures / Success criteria	Responsibility	Timescale	On Track
				Resp & Included Outcome Group	By end March 2016	✓
				ECS (Social Work)	By end March 2016	
Plans & Reviews	Our objective is that our plans are effective in identifying all aspects of a child or young person's wellbeing and that they identify all those who may contribute to meeting the child or young person's needs.	We will achieve this by:				
		<ul style="list-style-type: none"> improving the gathering and analysis of multi-agency information to enhance the development of supportive plans for vulnerable children and young people. 	<ul style="list-style-type: none"> Increase in numbers of Child's Plans resulting in reported positive improvement. Evidence of effective individual learning pathways via sampling of 5% of Child's Plans. 	GIRFEC Group	By end Oct/Nov 2015	
				IPG	By end Oct/Nov 2015	
		<ul style="list-style-type: none"> providing a range of training and supports to staff and other stakeholders in their understanding of their GIRFEC responsibilities and the use of the national practice model and the agreed tools and resources. 	<ul style="list-style-type: none"> Awareness raising for parents, carers and other stakeholders through the development of the FAQ re GIRFEC part of the ICS website. Staff understand what constitutes a good and effective child's plan. 	Resp & Included Outcome Group	By end December 2015 and on-going	✓
				GIRFEC Group	By end December 2015 and on-going	✓

Key issue	Objective	Actions	Measures / Success criteria	Responsibility	Timescale	On Track
		<ul style="list-style-type: none"> providing up to date guidance, with exemplars, on the Child's Plan, including CSPs and IEPs. 	<ul style="list-style-type: none"> Review of Child's Plan/CSPs and IEPs guidance completed. 80% of Child's Plans evidence improved appreciation of wellbeing indicators. 	ECS (Inclusion)	By end October 2015	
		<ul style="list-style-type: none"> quality assuring a sample of child's assessments and plans to ensure that they are SMART. 	<ul style="list-style-type: none"> Sample audit of child's assessments and plans completed. Improved measurable quality and impact of child's plans. 	IPG	By end March 2016	
		<ul style="list-style-type: none"> bringing together under a single Service Manager responsibility for co-ordinating and quality assuring reviews of LAAC children 	<ul style="list-style-type: none"> LAAC reviews undertaken by confident small staff group. Consistent reviewing processes in place regularly quality assured. 	ECS (Social Work)	By end December 2015	
		<ul style="list-style-type: none"> supporting Consultant Social Workers/Team Managers ensure the reviews of LAC children at home are held within statutory timescales. 	<ul style="list-style-type: none"> Children looked after at home subject to reviews as per statutory requirements. Quality assured through sample audit of minutes. Targets to be developed with implementation of RSW. 	ECS (Social Work)	By end March 2016	
High risk cases	Our objective is to ensure that risk assessments are undertaken timeously for the small number of young people who present a very high risk to themselves or others.	We will achieve this by:				
		<ul style="list-style-type: none"> identifying and assessing the small number of young people who pose a high risk to themselves or others whilst in residential units and do not have access to alternative or more suitable placements. 	<ul style="list-style-type: none"> Young people in residential care who are a high risk to themselves or others are identified and the suitability of their placement kept under review. Robust risk assessments and safety plans in place for all young people who present high risk. 	ECS (Social Work)	By end January 2016	
		<ul style="list-style-type: none"> assisting young people to manage their behaviour by improving challenge from staff working with them, improving support to their families, and developing direct work to help link actions with 	<ul style="list-style-type: none"> Increase in number of young people being effectively supported and safeguarded through local provision. 5% increase in numbers of children with ASN being educated in their local community. 	ECS (Schools) ECS (Social Work)	By end December 2015 By end December 2015	

Key issue	Objective	Actions	Measures / Success criteria	Responsibility	Timescale	On Track
		consequences.	<ul style="list-style-type: none"> • 30% reduction in out of authority school placements over 4 years. • Reduction in cases coming to CSSF. • Implementation of Residential Review Workforce Development Plan. 	Responsible Outcome Group	By end December 2015	
		<ul style="list-style-type: none"> • implementing a robust process to identifying, assessing and manage high risk young people. 	<ul style="list-style-type: none"> • Fewer violent incident reports. • Staff trained to use 'aim2' assessment tool. • Risk assessment protocol developed, shared and implemented. • Increased awareness amongst service providers of the Corporate Parent legislative framework. • Continuing reduction in numbers of young offenders (ie. 15% in 2014/15). 	ECS (Social Work)	By end December 2015	
				Responsible Outcome Group	By end December 2015	
QI 6.2 Planning & improving services						
Analysis of information	Our objective is to support the development and implementation of integrated children's services planning with effective and robust analysis of performance information.	We will achieve this by: <ul style="list-style-type: none"> • benchmarking performance reporting against comparator authorities to examine how data is analysed and reported elsewhere and to establish areas for improvement. • developing a strategic assessment and performance framework with dashboard presentation for IPG and ICS Board. 	<ul style="list-style-type: none"> • An agreed performance management framework in place with a performance reporting dashboard developed for IPG and ICS Board. 	CPC	By end September 2015	
				Healthy & Active Outcome Group	By end September 2015	
				Nurtured Outcome Group	By end September 2015	
				Achieving Outcome Group	By January 2016	
				Responsible Outcome Group	By end September 2015	
				Resp & Included Outcome Group	By end September 2015	

Key issue	Objective	Actions	Measures / Success criteria	Responsibility	Timescale	On Track
				IPG	By end September 2015	
				ICSB	By end September 2015	
				COG	By end September 2015	
		<ul style="list-style-type: none"> refining performance reporting to provide improved data analysis to inform planning and service development. 	<ul style="list-style-type: none"> Action plans and priorities agreed for Outcome Groups. Stretch targets are in place for all Outcome Groups agreed by ICS partnership. 	CPC	By end March 2016	
				Healthy & Active Outcome Group	By end March 2016	
				Nurtured Outcome Group	By end March 2016	
				Achieving Outcome Group	By end March 2016	
				Responsible Outcome Group	By end March 2016	
				Resp & Included Outcome Group	By end March 2016	
				IPG	By end March 2016	
ICSB	By end March 2016					
QI 6.3 Participation of children, young people, families and other stakeholders						
Children's participation	Our objective is that children, young people and their families are fully involved in policy planning and service	We will achieve this by: <ul style="list-style-type: none"> gathering information from other areas to benchmark the effectiveness of engagement and involvement activities. 	<ul style="list-style-type: none"> Best practice researched and identified. 	Resp & Included Outcome Group	By end March 2016	
				IPG	By end March 2016	

Key issue	Objective	Actions	Measures / Success criteria	Responsibility	Timescale	On Track
	development.			ICSB	By end March 2016	
		<ul style="list-style-type: none"> developing a city wide strategy to promote participation of children and young people and children's rights, in partnership with Unicef and the Children's Parliament. 	<ul style="list-style-type: none"> Partnership established with the Children's Parliament and Unicef to promote pupil's participation and children's rights, including the Rights Respecting School Award (RRSA). Number of schools registered for RRSA and progressing through the levels of the award increased to 50%. Staff, children, young people, and parents/carers have an increased knowledge of the UNCRC and its relevance. Children and young people's participation and the UNCRC are at the heart of all actions. School S & Q Reports and HMIE Reports will indicate that 75% of schools identify pupil participation as a strength. A city wide showcase event to celebrate children and young people's participation and the UNCRC held. 	Achieving Outcome Group ECS (Schools)	By end March 2016	
				IPG	By end March 2016	
				ICSB	By end March 2016	
		<ul style="list-style-type: none"> incorporating the views of children and young people, including the most vulnerable and hard to reach, in the planning & delivery of services. 	<ul style="list-style-type: none"> Aspirations survey developed and promoted within all secondary schools alongside existing work on Pupil/Children's voice. Increase in levels of children and young people's participation in decision making from a personal level to city wide. 100% of pupils have the opportunity to contribute ideas across the city. 	CPC	By end March 2016	✓
				Healthy & Active Outcome Group	By end March 2016	
				Nurtured Outcome Group	By end March 2016	
				Achieving Outcome Group ECS (Schools)	By end March 2016	
				Responsible Outcome Group	By end March 2016	

Key issue	Objective	Actions	Measures / Success criteria	Responsibility	Timescale	On Track
				Resp & Included Outcome Group	By end March 2016	Green
				IPG	By end March 2016	White
				ICSB	By end March 2016	White
		<ul style="list-style-type: none"> ensuring that the views of children, young people and their parents are included in all areas of children's services. 	<ul style="list-style-type: none"> Re-introduction of reporting on the variety and quality of consultation taking place across the ICS partnership, assessing its impact on service development and informing the direction of future activities. Children, young people & their families views reported to the ICSB. 	Resp & Included Outcome Group	By end March 2016	Green
				Nurtured Outcome Group	By end March 2016	Red/White Diagonal
				IPG	By end March 2016	White
				ICSB	By end March 2016	White
		<ul style="list-style-type: none"> ensuring that children or young people are represented on relevant stakeholder groups. 	<ul style="list-style-type: none"> Development of engagement and communication strategy. Young people's participation in Champions Board re-enforced. 	CPC	By end March 2016	Grey with checkmark
				Healthy & Active Outcome Group	By end March 2016	Green
				Nurtured Outcome Group	By end March 2016	Red/White Diagonal
				Achieving Outcome Group	By end March 2016	White
				Responsible Outcome Group	By end March 2016	Yellow
				Resp & Included Outcome Group	By end March 2016	Green
				IPG	By end March 2016	White

Key issue	Objective	Actions	Measures / Success criteria	Responsibility	Timescale	On Track
				ICSB	By end March 2016	
Theme: How good is the leadership and direction of services for children and young people?						
QI 9.4 Leadership of improvement and change						
Resource planning	Our objective is to secure the commitment of leaders throughout the ICS partnership to strive for excellence in the quality of our services.	We will achieve this by:				
		<ul style="list-style-type: none"> developing a strong leadership approach to ensure effective management of children's services, including those for high risk children and young people. 	<ul style="list-style-type: none"> Positive reports on multi-agency work via subsequent Inspections. 	ICSB	By end March 2016	
				COG	By end March 2016	
		<ul style="list-style-type: none"> having an agreed focussed training regime that is fit for purpose and supports colleagues to improve outcomes for vulnerable children through the use of the national practice model and locally agreed processes and tools. 	<ul style="list-style-type: none"> Review of current multi-agency training programme completed. Demonstrable improvements in consistency of practice. 	GIRFEC Group	By end March 2016	
				IPG	By end March 2016	
		<ul style="list-style-type: none"> regularly reviewing progress towards successfully achieving this Action Plan. 	<ul style="list-style-type: none"> Demonstrable progress in the key areas identified by inspectors for improvement in the quality of services for children and young people in Aberdeen City. 	IPG	By end March 2016	
				ICSB	By end March 2016	
				COG	By end March 2016	