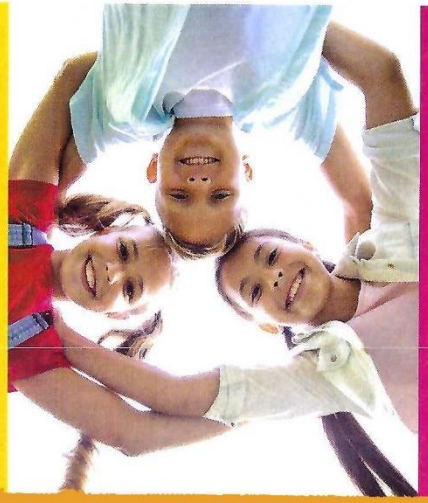

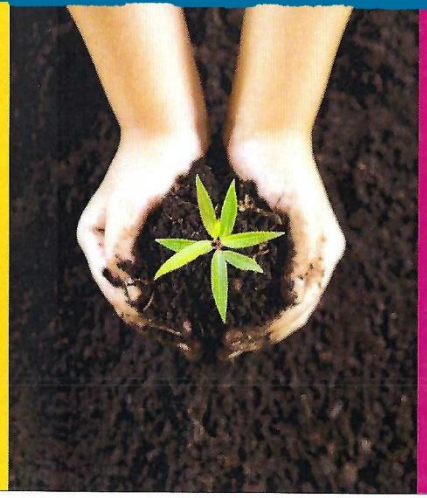

Fife Children's Services Partnership

Agile Action Plan 2020-21

Fife Partnership Creating a Fairer Fife

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Introduction

For several months leading up to March 2020, Fife Children's Services Partnership had been undertaking a review of its Children's Services Plan 2017-20. This included a review of outcomes for children and young people in Fife and a strategic needs assessment of the work that would be needed to improve outcomes further over the next three years.

This work had been undertaken as the basis for developing a new 3 year Children's Services Plan, to cover the period from April 2020 to March 2023. The work on developing this new, strategic plan was well under way when the Covid-19 pandemic struck and lockdown occurred.

For much of the period between March and May, the practitioners working in children's services across Fife were involved in providing a crisis response to the pandemic, as key workers and in undertaking a range of other essential services.

As we entered June the Partnership has increasingly moved to planning for and acting to support a recovery phase.

It is clear that a great deal of uncertainty will remain over the coming months, at least for the period through to March 2021. It is clear that an agile approach to planning will be needed, in order to support service recovery and improvement in this uncertain context. This Agile Action Plan aims to support this type of agile response.

The plan:

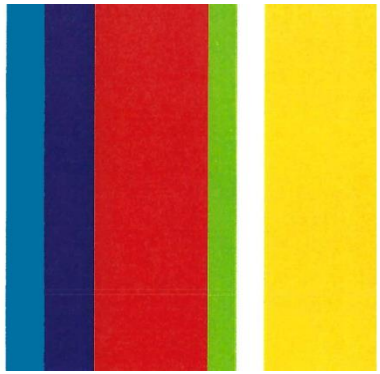
- Provides the context for our agile planning approach.
- Reviews our collective vision and values as a partnership, on which our actions are based.
- Identifies the longer-term priorities for improvement, which we have identified as a partnership. These remain the key issues that we need to address in order to build on current successes and to tackle the emerging challenges presented by the Covid-19 pandemic.
- Sets out the immediate actions needed to develop an effective recovery plan for children's services in Fife.
- Outlines how these actions will be implemented.

This Plan will be updated during the course of the year, as and when needed, to reflect the changing context of Fife's recovery from Covid-19 and the further development of our Partnership's actions.

Our Vision

Fife Children's Services Partnership is committed to promoting, supporting and safeguarding the wellbeing of **all** children and young people in Fife, recognising that the children, young people and families of Fife have experiences, needs and aspirations that are many and varied.

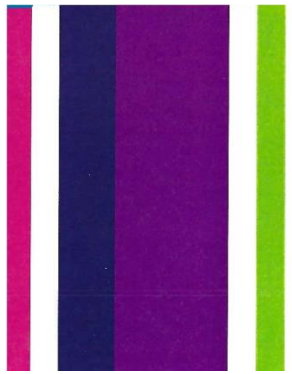
Our collective work as a Partnership is driven by a vision: **Making Fife a place where every child and young person matters**.



Making Fife a place

where every child

and young person matters



This Agile Action Plan aims to ensure that we continue to work towards achieving this vision, even in the most extraordinary times.

Some of the changes that we have needed to make in responding to the Covid-19 pandemic have resulted in services that are better suited to the needs of some Fife families. We need to recognise these successes and use the learning to better identify and more appropriately meet the needs of families in Fife as we move on from Covid-19.

However, some families have found their needs are being less well met at this time and some families are experiencing levels of hardship that they have never known before. We need to recognise these challenges too and understand what we can best do to identify and support these families' needs and aspirations.

Our Values

Working together to achieve our vision of ‘Making Fife a place where every child and young person matters’ is important for everyone. By ensuring we have a shared set of values, irrespective of which service we work for, we are confident that our priorities and plans will allow us to work together to achieve this.

Developing a shared understanding of our values was seen by all partners as key to evaluating – not only the work we do – but how we do it.

Collective leadership and empowerment are strong features of the work we carry out as a partnership. But as we worked through an evaluation of our previous plan and began to identify a new set of priorities, it was agreed this was the right time to reflect on our values, ensuring that all of the work together has a clear sense of purpose, underpinned by strong guiding principles.

Involving leaders and practitioners across the partnership, work was undertaken to explore what values meant to each of us, how they influence the way we behave and how they allow us to work together effectively.

Through this process we have identified a common set of values, it which demonstrate our shared commitment to improving outcomes for our children and young people.

Compassion Ambition Respect Collaboration Integrity

The Context for our Agile Action Plan

Getting it Right for Every Child (GIRFEC) is Scotland's national approach to improving outcomes for children and young people. It is firmly rooted in the United Nations Convention on the Rights of the Child (UNCRC).

GIRFEC is now embedded across children's services in Fife and is reflected in the joint ways of working which we have developed (for example, in the Child Wellbeing Pathway, which provides a framework to inform and support practitioners in working with, and meeting the needs of, children, young people and families).

The UNCRC underpins the way that services meet the needs of children, young people and families in Fife, from service design to the decision-making that affects the lives of individuals.

The longer term strategic aims of the Fife Children's Services Partnership continue to reflect this focus on GIRFEC and the UNCRC. They have informed, and continue to influence, our approach to partnership working. This has been reflected over recent years in:

- Closer attention to the voice and rights of the child
- A move to a more preventative way of working, supported by more effective working with families in the community
- A greater alignment of services at a strategic level and a better coordination of operational services at a local level
- A more systemic use of improvement methodology, to identify and inform improvement actions and to better understand and amplify their impact.

These changes have enabled the partnership to respond to emerging policy concerns, such as the findings of the recent Independent Care Review.

Our Approach to Improvement for 2020-21

Over the course of the past year Fife Children's Services Partnership has undertaken:

- A comprehensive review of **outcomes** for Fife's children and young people
- A joint strategic assessment of the **needs** of children, young people and families in Fife.

These formed a key part of our preparations for updating our 3-year strategic plan, which we had been preparing to publish in the second quarter of 2020.

The work undertaken in reviewing children's services in Fife in 2020 highlighted:

- **4 Priorities for Improvement**. These 4 themes broadly describe those areas where outcomes for children and young people most need to improve (**safety**, **wellbeing** and **opportunity)** and also recognise the need to mitigate the impact of **poverty – one of** the key barriers to improving outcomes.
- **4 Key Enablers**. These 4 themes broadly describe those aspects of our service delivery which most need to improve. This includes both the way that we work with children, young people and families, to identify and appropriately support their needs, as well as the way that we work together as practitioners and organisations.

Although some of the specific challenges that we face as a result of the Covid-19 pandemic are different from those which we would otherwise have faced, the fundamental underlying issues remain the same. For this reason, the 4 Priorities for Improvement and 4 Key Enablers remain at the heart of our Agile Action Plan.

The Priorities for Improvement and Key Enablers are set out on the page opposite.

The tables on the following pages describe the actions that we plan to take during the current year: to support recovery from the Covid-19 pandemic, and to enable us to achieve our longer term strategic goals.

Our Priorities for Improvement

Priorities for Improvement

Our main focus for improving outcomes for Fife's children, young people and f

Safety	Wellbeing	Opportunity	Poverty
By working together we will protect our children and young people	By working together we will support and promote the health & wellbeing of our children and young people	By working together we will improve the life chances of our children and young people	By working together we will mitigate the impact of child poverty on Fife families

Key Enablers

What we need to do to better identify and appropriately support the needs of Fife's children, young people and families

Rights, Engagement & Participation

We will work with our children, young people & families,
respecting their rights , keeping them at centre of all assessments , planning and interventions

Empowerment, Prevention & Early Intervention

We will change the way that we work together, with families, & with communities,
to develop our collective capacity to recognise and meet need by building strength within families

Support for the Most Vulnerable & Disadvantaged

We will ensure that our most vulnerable & disadvantaged
children, young people & families are identified and appropriately supported

Partnership, People & Resources

We will improve the way that we work together as a partnership, ensuring that our actions
help to achieve a greater impact on the lives of children, young people & families

Agile Action Plan

Safety	What key challenges do we face in the recovery phase?	What actions are needed to address these challenges?	How will we know that our actions are having an impact?	Who will lead on this action ?
	Non-engagement of families, whether by choice or through impact of adverse circumstances, and the hidden risks that may emerge over time for all services.	Review the range of hidden risks and ensure that appropriate assessments and actions are in place to meet these. Review and improve multi-agency assessment activity across the partnership using the Child Wellbeing Pathway at the universal level. Develop a multiagency dashboard to assess those who are most vulnerable and proactively plan contact with partners.	Reduction in the use of emergency legislation No spike in referrals to the contact centre	Individual agencies Governance through reporting to CSPG and CPC
	Strengthening communication using blended approaches of both virtual and face to face means to ensure an effective assessment of and response to, needs and risks.	Ensure assessment frameworks are fit for purpose across the continuum of need and risk Agreed Assessment framework is in place for all partner agencies Effective use of chronologies as part of universal and multi-agency assessments of risk from early intervention through to multi-agency involvement	Feedback from CYP and families on their experience of assessment and contact with professionals. Measures as defined in the CPC Improvement Plan	Individual agencies Governance through reporting to CSPG and CPC

Wellbeing	What key challenges do we face in the recovery phase?	What actions are needed to address these challenges?	How will we know that our actions are having an impact?	Who will lead on this action ?
	Supporting the health and wellbeing of children & young people	Continuous review of available quantitative and qualitative evidence to identify emerging issues. Identify and mobilise support services to respond to emerging needs for example mental health, substance misuse, domestic abuse. Consult with children & young people on the impact of current delivery models for services. (e.g. reduced contact/activity, impact of social distancing).	Feedback from service users as to support received and impact.	Individual agencies Governance through reporting to CSPG
	Supporting the mental health & emotional wellbeing of children & young people	Understand how the Our Minds Matter framework has been utilised during lockdown to support children and young people Link with the new Infant mental health project to identify services available and used	Measures as defined in evaluation framework for Our Minds Matter	Our Minds Matter Strategy Group
	Supporting the health and wellbeing of partnership staff	Continuing with Staff Wellbeing projects to help manage anxiety Develop Staff wellbeing guidance on virtual meetings and remaining healthy Develop a Survey staff to gather views regarding working conditions as working models are further developed during the recovery phase..	Survey staff to identify impact of available support. Monitor staff attendance levels Staff survey information regarding working conditions	Individual agencies Governance through reporting to CSPG

Opportunity	What key challenges do we face in the recovery phase?	What actions are needed to address these challenges?	How will we know that our actions are having an impact?	Who will lead on this action ?
	Current priorities during covid period have limited opportunities for effective partnership working across all services	Clear, structured agile action plan with identified priorities and key enablers to ensure a targeted focus for work across the partnership Commitment and effective contribution of all partners to work together, sharing expertise, resources and skills	Measurement of progress towards achieving identified priorities within agile action plan Feedback from all partners Engagement of all partners to achieve identified priorities	CSPG Locality Networks / Leadership Collaboratives
	Multiple groups currently operating, responsive to the current situation, which may result in duplication of work or lack of understanding of each role	Providing clarity of roles across strategic and operational groups to ensure effective working, focused on improving outcomes for children, young people and families	Feedback from all stakeholders Improved outcomes for children, young people and families across identified measures Strengthening of partnerships and collaborative working	CSPG

Poverty	What key challenges do we face in the recovery phase?	What actions are needed to address these challenges?	How will we know that our actions are having an impact?	Who will lead on this action ?
	Local Child Poverty Action Report 2020 to be submitted by September 2020.	Ensure staff capacity to work on child poverty across services is prioritised where possible and adapts to new situation. Submission of LCPAR	Monitoring of child poverty levels in Fife Feedback from families in relation to their experience of poverty and the impact of this	Child poverty subgroup
	Implement planned actions for 2020-21 across the three drivers of child poverty- income from employment, income from social security and costs of living, and the six priority groups.	Focus on priority actions and groups	Feedback from families in relation to their experience of poverty and the impact of this Ongoing monitoring and review of actions in LCPAR and Reduction in referrals to foodbanks	Child poverty subgroup
	Develop wider access to targeted financial inclusion services	Review uptake in existing groups and explore widening access	Increase referrals to CARF in relation to child poverty	Child poverty subgroup

Engagement, Participation & Rights			
What key challenges do we face in the recovery phase?	**What actions are needed to address these challenges?**	**How will we know that our actions are having an impact?**	**Who will lead on this action ?**
The views of CYP are vital to shaping future services	All agencies to submit any activity relating to Engagement and Participation activity to the Engagement and Participation group for ownership, guidance and direction. Define who will coordinate, develop and deliver Engagement and Participation sessions with CYP regarding their experiences during COVID 19 and the services available for support Ensure that information from national surveys (PH Scotland, Children in Scotland and local lockdown survey for children and young people are fed into the shaping of future services	All Partner agencies will submit activity information for collation and determination of impact Audit of proportion of policies introduced over the coming year that have had a CRWIA done. Follow up survey with CYP to assess whether they believe their voices have been heard	Participation and engagement group Individual agencies
Ensure UNCRC is embedded as a way of working across all organisations & services	Promote use of Children's Rights & Wellbeing Impact Assessment & Participation of Children & Young People Template by all partners and services	Audit of proportion of policies introduced over the coming year that have had a CRWIA done.	CSPG
Improving the alignment between the key strategic plans for children and young people: The Children's Services Plan, LCPAR, Children's Rights Report, Child Protection Plan, Child	Review relevant plans and clarify the linkages Review and better align processes for development of key strategic plans	Alignment of all of partnership plans and policies, in a way that promotes and supports children's rights	CSPG Development of all plans through the CSPG

Support for the Most Vulnerable & Disadvantaged			
What key challenges do we face in the recovery phase?	**What actions are needed to address these challenges?**	**How will we know that our actions are having an impact?**	**Who will lead on this action ?**
Defining opportunities for key groups of disadvantaged (including those with a disability, lone parents, those living in poverty, Looked After hildren and Young People, care leavers, teenagers with life challenges, etc)	Scope out the opportunities and support available to the identified vulnerable groups Development of better co-ordinated support and transitions Implementation of the Child Poverty Action Plan around access to employment	Defined outcomes for care leavers in health and education/employability Increased access to appropriate employment and resources for families of vulnerable and disadvantaged children/young people Number of young people/families accessing support available	Continuing Care Group Reporting to Corporate Parenting Board and CSPG
Ensuring that our most vulnerable and disadvantaged children and young people develop to their full potential	Improving the scope and timeousness of data used to monitor outcomes for the most vulnerable and disadvantaged Better understanding and more appropriately benchmarking outcome measures and data relating to development for the most vulnerable and disadvantaged	Improved collation and reporting of data	Children's Services Data Group

Empowerment, Prevention & Early Intervention			
What key challenges do we face in the recovery phase?	**What actions are needed to address these challenges?**	**How will we know that our actions are having an impact?**	**Who will lead on this action ?**
Making effective use of local community supports	Scoping capacity available and services provided	Feedback from CYP and families	Participation and engagement group Individual agencies
Ability to identify and reach families where there are emerging needs and vulnerabilities	Effective and consistent use of the Child Wellbeing Pathway at the universal level	Reduction in referrals to statutory services and reduction in the need for a child's plan	Individual agencies

Partnership, People & Resources			
What key challenges do we face in the recovery phase?	**What actions are needed to address these challenges?**	**How will we know that our actions are having an impact?**	**Who will lead on this action ?**
Opportunities to engage as a partnership to ensure action planning and coordination across all services is proactive and a joint venture	Agile action plan ensures a clear, collective approach to improvement with a strong focus on collaborative working and improved outcomes for children, young people and families Identify how technology can be utilised effectively across the services in the partnership to support collaboration Ensuring clarity of how support can be provided for children, young people and families through a range of methods and approaches	Measurement of progress towards achieving identified priorities within agile action plan Feedback from all stakeholders	CSPG
Ensuring priorities for improvement are responsive to the needs of children, young people and families and support the work currently undertaken across the partnership	Clear identification of skills, strengths and capacity of services to ensure identified improvement priorities are ambitious yet achievable and realistic Planning processes supports effective partnership working whilst allowing for single services to address key priorities in a joined up, coordinate way	Feedback from all partners Feedback from all stakeholders Measurement of progress towards achieving identified priorities within action plans	CSPG
Ensuring that learning opportunities from our response to the pandemic are identified and used to improve the impact of our partnership working	Further develop our use of Improvement Methodology to measure the impact of actions taken in response to the pandemic.	Specific evidence on a range of actions measured within the Improvement Methodology approach	CSPG

Implementing our Agile Action Plan

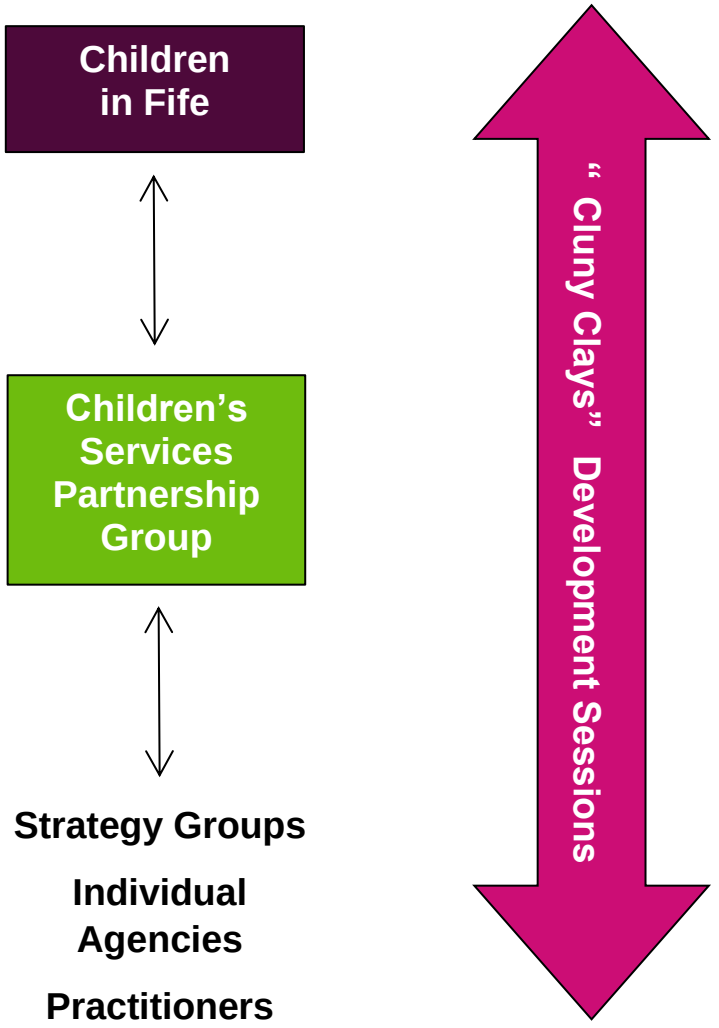
Fife Children's Services Partnership has developed a framework to support its strategic planning over a number of years. Key parts of this framework are:

Children in Fife which provides governance and oversight for our planning. This group includes senior leaders from across the Partnership and works closely with other key leadership groups (e.g. WRAP on issues of poverty). It reports to the Fife Partnership Board.

The **Children's Services Partnership Group** which manages the development and implementation of our strategic plans. This group includes leaders from key services and partners. It oversees the implementation of actions by key strategic groups, which draw on the expertise and experiences of individual agencies and practitioners.

The **Children's Services Development Sessions**, generally known across the Partnership as the "Cluny Clays" sessions, after the venue where they have been traditionally held. These events bring together those involved in the strategic planning process at all levels of working, ensuring that there is a real understanding of the impact of our strategic planning and a chance to keep work at all levels of the Partnership strongly aligned to our strategic goals.

This framework has proven highly resilient to the impact of Covid-19, with each of these key parts continuing via online meetings. This has helped the Partnership to continue developing its strategic planning for recovery.

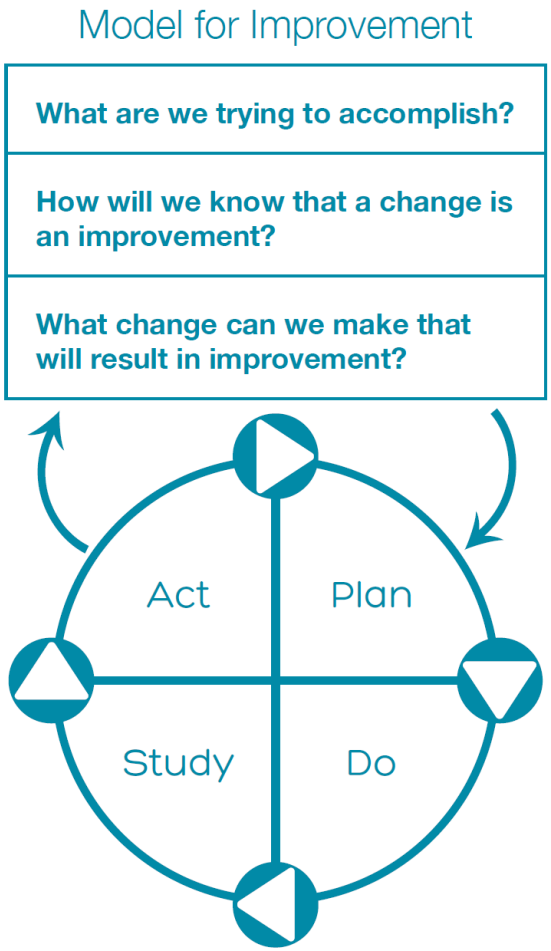


Improving the Impact of Our Actions

The “Cluny Clays” Development Sessions include an opportunity to showcase and share effective practice and innovative work to improve outcomes. The use of Improvement Methodology – supported by the Children and Young People’s Improvement Collaborative (CYPIC) – has played a key role in developing our partnership’s approach to improving outcomes.

Over the past year, as a result of the work undertaken to review our last Children’s Services Plan, we identified both a need and an opportunity to improve the way that we use Improvement Methodology as part of our strategic planning.

We intend to begin doing this, even as we face the challenge of supporting recovery from the Covid-19 pandemic. A key focus of the actions contained in this plan, therefore, is to recognise our current successes and areas for improvement, and to learn from them how we can better identify and more appropriately meet the needs of children, young people and families in Fife.



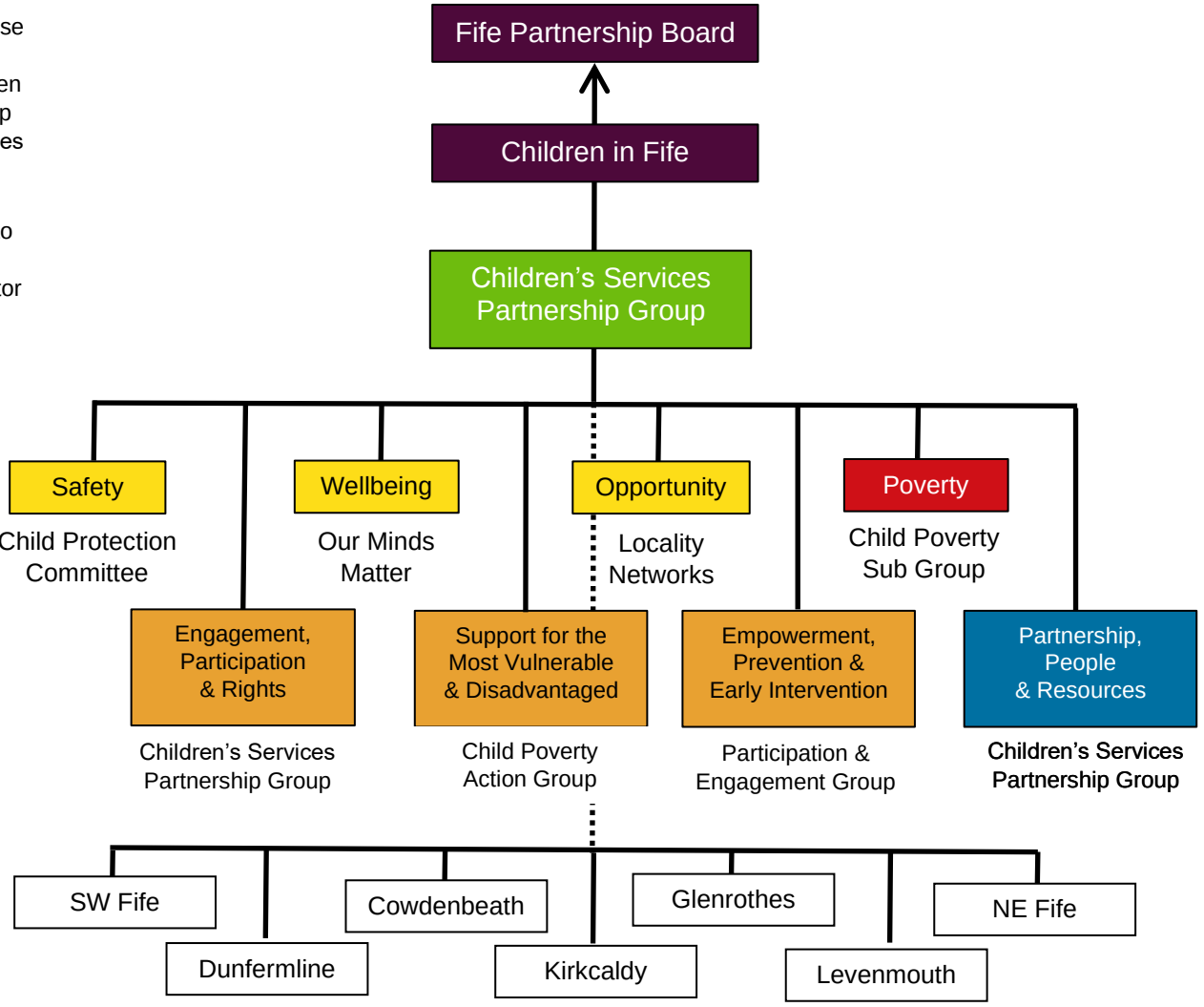
Key Partnership Groups Involved in Overseeing our Progress

Top strategic multi-agency groups whose purpose is to govern the Children's Services Plan outcomes and related LOIP outcomes for children and young people by providing strong leadership to achieve improved integrated children's services

Responsible for the delivery of quality services to the children and young people in Fife that is measureable through improved outcomes Monitor and review progress against the priorities within the Children's Service Plan on behalf of CIF

Partnership groups providing oversight and strategic leadership for the Agile Action Plan 2020-21. They will be responsible for:

- Strategic direction
- Support for partnership working
- Support for collaborative working
- Support for implementation of identified themes

Locality Networks will oversee implementation of the plan and will lead local improvement activity. They will be responsible for:

- Local Delivery
- Local context
- Team working
- Locality working
- Links to other locality planning