

PERTH AND KINROSS COUNCIL**Lifelong Learning Committee****4 November 2015****Getting it Right for Every Child in Perth and Kinross:
Wellbeing Survey****Report by Director (Social Work)****PURPOSE OF REPORT**

This report sets out the key findings from a survey of staff in Health, Education and Social Work who will take on the roles and responsibilities of Named Persons and Lead Professionals from August 2016 as part of the new duties under the Children and Young People (Scotland) Act 2014.

1 BACKGROUND/MAIN ISSUES

- 1.1 This survey gathered the views of staff who have a key role in improving wellbeing and implementing Getting It Right for Every Child (GIRFEC) in Perth and Kinross. The survey was carried out to ascertain the preparedness of staff for the new duties arising from Parts 4, 5 and 18 of the Children and Young People (Scotland) Act 2014 from August 2016 and to help target improvement activity to support Named Persons and Lead Professionals as they adopt new ways of working. The survey asked staff to identify what is working well and what more needs to be done to support them in the challenges they face in their day to day work. It also gave them an opportunity to make suggestions for improvement.
- 1.2 The survey was completed by 177 staff members from across Education, Health and Social Work Services. This survey was organised around the quality indicators set out in the Care Inspectorate's self-evaluation guide for services for children entitled *How well are we improving the lives of children and young people?* published in 2014.
- 1.3 The results show that staff have welcomed the introduction of GIRFEC and report that the approach has brought significant benefits to how they work to improve outcomes for children, young people and families. GIRFEC is helpful in delivering effective early intervention for children and young people who need it. 91% of respondents agree or strongly agree that we can demonstrate improving trends as a result of our effective approaches to prevention and early intervention.
- 1.4 GIRFEC is reinforcing joint working and the responses to this survey indicate that at the front line, staff are embracing GIRFEC to work with determination to make a real difference to children and young people. 92% of respondents agree or strongly agree that we are working to a clear set of improvements and targets aimed at achieving better outcomes for children.

- 1.5 The approach to delivering GIRFEC is assisting staff to provide the right level of support to children, young people and families at the right time and leading to very positive impact on their lives. Staff were very positive that we do everything possible to ensure the wellbeing of children and young people is promoted and that they receive timely support to give them the best start in life. 95 % of respondents agree or strongly agree that services are having a positive impact in keeping children safe, 94% agree or strongly agree that we do everything possible to ensure children are nurtured, and 93% agree or strongly agree that we do everything possible to assist children to become successful learners. Respondents were less positive about the impact of the support for children's mental health.
- 1.6 Staff across all services were very positive about their understanding of the vision for children's services (96%) and they also felt that this vision is shared between services (91%). Similarly, the vast majority of staff (90%) across all services felt they know what they need to do to make improvements to the services they deliver. They are positive about the future for children's services in Perth and Kinross and the vast majority enjoy their work and, overall, morale is good.
- 1.7 The survey provides important evidence to show that staff understand and feel prepared for their roles and responsibilities as Named Persons and Lead Professionals. Of the respondents who indicated that statement 20, Named Person, was applicable to them, 92% agreed or strongly agreed that they understood their role and responsibilities as a Named Person. Of the respondents who indicated that statement 21, Lead Professional, was applicable to them, 96% strongly agreed or agreed that they understood the Lead Professional role.
- 1.8 Staff feel valued by their managers and by colleagues in other services. 98% agree or strongly agree that they enjoy their work. Staff feel well supported by frontline managers but some report that they need more training to improve their ability to assess needs and risks and implement Child's Plans. They would also benefit from more support to manage the increasing complexity of their work and to manage change. They also comment on the sufficiency and accessibility of resources to make the greatest positive impact on children's lives particularly in more rural areas and the need to place a stronger emphasis on tackling poverty and inequality.
- 1.9 There was strong support for improved arrangements for locality working to embed GIRFEC and for multi-agency training at a local level. A number of comments identified paperwork, particularly in relation to assessment and planning as complex and there was a plea from staff for simplification and further training.

2. PROPOSALS

- 2.1 The survey findings provide a useful baseline from which to measure improvements and it is proposed that the findings inform plans for staff development and target action plans to implement GIRFEC to achieve the greatest benefit for front line staff. The key findings will be reported back to staff and used to inform discussions at local multi-agency events planned for November and December.
- 2.2 It is also proposed that the survey is repeated for staff operating in the Third Sector to gauge their views and to further develop a joint approach to staff development and to improving outcomes.

3. CONCLUSION AND RECOMMENDATIONS

- 3.1 This survey provides valuable evidence of how well the GIRFEC approach is leading to tangible improvements in joint working practices and to better outcomes for children, young people and families.

It is recommended that the Committee:

- (i) notes the findings of the Wellbeing Survey, the evidence of the positive impact of GIRFEC in Perth and Kinross and the proposal to use the survey findings to inform plans for staff development and action plans to fully implement GIRFEC; and
- (ii) notes the proposal to repeat the Wellbeing Survey with staff working in the Third Sector in collaboration with a range of voluntary organisations.

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1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

Strategic Implications	Yes
Community Plan / Single Outcome Agreement	Yes
Corporate Plan	Yes
Resource Implications	N/A
Financial	N/A
Workforce	Yes
Asset Management (land, property, IST)	N/A
Assessments	N/A
Equality Impact Assessment	N/A
Strategic Environmental Assessment	N/A
Sustainability (community, economic, environmental)	N/A
Legal and Governance	N/A
Risk	N/A
Consultation	Yes
Internal	Yes
External	Yes
Communication	N/A
Communications Plan	N/A

1. Strategic Implications

Community Plan / Single Outcome Agreement

- 1.1 This report relates to Objective No (i) Giving every child the best start in life.

Corporate Plan

- 1.2 The Perth and Kinross Community Plan 2013-2023 and Perth and Kinross Council Corporate Plan 2013/2018 set out five strategic objectives:

- (i) Giving every child the best start in life;
- (ii) Developing educated, responsible and informed citizens;
- (iii) Promoting a prosperous, inclusive and sustainable economy;
- (iv) Supporting people to lead independent, healthy and active lives; and
- (v) Creating a safe and sustainable place for future generations.

This report relates to Objective No (i) Giving every child the best start in life a

- 1.3 The report also links to the Education & Children's Services Policy Framework in respect of the following key policy area:

- Integrated Working

2. Resource Implications

Financial

2.1 None

Workforce

2.2 There are learning and development needs identified within this survey which will need to be considered and additionally within the multi-agency GIRFEC action plan and met within existing resources.

Asset Management (land, property, IT)

2.3 None.

3. Assessments

3.1 Equality Impact Assessment

(i) Assessed as **not relevant** for the purposes of EqIA

3.2 Strategic Environmental Assessment

None

3.3 Sustainability

Not applicable.

3.4 Legal and Governance

Not applicable.

3.5 Risk

No risks identified.

4. Consultation

Internal

4.1 Head of Early Years and Primary Education
Head of Secondary Education and Inclusion
Head of Culture and Communities.

External

4.2 Head of Children and Families for Perth and Kinross Community Health Partnership in view of the participation of community health staff.

5. Communication

5.1 None

6. BACKGROUND PAPERS

No background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information) were relied on to any material extent in preparing the above report.

7. APPENDICES

Appendix 1 Wellbeing Survey Report September 2015.

Getting it Right in Perth and Kinross

Helping children be the best they can be

**Wellbeing Survey
September 2015**

Improving Children's Wellbeing Survey September 2015

1. Introduction

The purpose of this survey was to gather the views of staff across different services working with children and families who have a key role in improving wellbeing and implementing Getting It Right for Every Child (GIRFEC) in Perth and Kinross. The survey was carried out to inform our approach relating to the new duties that will be required of services within Perth and Kinross in one year's time, with the full implementation of the Children and Young People (Scotland) Act 2014. It also aimed to help target improvement actions towards areas which would be of most assistance to Named Persons and Lead Professionals as they adopt new ways of working.

The survey asked staff to identify what is working well and what more needs to be done to support them in the challenges they face in their day to day work. It also gave staff an opportunity to make suggestions for improvement.

The survey was targeted at those members of staff across Education, Health and Social Work that will assume the roles of Named Persons and Lead Professionals. 177 staff members across Education, Health and Social Work completed the survey.

2. Background

The survey was conducted via a web-based 'survey gizmo' issued by email via key contacts in Social Work, Education and Health. Completed surveys were collated centrally by Education & Children's Services. Due to technical difficulties, many health staff were provided with hard copies and these responses were entered manually. The survey went live on the 18 May 2015 and was set to run for 3 weeks closing on the 8 June 2015. This was extended due to technical difficulties and the survey closed on the 22 June 2015.

The survey asked respondents to identify their occupation/professional roles and job type. They were then asked to state whether they strongly agreed, agreed, disagreed or strongly disagreed with 60 statements. There were also 12 questions within the survey that allowed respondents the opportunity to make detailed comments and suggestions.

Analysis of the responses reveals that all statements met with agreement/strong agreement from staff with only one (Q30) prompting strong disagreement. However, the comments at the end of each section raised a large number of challenges perhaps reflecting a strong willingness by staff to identify those areas which could be further improved (this was encouraged in the covering email).

Where the views expressed by staff differ according to the service(s) in which they are deployed, more detailed commentary is provided in this report.

3. Key Findings

Staff have welcomed the introduction of GIRFEC and report that the approach has brought significant benefits to how they work to improve outcomes for children, young people and families. GIRFEC is helpful in delivering effective early intervention for children and young people who need it. It is reinforcing joint working and the responses to this survey indicate that at the front line, staff are embracing GIRFEC to work with determination to make a real difference to children and young people. The approach to delivering GIRFEC is assisting staff to provide the right level of support to children, young people and families at the right time and leading to very positive impact on their lives.

Staff across services are very clear about the vision for children and young people in Perth and Kinross. They are positive about the future for children's services in Perth and Kinross and the vast majority enjoy their work and, overall, morale is good.

Staff feel well supported by frontline managers but some report that they need more training to improve their ability to assess needs and risks and implement Child's Plans. They would also benefit from more support to manage the increasing complexity of their work and to manage change. They also comment on the sufficiency and accessibility of resources to make the greatest positive impact on children's lives particularly in more rural areas.

4 Survey Results

4.1 Key Performance Outcomes

91% of respondents agree or strongly agree that we can demonstrate improving trends as a result of our effective approaches to prevention and early intervention.

92% of respondents agree or strongly agree we are working to a clear set of improvements, targets aimed at achieving better outcomes for children.

Respondents were less positive about the effectiveness of measures to tackle poverty and inequality with 62% agreeing or strongly agreeing with this statement and 33% disagreeing or strongly disagreeing. Many report a substantial impact for a number of individual children through preventative actions and targeted intervention. However, they suggest that more needs to be done to make a bigger difference to a larger number of children.

Staff in health services were less positive about the impact on child poverty and reported a greater awareness of inequality gaps in neighbourhoods.

Section 1 – Key Performance Outcomes					
Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
<i>Q4 We can demonstrate improving trends as a result of our effective approaches to prevention and early intervention</i>	10%	81%	5%	1%	3%
<i>Q5 We are successfully tackling the consequences of child poverty</i>	3%	58%	30%	3%	6%
<i>Q6 We are successfully closing outcome gaps and inequality gaps in our different neighbourhoods</i>	2%	56%	29%	3%	10%
<i>Q7 We are working to a clear set of improvements, targets aimed at achieving better outcomes for children and young people</i>	27%	65%	6%	0%	2%

4.2 Impact on Children

The statements in this section relate to the impact on children, young people and families. All statements asked if we do everything possible to ensure the wellbeing of children. The questions elicited a very positive response from staff across services with a high percentage strongly agreeing with the statements in his section. Responses were particularly strong in relation to the positive impact in keeping children safe (95% agreed or strongly agreed), nurtured (94% agreed or strongly agreed) and assisting children to become successful learners (93% agreed or strongly agreed). 93% of respondents agree or strongly agree that we ensure that children and young people receive timely support to give them the best start in life.

Comments also indicated that services are very effective in coordinating actions to ensure children's safety and in providing nurturing, stable environments for children to grow and develop.

Respondents were also very positive about the involvement of children and young people in decision making (88% agreed or strongly agreed), have appropriate levels of responsibility (84% agreed or strongly agreed) and being valuable contributors in their communities (86% agreed or strongly agreed).

There was a slightly less positive response to statements about the impact of the support for children's mental health with 79% of staff agreeing or strongly agreeing with this statement and 21% disagreeing or strongly disagreeing. There were a number of comments about an insufficient level and range of mental health services, drug and alcohol services and services that focus on life skills.

Social work staff were more positive about access to children's mental health services suggesting that children who have experienced significant trauma are prioritised for this intervention.

Section 2 – Impact of Children, Young People and Families					
Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
Q9 <i>We do everything possible to ensure that children and young people receive timely help and support to give them best start in life.</i>	37%	56%	5%	1%	1%
Q10 <i>We do everything possible to ensure that children and young people are safe – well protected from abuse, neglect or harm.</i>	54%	41%	5%	0%	0%
Q11 <i>We do everything possible to ensure that children and young people have the highest attainable standards of physical health.</i>	26%	62%	9%	1%	2%
Q12 <i>We do everything possible to ensure that children and young people have the highest attainable standards of mental health.</i>	21%	58%	20%	1%	0%
Q13 <i>We do everything possible to ensure that children and young people are successful learners?</i>	38%	55%	5%	0%	2%
Q14 <i>We do everything possible to ensure that children and young people thrive as a result of nurturing relationships and stable environment.</i>	36%	58%	6%	0%	0%
Q15 <i>We do everything possible to ensure that children and young people are physically active?</i>	28%	56%	14%	1%	1%
Q16 <i>We do everything possible to ensure that children and young people are involved meaningfully in decisions that affect them.</i>	30%	58%	9%	0%	3%

Q17 <i>We do everything possible to ensure that children and young people take appropriate levels of responsibilities.</i>	23%	61%	12%	1%	3%
Q18 <i>We do everything possible to ensure that children and young people are valuable contributors to the communities in which they live and learn?</i>	23%	63%	10%	0%	4%

4.3 Impact on Staff

This section generated positive responses to all statements and elicited more comments than any other sections. The responses to statements 20 and 21 are significant as they provide evidence about how well staff understand and feel prepared for their roles and responsibilities as Named Persons and Lead Professionals.

31% of respondents indicated that the statement relating to 'Named Person' was not applicable to them which is in keeping with the current role and responsibility of those surveyed. Of the respondents who indicated that this statement was applicable to them 92% agreed or strongly agreed that they understood their role and responsibilities as a Named Person.

29% of respondents indicated that this statement related to 'Lead Professional' was not applicable to them which is in keeping with the current role and responsibility of those surveyed. Of the respondents who indicated that this statement was applicable to them 96% strongly agreed or agreed that they understood the Lead Professional role.

The other statements in this section generated a very positive response in relation to how workers feel valued by their managers (91% agreed or strongly agreed), colleagues in other services (91% agreed or strongly agreed) and how staff enjoy their work (98% agreed or strongly agreed).

There were many positive comments about the effectiveness of collaborative working at a practitioner level and how GIRFEC is supporting early intervention. A few staff confirmed that they felt GIRFEC was just, as one respondent stated, "codifying" the good practice that has always taken place. Another reflection was that GIRFEC does not make things easier but it makes things "more transparent, more accountable and more equitable."

Staff were less positive about the extent to which their views are taken into account when planning children services with 21% disagreeing or strongly disagreeing. An uncertainty about the boundaries and transitions from Named Person to Lead Professional was evident in some comments which confirm the results of the self-assessment carried out in relation to GIRFEC implementation.

There was also an apprehension about the need for additional resources to implement GIRFEC fully and education staff were more likely to be concerned about meeting additional responsibilities that may arise through the Named Person role.

Social work staff were the most positive about the useful impact of GIRFEC in terms of supporting their work with children and young people and specifically identified significant progress through early intervention approaches. Education staff felt most positive about being valued by multi-agency colleagues and health staff were more positive about their views being valued in service planning.

Section 3 – Impact on Staff					
Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
<i>Q20 I understand my roles and responsibilities as a Named Person?</i>	26%	38%	5%	0%	31%
<i>Q21 I understand my role and responsibility as a Lead Professional?</i>	25%	43%	3%	0%	29%
<i>Q22 My views are fully taken into account when services are planned and provided.</i>	13%	61%	18%	3%	5%
<i>Q23 I feel valued by my manager</i>	36%	55%	7%	1%	1%
<i>Q24 I feel valued by other practitioners when working as part of a multi-disciplinary team?</i>	24%	67%	6%	0%	3%
<i>Q25 I enjoy my work</i>	43%	55%	2%	0%	0%
<i>Q26 I am supported where I may face personal risk?</i>	30%	55%	9%	2%	4%
<i>Q27 GIRFEC has helped me improve my work</i>	26%	62%	9%	1%	2%
<i>Q28 GIRFEC has made it easier to help Children & Young People and Families at an earlier stage</i>	20%	65%	9%	1%	5%

4.4 Impact on the Community

This section elicited less positive responses than other sections of the survey. 54% of respondents disagree or strongly disagree with the statement that services for children are equally spread across Perth and Kinross.

Comments related to inequity in service provision for those children and young people residing in a rural setting. Respondents mentioned the decentralisation of services, a reduction in the costs of accessing services and improved transport links as areas for improvement. Respondents recognised that there had been an increase in provision, particularly in early years services, which had helped to address the perceived disparity.

71% of social work staff responded positively to the statement that the quality of life for the most vulnerable is improving.

Section 4 – Impact on the community					
Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
<i>Q30 Access to services for children and young people is equally distributed, regardless of where families live in the local authority area</i>	5%	37%	43%	11%	4%
<i>Q31 There is enough opportunity for children, young people and families to be involved in lifelong learning</i>	6%	57%	30%	1%	6%
<i>Q32 There is enough opportunity for children, young people and families to become more active in the community</i>	9%	59%	27%	0%	5%
<i>Q33 The quality of life for most vulnerable children, young people and families is improving</i>	1%	57%	30%	3%	9%

4.5 Delivery of Key Processes

There was a very positive response suggesting that GIRFEC has improved the assessment of needs (89% agreed or strongly agreed) and that GIRFEC is improving the quality of planning to meet those needs (88% agreed or strongly agreed).

However, a sizeable minority of staff indicated there was a need for more training and guidance along with helpful tools to aid in the task of assessing risks and needs. Education staff indicated the strongest desire for further training in

assessing risks. 32% of respondents disagreed or strongly disagreed that they had received sufficient training on the preparation of a 'Child's Plan'. This indicates a strong desire from staff to receive more training on the creation and implementation of Child's Plans.

There was a strong plea, in the comments section for greater clarity around the preparation of Child's Plans from all staff. Further training and support in this area to fully realise the potential for GIRFEC would lead to better outcomes of children and young people.

Many of the respondents made positive comments that they work well to plan and meet the wellbeing needs of children. Some indicated however that more children would benefit from multi-agency plans, leading to more effective interventions.

This section provoked a particularly strong response from social work staff who all strongly agreeing or agreeing with these statements.

Section 5 – Delivery of Key Processes					
Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
<i>Q35 I have received training on how to carry out or contribute to an assessment of need</i>	12%	49%	24%	2%	13%
<i>Q36 I have received training on how to carry out or contribute to an assessment of risk.</i>	10%	56%	23%	2%	9%
<i>Q37 I have the guidance and tools I need to carry out an assessment of need</i>	13%	56%	15%	2%	14%
<i>Q38 I have the guidance and tools I need to carry out an assessment of risk</i>	12%	58%	18%	2%	10%
<i>Q39 GIRFEC has improved the assessment of children's needs.</i>	16%	73%	4%	1%	6%
<i>Q40 I have received training on how to prepare a child's individual plan</i>	4%	48%	30%	2%	16%
<i>Q41 I have the guidance and tools I need to prepare a child's individual plan</i>	5%	53%	23%	2%	17%
<i>Q42 Individual plans for children are regularly reviewed by the multidisciplinary team I work in.</i>	14%	61%	7%	1%	17%

<i>Q43 GIRFEC has improved the way we plan to meet children's needs.</i>	14%	74%	5%	1%	6%
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4.6 Policy Development and Training

Some respondents indicated that they did not know enough about the arrangements to take account of the views of children, parents, families and staff in the strategic planning of services. Those who did respond to this statement responded positively with 81% agreeing or strongly agreeing that we take into account views of children, young people.

Education staff were most positive in their responses to these statements. Respondents were slightly less positive about their own involvement in planning services at a strategic level with 71% agreeing or strongly agreeing that their views were taken into account fully.

Section 6 – Policy development and training					
Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
<i>Q45 The views of children and young people who use services are taken into account fully when planning services at a strategic level.</i>	6%	60%	14%	1%	19%
<i>Q46 The views of parents and families are taken into account fully when planning services at a strategic level.</i>	10%	58%	14%	1%	17%
<i>Q47 The views of staff are taken into account fully when planning services at a strategic level.</i>	8%	55%	24%	2%	11%

4.7 Management and support for Staff

Almost all of the statements in this section received very positive responses with around 90% of respondents agreeing or strongly agreeing. Respondents were less positive about the level of administrative support with 35% disagreeing or strongly disagreeing that they had sufficient administrative support

This section generated the second highest number of comments in the survey. Many staff commented on the positive support from managers and support staff, but adding that this is not always coupled with adequate time to support them fully. 68% of Health staff disagreed or strongly disagreed that they had sufficient administrative support and their comments related to how their work is disadvantaged as a result.

It was also notable that 57% of education staff disagreed or strongly disagreed that their workload is manageable within their normal working hours. There was also a sizeable group of health staff (40%) and social work staff (33%) who disagree or strongly disagree that their workload is manageable in their normal working hours.

Section 7 – Management and support for Staff					
Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
<i>Q49 I receive effective support and challenge from my line manager</i>	42%	48%	9%	0%	1%
<i>Q50 My line manager gives me regular feedback on my work.</i>	36%	52%	10%	1%	1%
<i>Q51 I have an annual appraisal/performance review with my line manager.</i>	47%	43%	6%	0%	4%
<i>Q52 I have received adequate training to do my job.</i>	33%	60%	5%	1%	1%
<i>Q53 Information technology helps me do my job</i>	25%	64%	9%	1%	1%
<i>Q54 Most of the time, my workload is manageable within my normal working hours</i>	4%	47%	31%	17%	1%
<i>Q55 I have access to sufficient administrative support to do my job</i>	10%	52%	23%	12%	3%

4.8 Partnership and Resources

This section elicited some of the most positive responses for any section in the survey. Statements relating to multi-agency working generated a very strong response that staff across services have positive working relationships (94% agreed or strongly agreed) and are supported by their managers to engage in joint working (94%% agreed or strongly agreed).

This section offered the least comments and the general positive tone of the vast majority of the comments indicate that joint working is an area where staff feel that there is real and purposeful progress through GIRFEC.

A significant 21% felt that GIRFEC had not improved working relationships. From the comments section it would appear to be the views of some staff that multi-agency working relationships and arrangements have been positive for a considerable time and GIRFEC has not therefore made a significant impact on improving what was already a very positive multi-agency working environment.

Staff could identify positive examples of joint working and shared approaches to service delivery.

Social work staff were most positive in their agreement that GIRFEC is having a constructive impact in creating better working relationships between services. This is important to note as social work staff are most often involved directly with staff across a wide range of services in all of their work to support vulnerable and at risk children and young people.

Section 8 – Partnership and Resources					
Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
<i>Q57 There are positive working relationships amongst practitioners in different services.</i>	19%	75%	2%	1%	3%
<i>Q58 GIRFEC has improved my working relationships</i>	9%	61%	18%	3%	9%
<i>Q59 In partnership, there are positive examples of joint working and shared approaches in service delivery.</i>	19%	70%	4%	1%	6%
<i>Q60 Joint working is supported and encouraged by our managers.</i>	32%	62%	2%	1%	3%

4.9 Leadership and Direction

This section elicited a very positive response to most statements. Staff across all services were very positive about their understanding of the vision for children's services (96% agreed or strongly agreed) and that this vision clear and shared (91% agreed or strongly agreed). Similarly, the vast majority of staff across all services felt they know what they need to do to make improvements (90% agreed or strongly agreed).

Respondents were less positive about how change is managed within their own services (77% agreed or strongly agreed) and at a multi-agency level (62% agreed or strongly agreed). 78% agreed or strongly agreed that senior managers communicate well with frontline managers. These responses should prompt further examination to better understand the reasons and what more needs to be done to improve communication.

Comments suggest that some staff feel that too many changes are taking place at once and time is required to embed some of the changes. There were also several comments that service improvement would benefit from additional resources being available.

Education staff were most positive in their agreement with statements that related to the vision for children, young people and families. They were also most positive about how well change is managed within their service.

These responses should prompt further examination to better understand the reasons and what more needs to be done to improve the ways in which change is managed across services for children, young people and families.

Section 9 – Leadership and Direction					
Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
<i>Q62 I am clear about our vision for children, young people and families.</i>	35%	61%	2%	1%	1%
<i>Q63 The vision for children, young people and families is shared across services.</i>	21%	70%	5%	1%	3%
<i>Q64 Senior managers communicate well with frontline managers.</i>	17%	61%	15%	3%	4%
<i>Q65 I know what I need to do to improve the services we provide</i>	16%	74%	7%	1%	2%
<i>Q66 Changes are managed well in my service</i>	8%	69%	16%	3%	4%
<i>Q67 Changes that affect more than one service are managed well</i>	5%	57%	22%	2%	14%

4.10 Capacity for Improvement

Respondents were consistent in their views about their own morale with 84% agreeing or strongly agreeing that their morale was good and that they are positive about the future of children's services.

Respondents were less positive about the morale of their immediate colleagues in their service with 72% agreeing or strongly agreeing that the morale of their colleagues was good. When asked about the morale of staff in other services 55% agreed or strongly agreed that their morale was good.

82% of social work staff and 77% education staff agreed or strongly agreed that morale was good within their service. 50% of health staff agreed or strongly agreed that morale was good within their service.

Section 10 – Capacity for improvement					
Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
Q69 My morale is good.	19%	65%	14%	1%	1%
Q70 The morale of my colleagues in the service is good.	8%	64%	23%	3%	2%
Q71 The morale of my colleagues in other services is good.	4%	51%	17%	0%	28%
Q72 I am positive about the future for services for children and families.	15%	69%	12%	1%	3%

Q74 Could you name one thing in Perth and Kinross which successfully help to improve the outcomes for children, young people and families?

GIRFEC was most commonly reported as having a very positive impact on children, young people and families and in improving joint working and communication across services. Comments included the notable commitment of staff and managers to improving outcomes for individual children, young people and families.

Specific services such as early years, support for parenting, restorative and nurturing approaches in schools, and support for children with additional support needs were noted as making a positive difference to improving wellbeing.

Improved processes and planning to meet children's needs have had a positive impact for staff along with single and multi-agency training.

Education staff reported most positively about the benefits and improvements that GIRFEC and closer partnership working had brought to children's services. There was also a sense for education staff that the culture of inclusion,

restorative approaches and the commitment of staff was improving the services they deliver.

Other comments included the beneficial impact of additional provision in early years. There were many other specialist provisions that were mentioned by staff that were identified as making a difference for individual children.

Q75 *Could you suggest one thing that needs to happen in Perth and Kinross to improve the outcomes of children, young people and families?*

Over half of the comments related to the need for a specific service that was not available or a general view that there were insufficient resources available to meet the range and level of needs being identified.

Notably, staff commented on the inaccessibility of some services for children and families living in rural areas or problems with transport.

There was strong support for improved arrangements for locality working to embed GIRFEC and for multi-agency training at a local level.

A number of comments identified paperwork, particularly in relation to assessment and planning as complex and a plea from staff for simplification and further training.

5 Conclusions

The findings of this survey provide a clear position in relation to the levels of understanding and preparedness of staff in Education, Health and Social Work who will take on the role of Named Person and Lead Professional. It also gives rich data in relation to their views about the impact that GIRFEC is having on their practice as well as the difference this is making to outcomes for children, young people and families.

The majority of statements elicited very positive responses with over 90% of respondents agreeing and strongly agreeing with the statements. A few statements elicited less positive responses with less than 75% of staff agreeing or strongly agreeing with the statements. Overall, staff are very positive about our current approach to implementing GIRFEC and are confident that services are continuing to improve. The findings of this survey demonstrate that GIRFEC has and is continuing to have a positive impact should continue to provide an impetus for progress within services for children, young people and families.

There were a numbers of areas that provoked very positive responses including a strong view that preventative and early intervention work is becoming firmly embedded and making a significant positive impact on outcomes for children.

There was a very positive response from staff that will assume the roles of Named Person and Lead Professional confirming that they understand their new roles and responsibilities. This combined with a number of positive responses related to the impact of GIRFEC suggests that staff have embraced the GIRFEC approach and using this to make a difference for children.

The most positive findings related to workers enjoying their work and feeling challenged and supported by their managers. This was echoed in the positive responses regarding productive working relationships with others and provides sound evidence that joint working and integrated approaches are taking a strong hold in Perth and Kinross. The findings show that staff are less confident about the equal distribution of services for children and young people across Perth and Kinross.

A number of staff, particularly from education and health, feel that they requires further training, guidance and tools to assist them to more effectively assess risks and needs and support the development of Child's Plans.

The responses from a significant number of staff suggest that they feel they cannot manage their work within the allocated hours and could benefit from support to manage change.