

Children and Families Service Improvement Plan 2006-9

# Executive Summary

• 丁堡市議會  
• 童及家庭服務部  
• 006-2009年服務改善計劃執行摘要

• টি অফ এডিনবরা কাউন্সিল  
• স্ট্রেন্ড এ্যান্ড ফ্যামিলিস ডিপার্টমেন্ট  
• 006 - 2009 সালের সেবা উন্নয়ন পরিকল্পনার কার্যনির্বাহ সংক্রান্ত সারাংশ

• مجلس بلدية مدينة إدنبير  
• دائرة الأطفال والعائلات  
• الملخص التنفيذي لمخطط تحسين الخدمات 009-2006

• دی سی آف ایڈینبرگ  
• چلڈرن اینڈ فیمیلرز ڈیپارٹمنٹ  
• سرورس اینڈ فیمیلرز ڈیپارٹمنٹ 2006 - 2009 (سرورس کی اصلاح کا منصوبہ) کے اختتام اور رپورٹ اور نوے کے آغاز کا خلاصہ

# Executive Summary

This summary has been produced to highlight the actions which have been identified to meet the aims of the department. Detailed information on these actions can be found in the Service Improvement Plan 2006-9.

## What we do

### Children and Families

Director: Roy Jobson

### Neighbourhood Services

Head of Service: Ian Glen

We are responsible for Children and Families' mainstream services including schools, early years, community learning and development and social work practice teams. Our focus is on building stronger links between our services and the communities they serve. The department is organised geographically into five neighbourhood areas, each with a neighbourhood manager who has overall responsibility for our services in their part of the city. The neighbourhoods are:

- East
- North
- West
- South West
- South

Services then fall into one of four areas, led in each neighbourhood by a senior officer. The key areas are:

- early years and childcare, which includes nursery schools
- primary and secondary schools
- social work and working together initiatives
- community learning and development

There are many overlaps between our services and those offered by partners and other agencies, for example childcare partners, voluntary service providers or the local health trust. We want to work more closely with them in the future, to plan together and develop ideas that can bring real benefit to more people.

### Quality Development

Head of Service: Fiona McLeod

Services need to meet the highest standards. This group has a clear focus to sustain and improve quality in all services provided by the department

and to liaise with the external inspection agencies. We work to maintain and raise standards through staff training and development, shaping the curriculum for schools, planning the introduction of new initiatives, and sharing best practice across the service. Our work falls into four key areas:

Quality improvement for Children and Families Services which supports service improvement in children and families social work services, working-together services and community learning and development.

Quality improvement for schools which supports and challenges schools and pre-five centres to improve their services as well as supporting curriculum developments and learning and teaching.

Professional development and life long learning supports and develops the workforce, making sure staff have the right skills and abilities to do their job well, and that professional registration requirements are met.

Quality development support helps in the smooth running of the quality improvement and professional development teams and their work.

### Strategic Planning

Head of Service: Mike Rosendale

Nothing is more important than meeting the needs of our customers, whether they are children, young people or adults. This is why our planning processes place them at the heart of our service. Improving all local services is a key theme. We are increasing joint working with other services and agencies to develop better integrated approaches to special need, disadvantage and discrimination. Our approach is to provide clear and measurable objectives and targets to guide the department's work and that all results can be measured against. The group is organised in three sections:

- Partnership development covers community learning and development, health improvement, early years and childcare, youth services, youth justice, anti-social behaviour and community safety.
- Social inclusion work is in the areas of equalities, accessibility and improving opportunity for all.
- Service planning develops and aims to better integrate our services with increased customer involvement and effective commissioning.

### Service Development (Social Work)

Head of Service: Pam Smith

This group focuses on improvements to the delivery of Children and Families social work services. We provide direction for the development of child protection services and cover decision-making about the care of the most vulnerable children in Edinburgh. This group is made up of the following services or lead roles:

- Chief Social Work Officer delegated responsibilities

- children's rights
- complaints about a social work service
- consumer involvement
- Lead Officer to the Edinburgh Child Protection Committee
- management of review team for accommodated children
- professional consultation to social work staff

## Support for children, young people and families

Head of Service: Christina Burnett

As a department we have clearly stated that we want to enable and support children and young people to benefit from:

- safe environments at home, in school and in the community
- high quality, inclusive educational opportunities
- a caring and supportive home.

This group delivers a range of integrated support services. Our approach is to meet needs in ways that take into account children's views and the contribution of their families and community. We are working to ensure that children and young people are supported within their own family and community as far as possible. The group's work falls into the following service areas:

- Special schools and classes
- Family based care, including fostering and adoption
- Residential and specialist residential care
- Professional support services
- Disability
- Youth justice / anti-social behaviour

## Infrastructure and Development

Head of Service: Dave Fenton

If we are to provide modern physical environments we need a strong supporting infrastructure. Planning must be recognised as an important and complex process, crucial to our long-term success. This group has vital roles in helping to balance conflicting requirements and in addressing resource issues, so that we can make sure that the right services are available, in the right place, at the right time.

There are several key areas to be co-ordinated with some overlaps between the work remits of individual teams but the following notes give a general outline.

- Information and Research underpins a lot of the department's work as they give us the statistics and evidence needed to analyse problems and to build strong arguments for resources or change.
- Asset Planning makes sure that we make the best use of physical building resources and are responsible for forward planning. They help us to identify where new facilities are needed and where we have an

over-supply of services, also taking a lead in shaping and managing school catchments.

- Estates manage the day to day condition of existing building stock, oversee health and safety issues and also project manage smaller scale building and construction projects.
- PPP construction projects are larger and led by their own specialist team.
- Facilities Management team look after catering, cleaning, janitorial and transport issues.
- Information and Communications Technologies (ICT) team manages the ICT resources to support teaching and learning, including multimedia and audiovisual technical support.

## Operational and Service Support

Head of Service: Frank McGrail

With nine key areas, this group brings together a number of central teams to provide support across the whole department, as well as some services direct to the public. The group also collaborates and consults with colleagues in corporate HR and Finance to ensure an efficient and responsive service is delivered to meet the needs of the department.

- Advice and Conciliation provide information about education services including support, investigation of complaints and the provision of mediation in serious complaints.
- Arts and Learning widen opportunities for people of all ages and ability to take part in arts activities and cultural events, targeted through a range of school and community programmes.
- Communications team offers strategic advice on a wide range of public relations, marketing and press issues. They act as the main link with the media, offering crisis support when required.
- Devolved Resources and Support provides support for committee services, devolved school management, school boards, stationery orders, the use of premises/school lets and Wellington Court reception.
- Grants, Awards and Placing requests for P1 and S1 intakes are administered centrally
- Information and Learning Resources, includes the school library service
- International Service stimulates and co-ordinate the department's international initiatives through well-established links with schools and many community groups.
- Publications produce a range of materials including curricular resources, statutory reports, information leaflets and other documents in support of conferences or other projects.
- Sports and Outdoor Education team work to get the city more active, with sporting initiatives and sports development work being taken forward both in schools and in the wider community.

## Aim 1: Safe environments at home, in school and in the community



### Protect Children from abuse, neglect and harm

- 1.1 Strengthen Child Protection audit process by re-establishing clear audit parameters.
- 1.2 Develop consultation and involvement plan to listen to children and young people's views on Child Protection services.
- 1.3 Ensure every child placed on the Child Protection Register is allocated a Social Worker.
- 1.4 Reduce caseload to 14 children per Social Worker.
- 1.5 Review and revise joint Child Protection arrangements including establishment of co-located Child Protection team.
- 1.6 To develop an interagency Child Protection Committee Work Plan.
- 1.7 Establish cross agency Local Coordination arrangements within each of the five neighbourhoods aligned with community planning arrangements.
- 1.8 Develop a local Case Management model for each neighbourhood targeting all vulnerable children.
- 1.9 The development of an effective neighbourhood Referral, Access and Duty system.
- 1.10 The development and implementation of effective information systems (in particular to deal with case management and vulnerable children).
- 1.11 Develop integrated Early Years provision.

### Provide attractive, welcoming and nurturing environment

- 1.12 To implement the SMART schools programme.

## Aim 2: A high quality, inclusive education



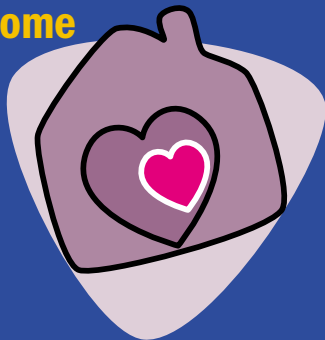
### Raise attainment for all

- 2.1 Raise attainment for all.

### Raise achievement for all

- 2.2 Raise achievement for all pupils in respect of the 5 National Priorities.
- 2.3 Contribute to the implementation of Edinburgh's Community Learning and Development Strategy.
- 2.4 Enhance and widen opportunities for participation, engagement and learning in arts, culture and creativity.
- 2.5 Address the inequalities in regular participation in Sport and Outdoor Education created by culture, ethnicity, age, gender, sexual orientation, disability and income.
- 2.6 Develop a 'Closing the Gap' strategy.
- 2.7 Implement the 2020 Action Plan.
- 2.8 Address the problem of school exclusions and non-attendance.
- 2.9 Ensure that all 3rd party funded providers are delivering effective services.  
Promote Inclusion
- 2.10 Support key transition points effectively, including home into care.
- 2.11 Implement 'Personal Support for Pupils in Scottish Schools' and 'Safe, Happy and Achieving their Potential'.
- 2.12 Implement Additional Support for Learning Act.
- 2.13 Implement Gaelic Policy statement and plan.
- 2.14 Increase the number of places available for children with additional support needs in out-of-school childcare and holiday provision.
- 2.15 Implement the Multi Equalities Policy.
- 2.16 Implement the Accessibility Strategy.
- 2.17 Excluded individuals and groups access and benefit from Community Learning and Development activities.

## Aim 3: A caring and supportive home



### Support families to care for their children where required

- 3.1 Develop strategy to provide more integrated day care services.
- 3.2 Develop and implement a multi-agency Domestic Abuse Strategy.
- 3.3 Develop specialist child and family support for children with disability.
- 3.4 Support parents to achieve effective and appropriate parent-child relationships.

### Provide appropriate caring settings

- 3.5 Improve Looked After and Accommodated Children Reviews.
- 3.6 Scope the application of a 'Strengths and Difficulties Questionnaire' for all children and young people using Children and Families Services.
- 3.7 Develop and implement an accommodation strategy to improve the number, appropriateness and quality of placements for LAAC.
- 3.8 Comply with Throughcare and Aftercare legislation
- 3.9 Improve the quality of residential childcare by reviewing and adjusting the remits of residential units in context of the accommodation strategy.
- 3.10 Fully integrate Family Group Conferencing as a decision-making process for children in need, children at risk and children who may require placement.

## Aim 4: Respect and responsibility



### Support Involvement and Engagement

- 4.1 Continue to improve Children and Families Social Work complaints service and an integrated Advice, Complaints and Conciliation service that meets the needs and statutory requirements of all Children and Families' services.
- 4.2 Develop a strategy for the improved involvement of parents in schools.
- 4.3 Develop a communication and engagement strategy.
- 4.4 Develop consumer involvement activity with children, young people and their families.
- 4.5 All newly accommodated children/young people are provided with information on their rights and responsibilities.
- 4.6 Engage effectively with young people who offend and are involved in anti-social behaviour.

## Aim 5: Opportunities and encouragement to be active, healthy and successful



### Promote healthy lifestyle choices and opportunities

- 5.1 Ensure that all of our establishments are health promoting.
- 5.2 Promote and support uptake of healthy life choices amongst families with children.
- 5.3 Create effective pathways to develop potential and establish life long patterns of involvement in Physical Education, Sport and Outdoor Education.
- 5.4 Enhance and widen opportunities for participation, engagement and learning in sports and outdoor education.

這是兒童及家庭服務部在未來三年內如何改善服務的摘要文件。欲查詢本文件的翻譯資料，請致電愛丁堡市議會傳譯及翻譯服務部 (ITS)，電話 0131 242 8181 並說明檔案編號 06294。

চিন্তাধর্মের এ্যান্ড ফ্যামিলিস ডিপার্টমেন্ট আগামী তিন বছর সেবা উন্নয়নের জন্য যে সব কাজ করবে তার সংক্ষিপ্ত বিবরণ এর মধ্যে দেওয়া আছে। আপনার সম্প্রদায়ের ভাষায় এই ডকুমেন্ট অনুবাদ করার ব্যাপারে তথ্য পাওয়ার জন্য ইন্টারপ্রেশিয়ন এ্যান্ড ট্রান্সলেশন সার্ভিস-(আই.টি.এস.)এর সাথে 0131 242 8181 নম্বরে ফোন করে রেফারেন্স নম্বর 06294 উল্লেখ করবেন।

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یاس کا کاغذ صاف ہے جو چلڈرن اینڈ فیملیز ڈیپارٹمنٹ (ایچ ایف ایف) آئندہ تین سالوں کے دوران سرکاری اصلاح کرنے کے لیے کریں گے۔ اس دستاویز کا زبانی کپی کی زبان میں کرنے کی معلومات کے لیے براہ کرم ہیریٹی ایگریمنٹ اینڈ ٹرانسلیشن سروس (ITS) کا اس نمبر پر رابطہ کریں 0131 242 8181 اور اس نمبر کا حوالہ دیں 06294۔

Interpretation and Translation Service 0131 242 8181 Reference 06294

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You can get more copies of this document by calling 0131 529 2132

If you would like to know more about specific aspects of the plan and how you can get involved in future activities, please contact:

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This plan can be viewed online at <http://egfl.net>