

Children & Young People's **SERVICES PLAN** **2017-2020**



Working together to achieve the best for
children, young people and families

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Foreword



In Argyll and Bute we recognise that investment in our children and young people is one of the most valuable long-term investments that we can make. By investing our shared resources in the delivery and development of services that focus on prevention and early intervention, we can ensure that children and young people's needs are met at the earliest opportunity and they are supported to achieve their full potential.

We want the children and young people of Argyll and Bute to have the best possible start in life. We want them to enjoy being young and have the right supports in place to make sure they are successful learners, confident individuals, effective contributors and responsible citizens in their communities. We want our children and young people to live safe, healthy, active and independent lives. Together, we want to get it right for every child and young person.

Working in partnership with families, our core principle is that we work to do things 'with' rather than 'to' our children and young people. This plan has been developed in partnership with our children and young people. It sets out the shared local priorities for achieving Argyll and Bute's vision for all children and young people and makes clear what services and partners need to do together to achieve them.

The plan provides a framework for professionals, parents, carers and volunteers working with our children and young people helping to shape and improve the services we offer.

The partnership is fully committed to delivering the Children and Young People's Services plan. We thank all partners for their contributions to the plan and for their ongoing commitment to working together to achieve the best possible outcomes for our children and young people.



Cleland Sneddon

Cleland Sneddon
Chief Executive Argyll
and Bute Council



Elaine Mead

Professor Elaine Mead
Chief Executive NHS
Highland

1. Introduction



Welcome to Argyll and Bute's Children and Young People's Services Plan (CYPSP). This plan covers the period 2017-2020 and reflects our priorities having taken time to consolidate and embed learning from the recent integration of Health and Social Care Services and the Scottish Government's expectations and aspirations in relation to the Children and Young People (Scotland) Act 2014.

Argyll and Bute Council and NHS Highland supported by Community Planning Partners are committed to improving the lives of all the children and young people of Argyll and Bute. As we work together to achieve the best for children, young people and families this plan maintains the direction and identifies the actions that all partners have committed to deliver in order to ensure that children and young people living in Argyll and Bute get the possible start in life.

Children and young people's needs are usually met by their parents, families or carers and are assisted by education, health and community services. This Children and Young People's Services Plan, while acknowledging the provision of universal services, focuses on services that target the most vulnerable and disadvantaged children who require care and support from a number of agencies, including education, social work, health, Police, Scottish Fire and Rescue, Third Sector children's services and other partners.

This plan builds on the work described in the previous Integrated Children's Services Plan (2014-2017) and has been informed by what children, young people and families have told us about their needs and experiences. As a consequence of what we have learned, we have committed ourselves to work in partnership to continuously improve how we coordinate and deliver our universal and targeted services to ensure children and families get the help they need when they need it.

Argyll and Bute's vision commits partners across Argyll and Bute to working together to achieve the best for children, young people and families. In order to realise this vision we have agreed to structure this Children and Young People's Services Plan within the Getting It Right for Every Child framework using the Wellbeing Indicators (WBIs) Effectively, this ensures that we link the outcomes set out in the plan with the Argyll and Bute Outcome Improvement Plan (ABOIP) and the relevant National Performance Framework (NPF).

This means that the Community Planning Partnership will focus on ensuring that our children and young people have the best start in life to enable them to become successful learners, confident individuals effective contributors and responsible citizens and that we continue to improve the life chances for children, young people and families at risk.

2. Our Purpose



The Children and Young People's Services Plan is the core plan for the multi-agency delivery of children's services in Argyll and Bute. It is one of the key strategic plans developed and implemented on behalf of NHS Highland, Argyll and Bute Council and the Community Planning Partnership, with the aim of delivering those priorities and local outcomes articulated in the Argyll and Bute Outcome Improvement Plan (ABOIP)

In particular, the CYSP establishes the strategic agenda for the improvement of local services for children, young people and families. It sets out the targets that the Community Planning Partnership is committed to achieve by the end of 2020 and the outcomes and activities that will support further improvement.

The CYSP focuses specifically on the priorities where an integrated approach to service delivery is essential.

The CYSP is supported by a number of lower-level plans, which are in place across Argyll and Bute. This structure ensures that those plans contribute to the realisation of local outcomes while taking cognisance of the CYSP themes, outcomes and activities.



The purpose of the Children and Young People's Services Plan is to:

- Provide a clear statement of direction and vision for children's services over the life of the Plan
- Produce a statement of purpose and intent that provides a basis for meaningful engagement with partner agencies over the co-ordination of work and appropriate allocation of resources
- Provide a planning framework agreed by all partner agencies that will be used to develop, monitor, review and improve how we deliver services to children and families in Argyll and Bute
- Provide leadership and support to operational staff by delivering a coherent and rational framework that clarifies the structure, direction, purpose and priorities to be taken forward
- Show how children's services in Argyll and Bute are working to meet national and local legislation and policy

3. Our Vision



'Working together to achieve the best for children, young people and families'

What is a vision?

A vision is a goal that we all share and that we will all work together to achieve. In our vision, we say what we want the future to look like for children and young people in Argyll and Bute.

Who is this vision for?

This vision is for all those who use services for children, young people and their families in Argyll and Bute as well as all those who work in these services or who come into contact with service users.

What do we mean by 'services for children, young people and families'?

We mean every service in Argyll and Bute that could have a part to play in supporting children, young people and their families. These services could be those that

- are available for everyone such as schools, health visitors and doctors
- children and families use when they need some extra help like Speech and Language Therapists or Social Workers
- might be used by parents or carers like Housing or Drug and Alcohol services

All services are included whether they are provided by the NHS, Council, Police, Scottish Children's Reporter Administration, Children's Hearing System, the Private Sector, Third Sector Organisations or Voluntary Organisations.

We are committed to 'Getting it Right for Every Child' (GIRFEC) in Argyll and Bute. This means that all services that work with children, young people and their families work together to put them at the centre of everything we do. It means that we are committed to providing help and support as early as possible to prevent crisis and emergency situations from affecting our children and young people

In order to achieve our vision we have framed our Children and Young People's Services Plan 2017 – 2020 within the Getting It Right for Every Child framework and the well-being indicators. This ensures that we link the outcomes set out in the plan with the Argyll and Bute Outcome Improvement Plan (ABOIP) and the relevant National Performance Framework.

This means that the Community Planning Partnership can focus on ensuring that our children and young people have the best start in life which will enable them to become

- Successful learners
- Confident individuals
- Effective contributors
- Responsible citizens

as we continue to improve the life chances of children, young people and their families in Argyll and Bute. You can read more about what our vision means for professionals, children and young people and parents/carers in Appendix 1.

4. Engagement and Participation



Building on existing good practice in engagement and participation we have provided opportunities through focus groups and surveys for our children, young people, parents/carers, professionals and other stakeholders to get involved in the planning of the plan.

The Children and Young People's Services Plan was informed by feedback from children and young people and their families, through surveys, inspections and reviews and our own self-evaluation. By using a variety of case studies, based on each of the well-being indicators, we were able to ensure a wide range of childhood experiences were included. This allowed a comprehensive approach to mapping of services and community assets pre-birth to 18 years.

Young people told us they wanted more emphasis placed on the value of relationships and having their voice heard, they were also keen to ensure opportunities were available for employment and training. A key priority for children, young people and professionals was the mental health of our children and young people and the need for additional early support.

There are a range of mechanisms that support engagement and participation of children and young people and their families. These include:

Pupil Councils

are established in Primary and Secondary Schools to consider aspects of how the school is run and engages with its community.

Youth Councils

representing secondary schools and feeds into the Community Planning Partnership

Scottish Youth Parliament

three Scottish youth parliament members are elected to represent Argyll and Bute. Their manifesto consultation should be linked to other local youth initiatives and priorities.

Children 1st

provide independent advocacy and children's rights support to children and young people aged 5-16 who are on the child protection register and their families. They represent their views at an individual and strategic level.

Children 1st also deliver the Scottish Governments national *In Tandem* service in for children and young people aged 8-14 who are looked after at home.

Viewpoint

is an electronic survey tool used to gain the views of looked after children and young people. Results are used to inform their individual plans and reviews as well as multi-agency service planning.

Who Cares Scotland

Provide independent advocacy and children's rights support to children and young people who looked after and accommodated.

The Argyll and Bute Corporate Parenting Board has been set up to ensure that we are constantly improving the lives of children and young people who are looked after by the Local Authority.

We are committed to delivering the same aspirations for our looked after children and young people as for all of our children and young people, ensuring they have the best environment in which to grow up and be successful. Membership of the Board includes four area children's champions who are local elected members.

5. Our Challenges



Argyll and Bute's Children's Services need to respond effectively to the changing profile of need in an increasingly diverse and complex population. The financial position faced by providers of public services across Argyll and Bute makes it all the more difficult to provide a range of high quality services that meet local needs consistently. Some particular challenges for our children's services are

Geography

- The geographical spread of the population and associated problems for service delivery
- A highly rural area with many small communities, often separated by water
- Access to and around the authority area and access to key services within it

Population

- The projected decline in total population is a real threat to the viability of the authority area with a potential to adversely impact on the economy, wealth creation, workforce availability and efficient service delivery
- We face increasing costs and challenges to deliver services
- We need to encourage younger people to relocate to and live within the Argyll and Bute area so that our economy can grow
- Many of our communities are isolated and risk collapse as population changes take effect
- Areas of our urban communities exhibit levels of deprivation that creates real hardship
- Difficulties in targeting services to those experiencing poverty in our remote and rural areas

Economy and Employment

- We need to use sustainable economic assets for the benefit of communities
- We must develop education, skills and training to
 - maximise opportunities for all
 - build a workforce to support economic growth

Infrastructure and Sustainability

- Improve and make better use of infrastructure to promote economic growth
- Ensure sustainability by protecting the natural environment and addressing climate change

Health

- We need to help people improve their health and wellbeing
- We must reduce health inequality

Deprivation

- Identify inequalities that exist in Argyll and Bute
- Implement action to address inequity

6. Our Priorities

We have consulted children, young people and professionals and taken cognisance of national and local priorities to enable us to identify and agree the seven strategic priorities for the Children and Young People's Services Plan 2018 – 2020. They are;

- Early Intervention and Support
- Mental Health and Well-being
- Children and Young People's Voice's
- Child Protection
- Corporate Parenting
- Substance Misuse
- Leadership and Communication

1. Early Intervention and Support —

Evidence strongly indicates that early intervention measures are critical to preventing negative social outcomes in later life. Key to this transformation is prevention, identification of adverse childhood events (ACEs), early intervention and providing better outcomes for people and communities. This is central to the Getting It Right For Every Child approach.

In Argyll and Bute, we continue to build on our strong record of prevention and early intervention to ensure children get the best start in life. This is supported through the work of the local multi-agency Children and Young People Improvement Collaborative (CYPIC) and Early Years groups.

By adopting the improvement methodology the CYPIC team bring together the Getting It Right for Every Child and National Improvement Framework approaches. This is fundamental to ensure the life chances of children, young people and families at risk improve and the correct support is in place early.

The Argyll and Bute Family Pathway complements the work of the CYPIC. The pathway commences antenatally and supports children at each key stage to reach their developmental milestones by the time they reach primary school.

The work of Paediatric Allied Health Professionals (AHPs) is vital in early intervention and prevention. By providing training on evidence based interventions AHPs ensure Early Year's and school staff

have the knowledge and skills to improve wellbeing outcomes for children and young people. (Ready to Act, 2016)

Communication and information sharing, with parental consent, are fundamental to the success of the pathway. Partners routinely share information about vulnerable children under the age of five. This enables the service to check that children have been registered with early learning and childcare and that services work together when children are identified as needing additional support.

Where required, adaptations and resources are provided earlier with the provision of pre-three placements for children with

2. Mental Health and Wellbeing —

Improving the mental health of children and young people has a proven impact on their ability to form positive relationships with peers and adults, their success at school and a whole range of outcomes as adults.

The Scottish Government has published a new Mental Health Strategy for the period 2017 to 2027, which aims to improve access to services and supports earlier intervention and prevention across lifespan.

The new Mental Health Strategy continues to recognise the period between pregnancy and three years is a critical period in shaping children's life chances, and that responding early to attachment issues and conduct disorders has a positive effect on the development of the child.

The importance of new mothers' understanding and responding to their baby's feelings is crucial. We are aware of the importance of early attachment and the need to raise awareness with staff. This has been promoted locally through our Early Years Conference and further developed through a training module being made available for staff.

Children and Young People need help with a wide range of issues at different points in their lives. Parents and carers may also need help and advice to deal with behavioural or other problems their child is experiencing.

Our Priorities

Through the Psychology of Parenting Programme Argyll and Bute are committed to delivering 'Triple P' and 'Incredible Years' parenting programmes for the parents of all 3-6 year olds with disruptive behaviours.

Some children and young people may require support from specialist mental health services. Concerns can be low level and can be addressed in school with the support of the School Nurse or the Primary Mental Health Worker or more significant concerns that require Child and Adolescent Mental Health Service (CAMHS) input.

During the consultation phase of the development of this plan, adolescent mental health was identified as a critical issue for our children and young people by all stakeholders. Consequently, it became clear that it required to be addressed as a strategic priority in its own right in the 'Outcomes and Activities' section of the plan.

The 600 hours of funded Early Learning and Childcare for all 3 and 4 year olds is in place. A number of Early Level classes have been established in line with Curriculum for Excellence, with a number of establishments focusing on active outdoor learning. Increasing the 1140 hours of Early Learning and Childcare is a current priority.

Bookbug facilitates improved literacy in time for school entry and the multi-agency partnership continues to grow and develop the programme, which now includes Gaelic Bookbug. The team are also training more staff to support the programme being delivered by parents at home.

The multi-agency "Opportunities for All Team" offer an activity programme aimed at young people who are leaving school with no planned work placement.

Early and Effective Intervention (EEI) across the partnership supports earlier identification of children with additional needs including looked after children.

3. Children and Young People's Voices

Improving children and young people's participation and creating opportunities for them to say what they think about the services they use is central to our planning process.

Gathering, sharing and acting upon the views and opinions of children and young people on issues that affect them using surveys and focus groups has provided useful baseline information for the development of this Plan.

Further well-being surveys are planned throughout 2017-18 and this will build on the information and data gathered to further inform the plan.

To ensure that all of our stakeholders have the opportunity to have a meaningful input into the way that our services are developed and delivered, a Children's Services Participation and Engagement Strategy will be developed. The strategy will be based on the National Standards for Community Engagement.

- Identify and involve the people and organisations with an interest in the focus of the engagement
- Identify and overcome any barriers to involvement
- Gather evidence of the needs and available resources and use this to agree the purpose, scope and timescale of the engagement and the actions to be taken
- Agree and use methods of engagement that are fit for purpose
- Agree and use clear procedures to enable the participants to work with one another efficiently and effectively
- Ensure necessary information is communicated between the participants
- Work effectively with others with an interest in the engagement
- Develop actively the skills, knowledge and confidence of all the participants
- Feedback the results of the engagement to the wider community and agencies affected
- Monitor and evaluate whether the engagement meets its purposes and the national standards for community engagement

Our Priorities

The strategy will outline the approach that will be implemented to ensure that all stakeholders are kept up-to-date on service developments and, crucially, are able to influence changes to services.

4. Child Protection

Child protection is the responsibility of all who work with children, families and adults, regardless of whether that work brings them into direct contact with children. Child protection must be seen within the wider context of supporting families and meeting children's needs through the principles of Getting It Right for Every Child by:

- Putting children's needs first
- Ensuring that they are listened to
- Supporting them to understand decisions that affect them
- Ensuring that they get the appropriate co-ordinated support needed to promote support and safeguard their wellbeing

Key child protection priorities are:

- Improving responses to neglect
- Acting in partnership to prevent and address Child Sexual Exploitation
- Considering practice in light of lessons learned from Initial Case Reviews and Significant Case Reviews
- Reflecting practice and reviewing progress where children's names have been on the Child Protection Register (CPR) for over 52 weeks or pre-birth registrations have continued for over 1 year
- Exploring cases where children's names have been re-registered on the CPR
- Reviewing the quality of information provided to Looked After Children Reviews and Plans
- Checking connections and patterns where young people are frequently missing and act to keep young people safe
- Improving working in cases where mental health is a significant factor
- Ensuring there is a confident and competent workforce that understands its role and responsibility in the area of child protection

5. Corporate Parenting

Part 9 of the Children and Young People (Scotland) Act 2014 puts Corporate Parenting onto a statutory basis in Scotland and establishes a framework of duties and responsibilities for public bodies, requiring them to be more proactive in their efforts to meet the needs of looked after children and care leavers.

Part 9 of the Act addresses opportunities, services and support for looked after children and care leavers and it is the duty of every Corporate Parent to:

- be alert to matters which affect their wellbeing
- assess their needs for services and support
- promote their interests
- seek to provide them with opportunities to participate in activities designed to promote their wellbeing
- help them to access opportunities to improve their wellbeing
- help them to make use of services, and access support

Children and young people who are looked after represent one of the most vulnerable groups in society. We have a responsibility, in conjunction with our partners, to act in the best interests of these children and young people to ensure their wellbeing.

The Argyll and Bute Corporate Parenting Board has undertaken a range of activities to inform the development of the Corporate Plan 2017–2018 to facilitate positive practice and ensure that looked after children and care leavers are supported to achieve the best possible outcomes.

The key priorities identified in Argyll and Bute's Corporate Parenting Plan are:

- Improving the quality of our care and care planning
- Improving health and wellbeing

Our Priorities

- Supporting learning and raising attainment
- Supporting employment, training and positive destinations
- Providing high quality through, continuing and after-care

6. Substance Misuse

In Argyll and Bute we recognise that substance misuse damages lives, families and communities, and can contribute to violence and crime. Many of those affected will have experienced difficult life circumstances, and are among the most vulnerable and marginalised in society.

Improving outcomes for children affected by parental substance misuse is a priority for us in Argyll and Bute. Children who live with substance-misusing parents are vulnerable and require particular care and support.

We recognise that some young people are at high risk of developing addiction issues in adulthood. These young people are generally already known to services and engaging in other risk taking behaviours.

Evidence shows that young people at risk of addiction do not engage well with intervention models currently used by adults. They do however engage in services which offer them a persistent key working relationship, meaningful activities and assistance to improve their employability.

We will work together to:

- Continue to raise awareness of the issues associated with substance misuse
- Ensure that young people affected by substance misuse have access to appropriate services
- Develop initiatives to support and reducing the number of children affected by substance misuse (CAPSM)

7. Leadership and Communication

The Children and Young People's Services Plan will be implemented during a time of great change and challenge in the delivery of public sector services across Scotland. The implementation of the GIRFEC approach to practice delivery in 2012, has supported us on our journey to change cultures, processes and practice. Over the next three years we will continue to implement and embed The Children and Young People (Scotland) Act 2014.

Children's Health and Social Care Services are also included in Health and Social Care Integration and this Plan provides a solid basis on which the Integration agenda can build. We are in a time of tight budgets, shrinking resources and increased demand for services. This is even more reason that we must work together so that we make best use of the resources we have.

It is also the reason why we expect this plan to be a living document that will grow and adapt over the next three years as we implement the changes and monitor the impact within our communities and on the wellbeing outcomes for our children and young people.

This plan and the Children's Strategic Partnership recognise that no one service works in isolation and that to effectively meet need we must continue to develop our partnership approach. With this in mind, our plan concentrates on activities that will be undertaken by partners working together to improve outcomes and will also align with, and underpin, individual single agency activity.

The governance arrangements for the planning and delivery of services for children, young people and their families were reviewed in 2015 in light of the implementation of The Public Bodies (Joint Working) (Scotland) Act 2014 and The Children and Young People (Scotland) Act 2014.

Our Priorities



Services for children, young people and families are planned and monitored at an Argyll and Bute wide level by the Children and Families Strategic Planning Group.

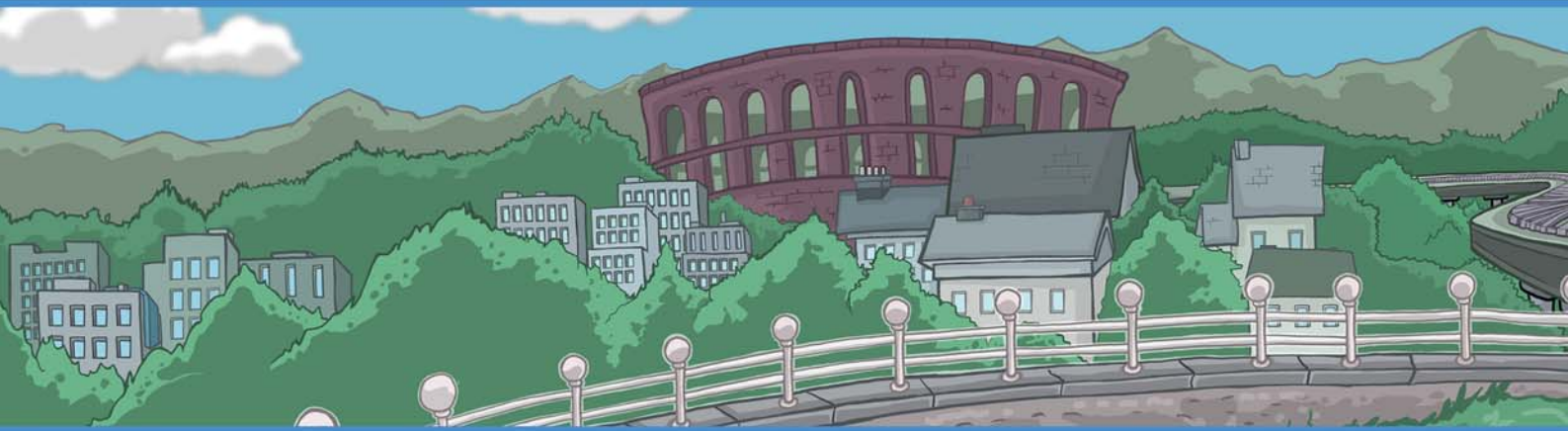
Our arrangements provide clear linkages to:

- The Community Planning Partnership
- Argyll and Bute Chief Officers Group
- Public Protection Group
- Argyll and Bute Education Management Team
- Argyll and Bute HSCP Strategic Planning Committee
- Adult services within the Health and Social Care Partnership

This Plan is intended to align with existing plans and strategies across the Argyll and Bute Community Planning Partnership (CPP) area, in particular:

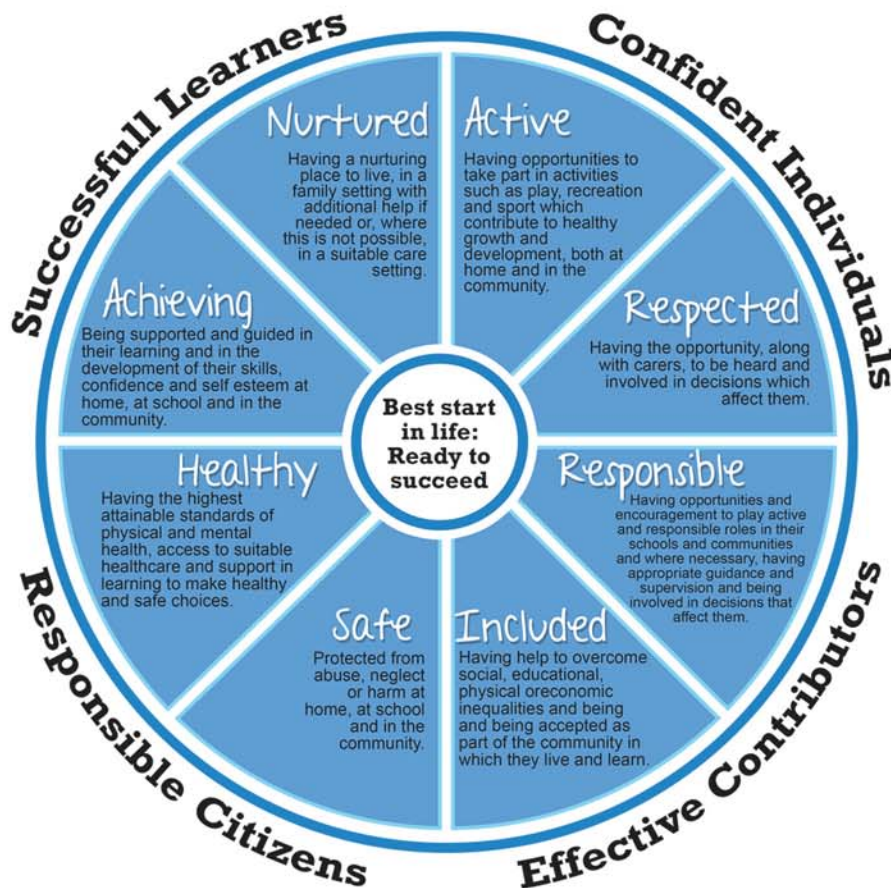
- Argyll and Bute Outcome Improvement Plan
- Argyll and Bute Child Protection Improvement Plan
- Argyll and Bute Corporate Parenting Plan
- NHS Highland Maternal and Infant Nutrition Strategy
- Argyll and Bute Raising Attainment Strategy
- Our Children, Their Future Education Vision Strategy
- Youth Justice Plan
- Universal Pathway for Pre-Birth to Preschool children
- Argyll and Bute GIRFEC Implementation Plan
- Alcohol and Drugs Partnership Strategy
- Equally Safe Action Plan

7. Our Outcomes and Activities



Our key strategic priorities are framed around the GIRFEC Wellbeing Indicators (SHANARRI) and are supported by a number of action and delivery plans, that identify lead/agency responsible, are regularly reviewed, reported on and updated to reflect progress.

The next section of the plan maps out clearly the outcomes and activities for the Community Planning Partners in relation to improving the life chances, health, safety and wellbeing of children, young people and their families across Argyll and Bute. To address key wellbeing issues, the plan uses the GIRFEC Wellbeing Indicators sometimes known as “SHANARRI Indicators”. These are - Safe, Healthy, Achieving, Nurtured, Active, Respected and Responsible.



Strategic Priority

Early Intervention and Support

Wellbeing Indicators – Safe, Healthy, Nurtured and Respected



1. Women are supported during pregnancy and the post natal period
2. Women who are vulnerable to risk are supported throughout their pregnancy and during the postnatal period
3. Children and young people are supported to be healthy and their well-being needs are met
4. Children achieve their appropriate developmental milestones by 13-15 months, 27-30 months review and on starting P1
5. Children and Young People reach their potential for their age and ability
6. Children and Young People have opportunities for play and development and are ready to learn
7. Children and Young People experience positive parenting and good attachment

Performance Indicators	Baseline %	Target %
● Percentage of women with continuity of planned antenatal care packages in place	0	80%
● Percentage of pregnant women whose Carbon Monoxide levels have reduced by 10 days post natal	0	10%
● Percentage of smoke free homes by 10 days post natal	0	95%
● Percentage of children exclusively breastfed at 6-8 weeks	28%	34%
● Percentage of children registered with a dentist at by 2 years	52.8%	55%
● Percentage of education staff trained on 'good to go' healthy eating programme	0	95%
● Percentage of schools delivering the 'good to go' programme	0	40%
● Percentage of children reaching their developmental milestones by 13 – 15 months	0	85%
● Percentage of children reaching their developmental milestones by 27 – 30 months	77%	85%
● Percentage of children reaching their developmental milestones on P1 entry	74%	85%

How we plan to do it



Outcome	Action	Evaluation	Lead
Women are supported during pregnancy and postnatal period	Promote use of continuity of planned antenatal care packages with Midwifery teams	Number of Care packages in place	Consultant Lead Midwife
	Monitor Carbon Monoxide levels at each core contact	Carbon Monoxide levels reduced	Consultant Lead Midwife
	Promote GIRFEC process of early intervention antenatally	Audit of antenatal plans	Consultant Lead Midwife
Children and young people are supported to be healthy and their well-being needs are met	Promote the benefits of breastfeeding across all agencies	Number of training sessions delivered	Consultant Nurse Children and Families
	Promote and teach breastfeeding in nurseries, schools and with antenatal women	Training programme	Consultant Nurse Children and Families
	Train education staff to deliver 'good to go' programme in all schools across Argyll and Bute	Number of training session delivered in schools	Lead Paediatric Dietitian
	Support schools to deliver 'good to go' healthy eating programme	Number of training session delivered in schools	Lead Paediatric Dietitian
	At child's 6-8 week review Health Visitors to encourage parents to register their child with a dentist by their first birthday	Number of dental registrations	Oral Health Improvement Manager
	Implement the Pregnancy and Parenthood in Young People (PPYP) Strategy	Action plan data	Argyll and Bute Children's Strategic Group

How we plan to do it



Outcome	Action	Evaluation	Lead
Children achieve their appropriate developmental milestones by Primary 1	Implementation of the Universal Health Visiting pathway for all children, with increased home visiting contacts	Number of Home Visits undertaken	Consultant Nurse Children and Families
	Support, monitor and promote uptake of 13 – 15 month and 27 – 30 month	Number of children with completed reviews	Consultant Nurse Children and Families
	Ensure Developmental Milestones are measured for all 3 and 4 year olds	Developmental milestones data	Children and Young People Improvement Collaborative Early Years Team
Children and Young People reach their potential for their age and ability	Maintain the Bookstart programme (including training for staff)	Attendance at Bookbug sessions	Education Management Team
	Implement the 3-18 Numeracy and Mathematics strategy and the 3-18 Literacy strategy	Education Data	Education Management Team
	Continue to support and challenge schools to raise attainment overall as measured by national examinations and the National Improvement Framework measures for Literacy and Numeracy	Education Data	Education Management Team
	Continue to promote and train staff on adopting the Model for improvement (Mfi) methodology	Evaluation of ACEs action plan	Children and Young People Improvement Collaborative Early Years Team

How we plan to do it



Outcome	Action	Evaluation	Lead
Children and Young People have opportunities for play and development and are ready to learn	Develop Play Strategy linking to National Play Strategy	Development of strategy	Early Years Team
	Provide learning through play opportunities for children and identify next steps for learning	Developmental milestones data	Early Years Team
Children experience positive parenting and good attachment	All parents of 3, 4 and 5 year olds have access to Incredible Years or Triple P Parenting programmes (Psychology of Parenting Programme (PoPP))	PoPP data	Children and Young People Improvement Collaborative
	Implement the recommendations of the Adverse Childhood Experience's (ACEs) Report	Evaluation of ACE's action plan	Argyll and Bute Health Improvement Team

Strategic Priority

Mental Health and Wellbeing

Wellbeing Indicators

Safe, Healthy, Active, Nurtured, Respected, Responsible and Included



1. Pregnant and new parents are supported to recognise the importance of early attachment
2. Parents and carers are supported to deal with behaviour issues
3. Children and young people's mental health and wellbeing outcomes improve
4. Our children and young people's wellbeing and resilience is supported through physical activity and sport
5. Young carers needs are recognised and appropriately met
6. Children, young people and their families are supported to overcome inequalities and poverty

Performance Indicators	Baseline %	Target %
● Percentage of "Connected Baby" modules on attachment accessed by staff through CPD	44%	95%
● Percentage of new mothers breastfeeding at birth	45%	60%
● Percentage of parents attending Psychology or Parenting Programmes (POPP)	12%	36%
● Percentage of children and young people waiting less than 18 weeks to access a Primary Mental Health Worker	42%	90%
● Percentage of children and young people waiting less than 18 weeks to access Child and Adolescent Mental Health Services (CAMHS)	63%	90%
● Percentage of young carers with a Child's Plan identifying the need for support	0	75%
● Percentage of eligible families accessing Healthy Start	65%	75%

How we plan to do it

Outcome	Action	Evaluation	Lead
Pregnant and new parents are supported to recognise the importance of early attachment	Encourage attachment through breastfeeding and skin to skin contact	Breastfeeding data	Children and Young People Improvement Collaborative group
	Midwives, health visitors and early years staff support parents at all contacts and parenting support groups to understand the importance of attachment	Qualitative feedback from staff	Children and Young People Improvement Collaborative group
Parents and carers are supported to deal with behaviour issues	Parents are offered 1:1 parenting support and encouraged to attend local parenting programmes	Parenting data	Children and Young People Improvement Collaborative group
Children and young people's mental health and wellbeing outcomes improve	School nurses and Primary Mental Health Workers (PMHW) receive referrals for early mental health support	CAMHS waiting time targets	NHS Highland Argyll and Bute HSCP
	Children and young people with elevated mental health concerns are seen timeously by CAMHS	CAMHS waiting time targets	NHS Highland Argyll and Bute HSCP
Our children and young people's wellbeing and resilience is supported through physical activity and sport	Design and deliver specific target group developments to create inclusive programmes. These programmes should also include: Child Healthy weight, disability, teenage girls, non participants of physical education, health inequalities	Sport and Leisure Service Plans	Active Schools
	Deliver outdoor learning programmes for children and young people across Argyll and Bute	Education data	Education Management Team
	increase the number and diversity of participants in Active Schools	Education data	Education Management Team
	Improve the connections between schools and clubs	Sport and leisure Service Plans	Active Schools
	Engage looked after and accommodated children (LAAC) in activity	Corporate Parenting Data	Corporate Parenting Board

How we plan to do it



Outcome	Action	Evaluation	Lead
<p>Young carers needs are recognised and appropriately met</p> <p>(The Young Carers Act will be implemented from 1st April 2018. The Act places a duty on local authorities and relevant health boards to jointly prepare a local carers strategy which must contain information relating to the particular needs and circumstances of young carers)</p>	<p>Young carers are identified as being under 18 years old and still pupils at school.</p>	<p>Children and Young People Survey</p>	<p>Argyll and Bute Children's Strategic Group</p>
	<p>Implement the recommendations from Scottish Government's strategy 'Getting it Right for Young Carers'</p>	<p>Qualitative feedback</p>	<p>Head of Service Children and Families</p>
	<p>Young carers should have a Child's Plan to ensure all appropriate help and support is in place for them</p>	<p>Child's Plan audit</p>	<p>GIRFEC Implementation Group</p>
<p>Children, young people and their families are supported to overcome inequalities and poverty</p>	<p>Further develop the partnership approach to maximizing income through Citizens Advice Bureau Money Advice projects</p>	<p>Citizen's Advice Bureau Data</p>	<p>Citizen's Advice Bureau</p>



Strategic Priority

Children and Young People's Voices

Wellbeing Indicators – Respected, Responsible, Included

1. Children and young people understand their rights as laid out in the United Nations Convention on the Rights of the Child (UNCRC)
2. Young people and their families are supported to express their views and are supported to participate in individual and service planning
3. The views of all children and young people are listened to and responded to when taking decisions
4. Children and young people with additional support needs feel included and are supported in the community

Performance Indicators	Baseline %	Target %
● Percentage of Children and Young people who complete the Health and Well-being survey	0	50%
● Percentage of children and young people's views expressed in the GIRFEC child's planning process	38%	85%
● Percentage of families views expressed in the GIRFEC child's planning process	62%	85%
● Percentage of children and young people involved in the child protection process that are supported to express their views	0	85%
● Percentage of children and young people involved in LAAC processes that are supported to express their views	0	85%
● Percentage of children and young people involved in Children's Hearings processes that are supported to express their views	0	20%

How we plan to do it



Outcome	Action	Evaluation	Lead
Children and young people understand their rights as laid out in the United Nations Convention on the Rights of the Child (UNCRC)	Develop use of Rights Respecting Schools programme	CYP Feedback	Argyll and Bute Children's Strategic Group
	Promote understanding of the wellbeing indicators with children, young people and families.	CYP Feedback	Argyll and Bute Children's Strategic Group
Young people and their families are supported to express their views and are supported to participate in individual and service planning	Provide communication tools for children and young people at Child's Plan meetings e.g. Measuring outcomes and an introduction to well-being tools	Child's Plan Audit	GIRFEC Implementation Group
	Develop mechanisms to enable children and young people to fully participate in school planning, e.g. through School Pupil Councils	CYP Feedback	Youth Services
	Develop a consistent approach for the involvement and engagement of children and young people in decision making across all services	CYP Feedback	Youth Services
	Promote the use of "Having Your Say" forms or appropriate alternative forms of communication for children attending hearings	Audit	Argyll and Bute Children's Strategic Group

How we plan to do it



Outcome	Action	Evaluation	Lead
The views of all children and young people are listened to and responded to when taking decisions	Promote use of Viewpoint tool	Audit	Child Protection Committee
	Through the Model for Improvement methodology develop PDSA tests to increase the number of recorded views in Children and young people's plans	Audit	GIRFEC Implementation Group
	Through the Model for Improvement methodology develop PDSA tests to increase the number of recorded views of Parent's in Child's Plans	Audit	GIRFEC Implementation Group
	Children's Panel members prioritise children and young people expressing their views of children at children's hearings and record this in the Record of Proceedings from Hearings	Audit	Scottish Children's Reporters Administration
Children and young people with additional support needs (ASN) feel included and are supported in the community	Implement Self Directed Support Action Plan	Review take up of direct payments	Head of Service Children and Families
	Evaluate community activities for children and young people with ASN	Service User feedback	Third Sector Organisations Youth Services



Strategic Priority Child Protection

Wellbeing Indicators
Safe, Healthy, Nurtured and Respected



1. Pre-birth women who are vulnerable to risk are supported during pregnancy and post-natally
2. Children and Young people are protected from harm at home, at school and in the community
3. Young people are safe and can access appropriate accommodation on leaving care
4. Children's plans (Child Protection and GIRFEC) are SMART and outcome focused

Performance Indicators	Baseline %	Target %
● Percentage of pre-birth antenatal planning meetings for vulnerable women arranged by 28 weeks gestation	0	85%
● Percentage of Initial Tripartite Investigations (IRTDS) evaluated as good or above	48%	95%
● Percentage of multi-agency chronologies initiated at the start of child protection investigations	0	85%

How we plan to do it

Outcome	Action	Evaluation	Lead
Pre-birth - Women who are vulnerable to risk are supported during pregnancy and post-natally	Promote early antenatal booking to ensure women across the SIMD quintiles can access maternity care and support as early as possible for both maternal and infant outcomes	Audit	Consultant Lead Midwife
	Work to reduce maternal stress and resulting harm to unborn child through: <ul style="list-style-type: none"> • Early intervention and targeted support for parents • Working with fathers to improve secure attachment • Signposting to money advice project • Routine enquiry for risks of domestic abuse in pregnancy and postnatal period 	Audit	Consultant Lead Midwife
	Plan to improve maternal nutrition by: <ul style="list-style-type: none"> • Promotion of breast feeding • Promotion of Healthy Start 	Audit	Consultant Lead Midwife
Children and Young people are protected from harm at home, at school and in the community	Implement Child Protection Improvement Plan	CPC self evaluation	Child Protection Committee
	Develop and implement Road Safety Action Plan to ensure road safety continues to improve over next 3-5 years	Audit Report	Police Scotland
	Implement Local Fire and Rescue Plan for Argyll and Bute	Audit Report	Scottish Fire and Rescue Service
Young people are safe and can access appropriate accommodation on leaving care	Increased availability of specialist housing provision for young people who are looked after	Audit Report	Throughcare Aftercare Forum
Children's plans (Child Protection and GIRFEC) are SMART and outcome focused	Embed the work of the Quality Improvement Group work so all child plans make a practical difference by being specific, measureable, achievable, realistic and time based	Audit	Quality Improvement Group
	Use the improvement methodology of PDSA testing to ensure all children have a multi-agency chronology	Data	Quality Improvement Group



Strategic Priority Corporate Parenting

**Wellbeing Indicators
Achieving, Nurtured and Respected**



1. Improve the educational attainment of Looked After Children (LAC) and Young people
2. Children and young people who are looked after have better long-term outcomes
3. Care leavers accommodation needs are appropriately met
4. The emotional wellbeing of Looked After Children is improved
5. LAC and care experienced children are considered for diversion from prosecution/custody
6. LAC children will have a plan for permanence in place within 6 months of admission to care

Performance Indicators	Baseline %	Target %
● Percentage of LAC Children and Young People attaining accredited qualifications	64%	75%
● Percentage of Child's Plans evaluated as good or above	54%	75%
● Percentage of young people leaving care with appropriate housing	80%	95%
● Percentage of LAC children and young people waiting less than 18 weeks to access a Primary Mental Health Worker	42%	90%
● Percentage of LAC children and young people waiting less than 18 weeks to access Child and Adolescent Mental Health Services (CAMHS)	63%	90%
● Percentage of LAC children and young people waiting less than 6 months after admission to care with a plan for permanence in place	0	90%

How we plan to do it

Outcome	Action	Evaluation	Lead
Improve the educational attainment of Looked After Children (LAC) and Young people	Support schools to raise attainment overall as measured by national examinations	Education data	Education Management team
	Work with partners to enhance schools vocational programmes	Education data	Education Management team
Children and young people who are looked after have better long-term outcomes	Deliver family interventions that work to strengthen families so that children can safely stay with them	Positive destinations data	Education Management team
	Work with education partners such as Argyll College to ensure Looked After Children have equitable advice and guidance re progression to post-school Further Education and Higher Education opportunities	Positive destinations data	Education Management team
	Increased availability and range of LAAC provision for children and young people within the local authority	LAAC Plans Audit	Corporate Parenting Board
Care leavers accommodation needs are appropriately met	Young people are supported to leave care with appropriate housing	Housing Data Corporate	Corporate Parenting Board Registered Social Landlords
Children's plans (Child Protection and GIRFEC) are SMART and outcome focused	Embed the work of the Quality Improvement Group work so all child plans make a practical difference by being specific, measurable, achievable, realistic and time-based	Audit	Quality Improvement Group
	Use the improvement methodology of PDSA testing to ensure all children have a multi-agency chronology	Data	Quality Improvement Group
LAC and care experienced children are considered for diversion from prosecution/custody	LAC and care experienced children who are under 18 years and commit offences are considered for diversion from prosecution	Youth Justice Data	Police Scotland Youth Justice
LAC children will have a plan for permanence in place within 6 months of admission to care	Permanence planning is prioritised by services working with LAC Children during the first six months after their admission to care	LAAC Plans Audit	Corporate Parenting Board Social Work



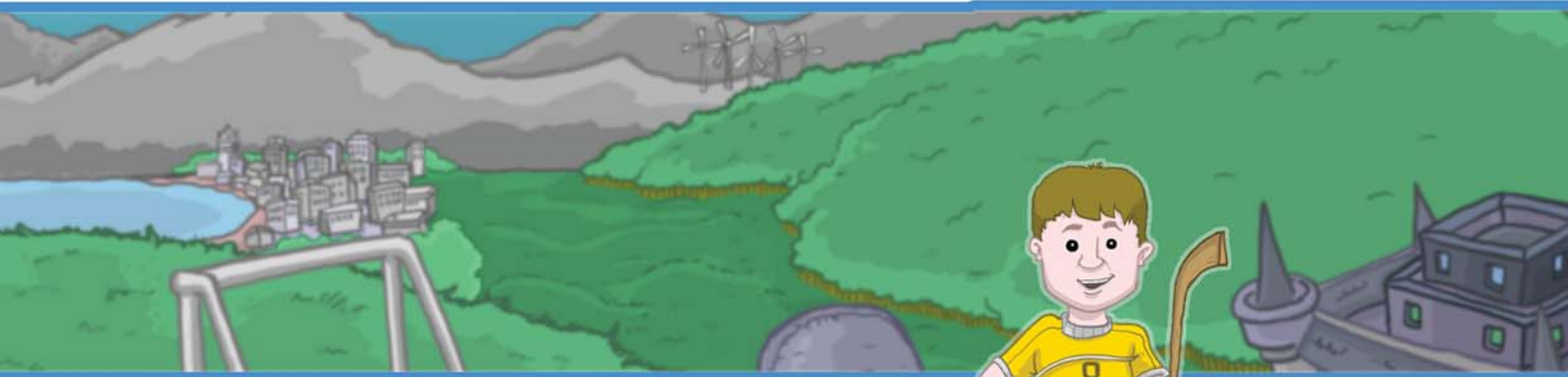
Strategic Priority Substance Misuse

Wellbeing Indicators – Safe, Healthy, Responsible

1. Children and Young People and parents are effectively supported to make informed choices about drugs and alcohol
2. Children and Young People living with substance misusing parents are supported
3. Reduce adolescent smoking prevalence

Performance Indicators	Baseline %	Target %
● Percentage of secondary schools delivering drugs awareness events	40%	95%
● Percentage of 15 year olds who report they usually drink at least once a week	16%	10%
● Percentage of 15 year olds who report they are regular smokers at least once a week	13%	10%
● Percentage of 15 year olds who report they usually take drugs at least once a week	3%	1%

How we plan to do it



Outcome	Action	Evaluation	Lead
Children and Young People and parents are effectively supported to make informed choices about drugs and alcohol	Deliver appropriate preventative and education programmes on alcohol and substance misuse within schools	Audit reports	Alcohol and Drugs Partnership
Children and Young People living with substance misusing parents are supported	Work with adult services to identify and support substance misusing families	Audit reports	Alcohol and Drugs Partnership
Reduce adolescent smoking prevalence	Deliver smoking prevention programmes in schools	Audit reports and School Improvement Plans	NHS Highland Education Management Team
	Work with partners to reduce the incidence of young people smoking	Audit	Argyll and Bute Health Improvement Team



Strategic Priority

Leadership and Communication

Wellbeing Indicators – Respected, Responsible and Included

1. Professionals working in children's services understand the mechanisms and structures that allow them to influence strategic planning
2. Children and young people are able to express their views regarding the services they use
3. Children and young people are informed of how their actions have been taken forward based on their views
4. Strengthen strategic leadership and communication

Performance Indicators	Baseline %	Target %
● Percentage of professionals that understand the mechanism and structures that allow them to influence strategic planning	0	75%
● Percentage of children and young people who have had the opportunity to express their view of the services they use	0	75%
● Percentage of children and young people (CYP) with access to the CYP executive summary	0	75%
● Percentage of the leadership and communication Quality Indicators which are evaluated as very good or better	0	75%

How we plan to do it



Outcome	Action	Evaluation	Lead
Professionals working in children's services understand the mechanisms and structures that allow them to influence strategic planning.	Review Strategic Children's Service Group Structure	Report by executive group chair to Argyll and Bute's Children Strategic Group	Argyll and Bute Children's Strategic Group
	Promote and lead on the re-establishment of effective locality based Children's Service Groups		
	Inform staff of revisions to Argyll and Bute's Children Strategic Group structures		
Children and young people are able to express their views regarding the services they use	Develop and implement Argyll and Bute's children and young people's health and wellbeing survey	Survey Report	Argyll and Bute Children's Strategic Group
Children and young people are informed of how their actions have been taken forward based on their views.	Produce children service plan summary for children and young people	Summary Report	Argyll and Bute Children's Strategic Group
Strengthen strategic leadership and communication	Undertake a programme of self-evaluation using nationally agreed quality indicators " <i>How well are we improving the lives of children, young people and families?</i> " to assess the effectiveness of service and strategic planning	Self-evaluation methodologies using nationally agreed quality indicators	Argyll and Bute Children's Strategic Group
	Undertake a programme of self-evaluation using nationally agreed quality indicators " <i>How well are we improving the lives of children, young people and families?</i> " to assess the effectiveness of leadership and communication in delivering services for children and young people	Self-evaluation methodologies using nationally agreed quality indicators	Argyll and Bute Children's Strategic Group

8. Performance Management

How we will report progress

Argyll and Bute's Children's has overall responsibility for implementation and achievement of the Children and Young People's Services Plan.

We will review evidence and learning about children and young people's experiences of services from:

1. Outcome evidence from across the seven main localities of Argyll and Bute
2. Output reports and improvement actions from regulated and partnership inspections of services for children and young people
3. Feedback from surveys of children and young people in Argyll and Bute
4. Performance data and trends relating to children and young people's outcomes in respect of education, health, social care and youth justice
5. Talking directly to children, young people, parents and carers, listening to what they say and acting on it

Developing services together to better achieve outcomes by:

- Reviewing the Children and Young People's Services Plan annually, asking 'How good are we now?', 'How do we know?', 'How good can we be?'
- Reporting performance progress against agreed indicators annually
- Conducting planned shared self-evaluation of partnership service delivery using the Care Inspectorate Performance Framework for Children and Young People's Services: "Care Inspectorate Guide to Evaluating Services Using Quality Indicators"
- Developing refreshed priorities and implementation plans on an annual basis

Agreeing plans and priorities and:

- Implementing shared delivery mechanisms
- Reviewing operational arrangements to improve the effectiveness of our partnership working
- Releasing and moving necessary resources to support delivery of agreed plans and priorities

Monitoring achievement of plans through:

1. Reporting of key performance indicators
2. Assessing progress of plans through quarterly action reporting
3. Challenging progress, especially where it is not on track
4. Self-evaluation of the services for children and young people
5. Annually reporting on the progress of plans and achievements of outcomes

9. Linking Our Plans

Community Planning Partnership Themes

- The economy is diverse and thriving
- We have infrastructure that supports sustainable growth
- Education, skills and training maximises opportunities for all
- Children and young people have the best possible start
- People live active, healthier and independent lives
- People live in safer and stronger communities

CYPSP Outcomes

- All our children and young people should be protected from abuse, neglect and harm
- Safe from accidental injury and death
- Safe from bullying and harassment
- Children and young people should enjoy the highest possible attainable standards of physical and mental health
- Continue to improve the effects of substance misuse on children, young people and their families
- Children and young people should have access to positive learning environments and opportunities to develop their skills
- Children and young people should have access to learning to maximise their skill and potential
- Children and young people are valued and supported to be the best they can be
- Children and young people should live within a supportive family setting
- Children and young people feel secure and cared for
- Live in a safe and secure environment
- All our children have increased opportunities and are encouraged to participate in play, recreation and sport
- Children and young people have their voices heard and be encouraged to play an active and responsible role in their communities

Getting it Right for Every Child Outcomes

- Assessment and Planning materials support staff to embed National Practice Model
- Assessments give due consideration to historic information
- We take a proportionate approach to managing risks and concerns
- Staff are confident to respond to the needs of children referred through EEI
- Governance systems are reviewed and revised arrangements implemented
- Protocols and systems support Named Person and Lead Professional in their roles
- GIRFEC compliance systems established
- Protocols and systems support Named Person and Lead Professional in their roles
- GIRFEC compliance systems established
- Governance systems are reviewed and revised arrangements implemented

Service Plans

- The life chances for looked after children are improved
- Children, young people and families at risk are safeguarded
- Vulnerable children and their families are given assistance to help them achieve the best start in life
- We have contributed to making our communities safe from crime disorder and danger

What our vision means

1. We work together with our children and young people

For children and young people: —

At some point, you may need different people to work together so that you get the help you need. These people might be nurses, teachers, doctors, social workers, police officers or others. When different people are helping you, you should know who they all are.

As well as knowing who is helping, you must know why they are helping and what they are doing to help you. There will be someone, usually your Named Person, who makes sure you understand what is going on. All these people will work together so that you and your family don't have to keep telling your story over and over again, fill in lots of different forms or attend lots of different meetings.

When people like nurses and teachers and social workers are working together to help you, they will have to tell each other things about you and what is going on in your life. They will usually ask you first if it is alright to do this. Sometimes though, if they are worried about your safety, they might not ask you. If this happens, they will always tell you that they have to share something about you or that they have already done this. Whatever happens, they will only ever tell someone what they need to know in order to help you.

For parents and carers: —

When your child needs support from a number of different agencies they will work together in a joined-up way to provide help. You won't have to go around different agencies asking for help and explain your situation over and over again.

We will work together so that even if services from a number of agencies are involved, there will still only be a single plan for your child.

This plan will set out everything that each of the services will do to help. The plan will also set out the things that you will do too. When more than one service is helping you, one of the professionals involved will take on the role of Lead Professional. They will work closely with the Named Person to keep you informed about how things are going.

When two or more services are helping your child, a Lead Professional will coordinate everything. They have oversight of your child's plan and ensure that all the professionals are doing the things they said they would do. When we work together like this, different professionals will need to share information. We will usually ask for your consent and/or your child's consent. However, if there are concerns about your child's safety we might share information without asking for your consent. We will consider information very carefully before we share it and we will only share what other professionals need to know.

For those working in children's services: —

We need to ensure that our GIRFEC procedures and the Named Person and Lead Professional roles are carried out effectively. We need to maintain our culture of effective professional challenge at all levels to continue to improve outcomes for children, young people and families. We have good multi-agency information sharing guidance for practitioners and those who work with children, young people and families should be aware of this guidance and follow it when sharing information.

What our vision means

2. Our children and young people achieve their potential

For children and young people: —

We know that some children and young people face more challenges than others. You might

- have problems at home
- be helping to care for a family member
- have a disability
- be looked-after by the local authority
- be in distress
- have additional support needs

There may be things happening in your life that mean it is more difficult for you to have the kind of life you want. We understand this. We won't always be able to make the challenges you face go away but we will do everything we can to help and support you to overcome them.

For parents and carers: —

Families can face all kinds of challenges that make it difficult for their children to achieve their potential. As children and young people grow, they can be affected by poverty, low income, poor housing, domestic abuse, substance misuse, parental ill-health or their own ill-health or disability. These things make them more vulnerable and can affect their ability to achieve their potential.

Many young people will achieve their full potential without any extra help or support. However, the most vulnerable need extra help so we will target resources at vulnerable families.

We know that the most important time for child development is during pregnancy and in a child's early years. We will support pregnant women, babies, young children and their parents. We will provide help as soon as possible for children who might need it in order to meet their potential.



Your child's Named Person is their Health Visitor up to when they start primary school when their Named Person is the Head-teacher. The Named Person is responsible for supporting you with your child's wellbeing. When your child needs additional support, their Named Person will arrange this. When you have worries or concerns about your child you can talk to their Named Person. They will give you advice or arrange more support for your child where necessary.

For those working in children's services: —

We need to fully understand the impact of and address the issues arising from vulnerability and inequality. We must provide resources and support for those who are at risk of not meeting their potential. We will use the GIRFEC Practice Model to respond to need and plan support and intervention appropriately and proportionately. Our support planning with children, young people, and their families will be robust and of the highest value in assisting them to overcome any barriers they may face.

What our vision means

3. Our children and young people are safe

For children and young people: —

When you are a child, being safe means that you are protected and cared for. When you are a young person it also means that you know how to keep yourself safe. You don't feel under pressure from others to do things that are harmful or could put you at risk. Everyone who works with children, young people and families will take action to help you when you may not be safe.

For parents and carers: —

Every child and young person should be protected from physical, sexual or emotional harm, abuse, neglect or exploitation. They should have a positive state of mind. As children grow into young adults they should develop confidence and self-esteem. They should feel secure, protected and enjoy relationships where adults listen to them and act in their best interests.

They should learn how to keep themselves safe and never feel under pressure from others to do things that are harmful or could put them at risk. Anyone who works with children, young people or families will take immediate action if they think a child or young person might not be safe. Our aim is to always work together with parents and carers to help them keep their children safe.

For those working in children's services: —

Everyone has responsibility for ensuring the safety of children and adopting a child-centred and outcome focused approach. When working with adults you need to be aware of any children they may have and consider the impact of their actions on them.

The needs of the child must always take precedence over those of the adult. The safety of a child must always be your first priority and you must take action immediately if you have any concerns. You should be aware of and follow your own service's child protection procedures and inter-agency procedures.



What our vision means

4. We listen to our children, young people and their families

For children and young people: —

We will ask you what you think of the services you use and what we need to do to make them better. We will ask you whether the help you get is making things better for you. We will pay attention to what you say, take your views seriously and act on them.

When you need extra help and support you could have a Child's Plan. Your Child's Plan sets out what outcomes you need to achieve, what has to be done and who will do it. If you have a Child's Plan, the people working with you will involve you in talking about what goes in it. You will get to say what you think and the people working with you will listen and include your views in your plan. When there is a meeting to discuss your plan you will be asked whether you want to go to it. You can have someone with you to support and help you make your wishes understood.

For parents and carers: —

We will listen to what you tell us about your child and take your views seriously and act on them where appropriate. When your child needs extra help and support and they could have a Child's Plan. You will be involved in helping to draw up the plan and the professionals involved will seek your input.

We want to know what families think about the services that they use and how these could be improved. We will work together with parents, children and young people to develop and improve our services to ensure that they work for those who use them.

For those working in children's services: —

We need to actively engage children, young people and families and genuinely listen to them to ensure that their views are reflected in Child's Plans. We need to offer help so that this can happen such as advocacy services or providing additional support to those with communication difficulties.

We need to know whether children and young people's wellbeing is actually improving as a result of our actions. We need to continue to develop ways of effectively engaging with children, young people and families about their experiences and using that feedback to inform what we do to improve our procedures, practice and culture. We need to continue to develop ways to actively promote the involvement of children, young people, families and communities in the development of the services that they use.



What our vision means

5. Children, young people and their families get the right help, from the right people at the right time

For children and young people: —

This means that we will look out for children, young people and families who need help and do something to help them as soon as we can. We will not wait until someone has major problems before we try to help them. We will help them as soon as we can so they avoid having major problems or before problems get so big it is really hard to fix them easily.

To make sure that children and young people in Argyll and Bute get the right help, from the right people at the right time, all children and young people who live here have a Named Person from before they are born up to the age of 18. Before you start primary school, your Named Person is a Health Visitor. When you are at primary school, your Named Person will be the Head-teacher. When you are at secondary school your Guidance teacher will be your Named Person.

You can go to your Named Person for advice when you are worried or when there are things that could cause problems for you. Your Named Person will do all they can to help you. They may need to arrange for other professionals to support you as well. When you do need extra help, the Named Person will sort this out for you as soon as possible. This means that you won't have to go round lots of different services trying to get help while things get worse for you.

For parents and carers: —

When your child needs help, they should get it as soon as possible. We will not wait until families are struggling before doing something to support them. The right help, from the right people, at the right time is help that prevents problems from developing or stops them getting worse.

Sometimes, all that is needed is advice, someone to talk to about the challenges you face, someone who can give you ideas on how

to manage things like bed-times, routines or managing behaviour. This kind of support at an early stage can help prevent all kinds of difficulties later on.

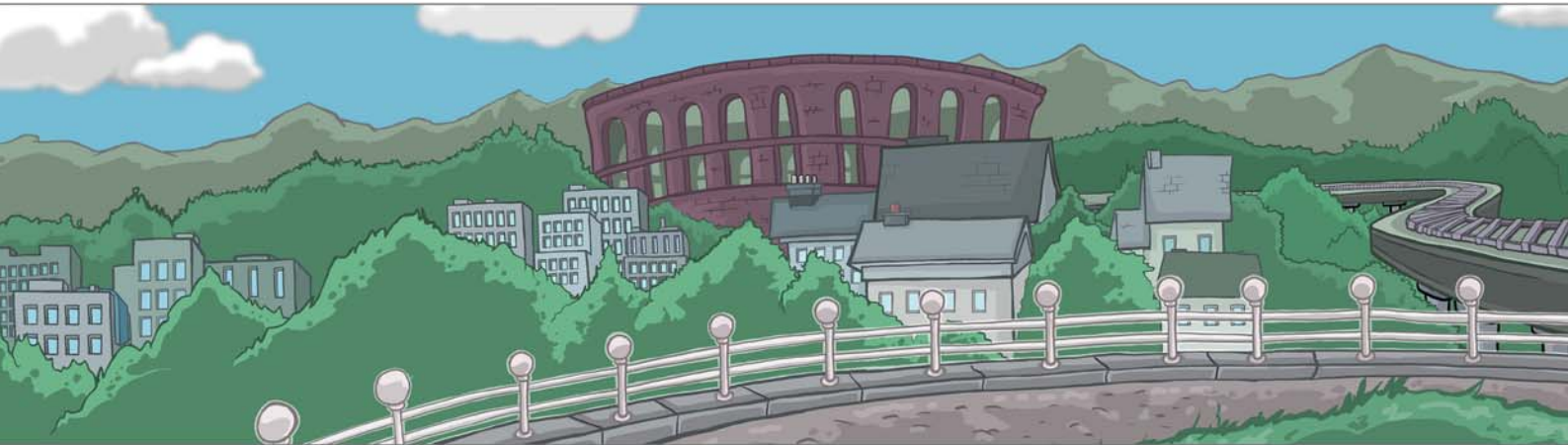
Your child's Named Person is the key professional to making sure that your child gets the right help, from the right people at the right time. Having a Named Person means that every parent or carer has someone they know they can go to for support or advice when they are concerned about their child.

For those working in children's services: —

Early identification of adverse childhood events and prompt interventions are features of our most powerful methodologies in supporting children, young people and their families. This might be intervention in the early years of life or at any stage when problems begin to emerge for a child or young person.

The GIRFEC Practice Model is critical to early intervention and is a driver of positive cultural change. Practitioners need to be confident in their understanding of GIRFEC processes and how they relate to their own role. When Named Persons are taking action to secure help for a child or a young person they need to be child centred, outcome focused and confident of multiagency support in their effort.

Our Children and Young People's Rights



The United Nations Convention on the Rights of the Child (UNCRC) and Scottish the Children and Young People (Scotland) Act 2014 articulate how agencies need to prioritise prevention and early intervention, particularly focusing on early childhood experiences. It is anticipated this will be developed and embedded through actions identified in this plan, Argyll and Bute's Children and the Young People's Improvement Collaborative.

Partners in Argyll and Bute are committed to embedding the Articles of the UN Convention on the Rights of the Child at every level of service. Each of the 54 articles outlines in detail the basic rights of every child, these are summarised in four core principles

- Non-discrimination
- Devotion to the best interests of the child
- The right to life, survival and development
- Respect for the views of the child

The Christie Commission on the Future Delivery of Public Services places emphasis on the importance of moving towards prevention and reinvesting monies from high end services. The next three years present unique challenges and opportunities to look at how we can work differently, reducing duplication and encouraging innovation.

The Children and Young People (Scotland) Act 2014 places significant requirements on partners to deliver services differently, an example of this is the '1140 hours' of early learning and child care commitment for every child. Alongside this is the development of the new Kinship Order, Children's Hearing System and Health and Social Care integration, which brings health and social work services closer together to deliver on outcomes for children, young people and their families.



Our Community

Geography

Argyll and Bute is bounded by the urban areas of Helensburgh and Dunoon along the Clyde, Loch Lomond to the East, the Mull of Kintyre to the south, Atlantic Islands to the West, and the Sound of Mull and Appin to the North.

We have 23 inhabited islands, more than any other local authority in Scotland. These include Bute, Islay, Jura, Mull, Iona, Coll and Tiree. The area is also home to Loch Awe, which at 41 kilometres, is the longest body of freshwater in Britain as well as several long sea lochs, which bisect the landscape.

The physical geography of the area, while stunningly beautiful, has limited development of the road network and a high level of reliance on ferries for travel. Slightly more than half of all passenger journeys made by ferry in Scotland start or finish in Argyll and Bute and the busiest ferry route in the country is the Gourock to Dunoon run.

The size of the Local Authority area and our population dispersion mean that multiple facilities for service delivery are needed to ensure services are delivered close to users and communities. The distance between main settlements and use of ferry services create challenges in terms of reliability, time and the cost of travel.

Population

The total population of Argyll and Bute is 88,166 based on the 2011 census. This compares to a total population for the area of 91,306 in the 2001 census, a reduction of 3.4%. We were one of only 4 Local Authority areas to show a decrease in population. Future population projections suggest a reduction in our total population of 7.2% from 2010 to 2035.

The change in population from 2001 to 2011 is different across the 4 areas of Argyll and Bute as shown below.

- Helensburgh and Lomond **-7.5%**
- Bute and Cowal **-4.8%**
- Mid Argyll, Kintyre and Islay **-3.6%**
- Oban, Lorn and the Isles **+4.3%**

The decline in population experienced to date and that projected in the future presents a significant challenge to the overall viability of the area. This challenge is made more difficult by the variation in population changes over the areas within our Local Authority.

In addition to the changes in total population, the demographic balance is also changing. The table below shows the change in population over age cohorts projected for 2010 and 2035 and also the changes in demographics between 2001 and 2011.

Age	Change (2001 to 2011)	Projections (2010 to 2035)
Under 15	-16.6%	-8.7%
15 - 64	-5.2%	-14.4%
65 and over	+15%	+39.7%

More people living longer is a real success. However, demographic changes do create a number of challenges for us in Argyll and Bute. These challenges range from;

- changes to service delivery requirements for CPP partners
- the availability of people to join the overall workforce

Our Community

- a smaller pool of people creating wealth
- how to enhance the economic or community contribution made by people

Work

Since 2009, Argyll and Bute has lost jobs at a slightly higher rate than Scotland as a whole, particularly in the retail and public sectors. This mirrors the decline in the working age population. Current employment is around 38,000 full and part time posts rising to around 42,000 when self-employed workers are included. However, this decline is not consistent or evenly spread across the Authority area. Almost all gross job losses, some 1,688, are located in Bute and Cowal.

Around 24% of all jobs are in the food and tourism related sectors. We have nearly twice the number of self-employed people compared to the rest of the country as a whole. Our business base comprises mostly micro, small and sole traders with only a few businesses of scale.

Argyll and Bute as a whole is becoming a lower earning / lower output economy with average resident earnings reducing from 96% of Scottish average in 2009 to 91% in 2014. In 2015 this trend began to reverse as average resident earnings rose to 94% of the Scottish average.

Skills and Qualifications

We have a slightly greater proportion of young people moving into higher education than the national average in Argyll and Bute. 7.1% fewer young people move into Further Education compared to the rest of Scotland, with the exception of Bute with 35.1% and Campbeltown with 29.7%. Oban, Islay and Lochgilphead have higher numbers of young people than the national average moving into training. Unemployment is highest in the Helensburgh and Lomond area at 10.7% compared to 5.5% for Argyll and Bute and 5.4% nationally.

While the availability of broadband and mobile coverage, business premises and learning and training opportunities are key issues identified in Argyll and Bute, access to and availability of skilled labour is reported as the most crucial issues for individual organisations.

Education

School sizes vary significantly across the Authority. Primary school rolls range from fewer than five to around 400 pupils. In our secondary schools the numbers of pupils enrolled ranges from 27 to over 1300. There are currently 25 primary schools with rolls of fewer than 20.

The needs of most pupils, including those with significant and complex needs, are met within mainstream classes or in learning centres situated within mainstream schools. A very small number of children and young people are educated in day and residential schools outside of Argyll and Bute.

Argyll and Bute currently has 91 schools, 81 primary and 10 secondary and 2 special schools. Among these establishments there exist 11 joint headships encompassing 22 primary schools in the authority. Out of 81 primary schools 36 would be classified as a small school with 25 or less pupils. The largest secondary school is Hermitage Academy with 1,308 pupils and the smallest is Tiree High School which has 27 pupils.

The Education Service in Argyll and Bute can experience challenges in recruiting teaching and support staff and have committed to growing their own future staff, future leaders and developing creative responses. The Education Service in Argyll and Bute works with a range of partners to achieve these goals. Partnership working includes innovative work with Argyll College UHI to deliver a post graduate diploma in education locally in within the Authority. This approach is sustainable and will contribute to developing career options to encourage people to stay in Argyll and Bute.

Our Community

Multiple Deprivation

The Scottish Index of Multiple Deprivation (SIMD) has been used to identify pockets of overall deprivation within Argyll and Bute. Based on the SIMD 2016, 10 of the Council area's 125 data zones were identified as being amongst the 15% most overall deprived data zones in Scotland. All of these data zones are located in the Argyll and Bute's towns. However, deprivation can and does occur elsewhere. Since the SIMD identifies concentrations of deprivation, smaller pockets and instances of individual deprivation are not recognised by the index. The results for Argyll and Bute from the SIMD 2016 show

- 10 data zones in Argyll and Bute in the 15% most overall deprived data zones
- 9 data zones are in the 15% most income deprived data zones
- 10 data zones are in the 15% most employment deprived data zones
- 7 data zones are in the 15% most health deprived data zones
- 35,090 people live in the 47 data zones (37.6%) that are amongst the 15% most access deprived data zones
- 39 of Argyll and Bute's data zones – more than 31% – are in the 1% most access deprived data zones

According to the SIMD 2016 data Argyll and Bute has had no overall change in deprivation since the 2012 SIMD was published. However, patterns of deprivation vary by domain.

Income deprivation

The proportion of all income-deprived individuals in Argyll and Bute living within the 15% most deprived data zones is 5.8%, compared to 14.5% across Scotland. Thus, a higher proportion of Argyll and Bute's income-deprived individuals live in areas out with data zones identified as suffering the highest levels of overall deprivation.

As a proportion of their total population, rural areas have fewer income deprived individuals than urban areas. However, any targeting done on the basis of the SIMD will be far less effective at reaching income deprived people in rural areas than in urban areas. The absence of deprivation in an area does not mean that its residents are affluent.

Geographic Access to Services

The Geographic Access to Services domain considers access deprivation in terms of drive times and public transport times to a selection of basic services: post offices; petrol pumps; GP; retail centres; primary schools; and secondary schools. Approximately 42% of Argyll and Bute's data zones are within the 15% most access deprived data zones in Scotland. Most of these data zones are located outside the main towns. Combined, they cover the majority of Argyll and Bute's geographic area.

The most access deprived data zone in Scotland covers the islands of Coll and Tiree.

Education

The table below shows how many primary and secondary school pupils are in the authority classified according to different levels of deprivation. 1 indicates most and 10 indicates least deprived. The Argyll and Bute Education Vision and Strategy aims to raise the educational attainment and achievement for all pupils.

By using the data below in conjunction with educational attainment data the authority can focus on improving and measuring the attainment levels of all pupils.

Sector	1	2	3	4	5	6	7	8	9	10	Unknown	Total
Primary	230	324	526	466	905	1201	1057	464	443	85	87	5788
Secondary	156	204	396	364	639	1069	863	407	351	69	54	4572
Total	435	607	1028	950	1774	2506	2163	976	885	170	175	11669

Our Community



Health

Physical inactivity is a significant health issue nationally and in Argyll and Bute. It contributes to many long term health conditions such as coronary heart disease, diabetes and some cancers, as well as being over-weight and having high blood pressure. There are strong links between increased physical activity levels and improved mental wellbeing.

Mental health problems are very common in our country with one in four people experiencing them during their lifetime. This can have a significant impact on localities and economies such as increased 'worklessness' and demand for healthcare services.

In 2011, it was estimated there were 770 problem drug users in Argyll & Bute - a 40% increase from 2006. 2012-13 estimates indicate a subsequent fall of 8% to 710 problem drug users. In overall terms the rate of deaths from drugs is lower in Argyll and Bute than for Scotland as a whole. However, the rate of alcohol deaths in 2012 and 2014 were higher than the national average.

The level of experimentation with and use of alcohol by 13 and 15 year olds young people is consistent with the rest of Scotland. It is 4% easier to buy alcohol underage in Argyll and Bute than in the rest of the country, but there are 4% more 15 year olds in the local authority area who have never had a drink than in Scotland as a whole.

For both men and women in Argyll and Bute life expectancy is above the Scottish average. Our healthy life expectancy is 68.5 years for men and 72.5 years for women compared to the Scottish average of 66.3 and 70.2 respectively.



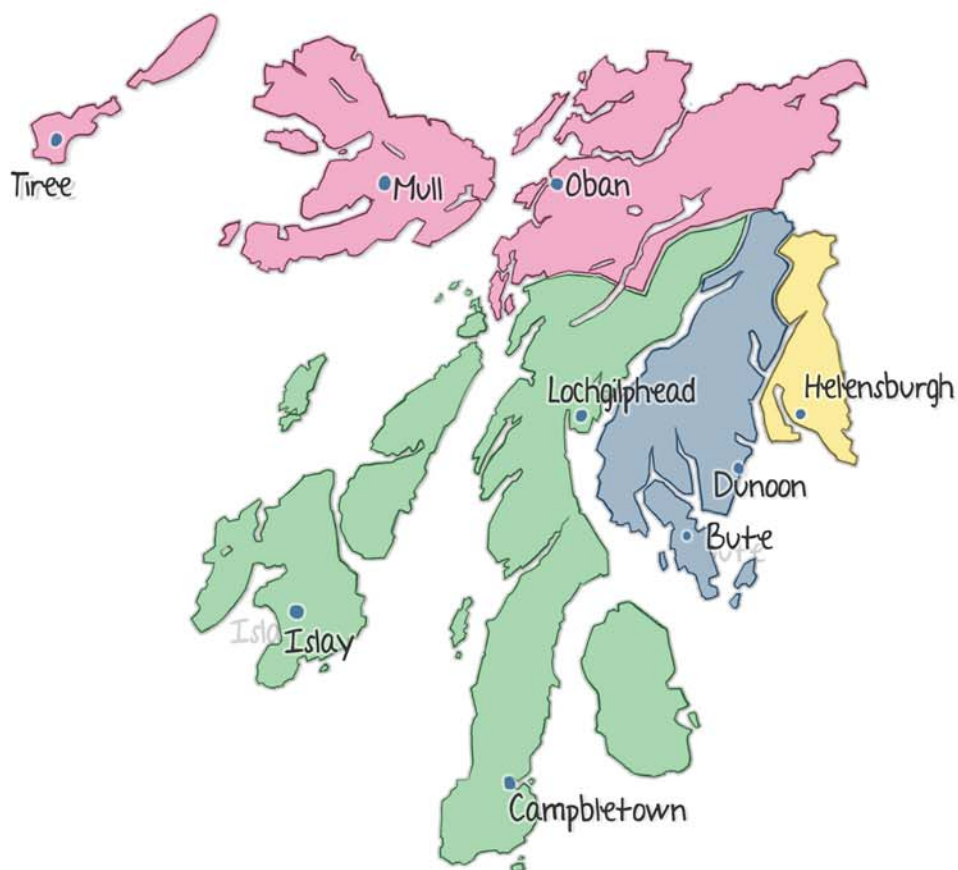
The Community Planning Partnership

Covering a land area of 690,899 hectares Argyll and Bute is the second largest local authority by area in Scotland after Highland. Argyll and Bute has the third sparsest population of Scotland's 32 local authorities averaging just 13 persons per square kilometre. We have more inhabited islands than any other Scottish local authority and around 4% of Argyll and Bute's population live on these islands. One in five of the population is aged between 0 and 19 years.

The geography and population distribution of Argyll and Bute presents particular challenges when delivering services. These services are directed through four main areas:

- Helensburgh and Lomond
- Mid Argyll, Kintyre and Islay
- Oban, Lorn and the Isles
- Bute and Cowal

Argyll & Bute



- | | |
|-----------------------------------|--------------------------|
| ● Oban, Lorn and The Isles | ● Bute and Cowal |
| ● Mid Argyll, Kintyre and Islands | ● Helensburgh and Lomond |

The Community Planning Structure

The Partnership was set up in 2001 to coordinate the delivery of services and other activities in Argyll and Bute to improve the quality of life and physical environment for residents and visitors to the area. The Partnership consists of a number of groups:

The Full Partnership

This is the body that provides the overall leadership and representation to ensure that the different groups and organisations that make up the Partnership are focused on the community's priorities. It is chaired by the Leader of the Council, the person with the clearest democratic authority in the area.

The Management Committee

This is the decision-making body for the Partnership. Partner agencies chair the Committee on a rotational basis.

The Management Committee meets every two months and brings together all the stakeholders with the most significant influence on service delivery in Argyll and Bute. The Management Committee ensures that the work of the Partnership has the leadership and capacity to do its job.

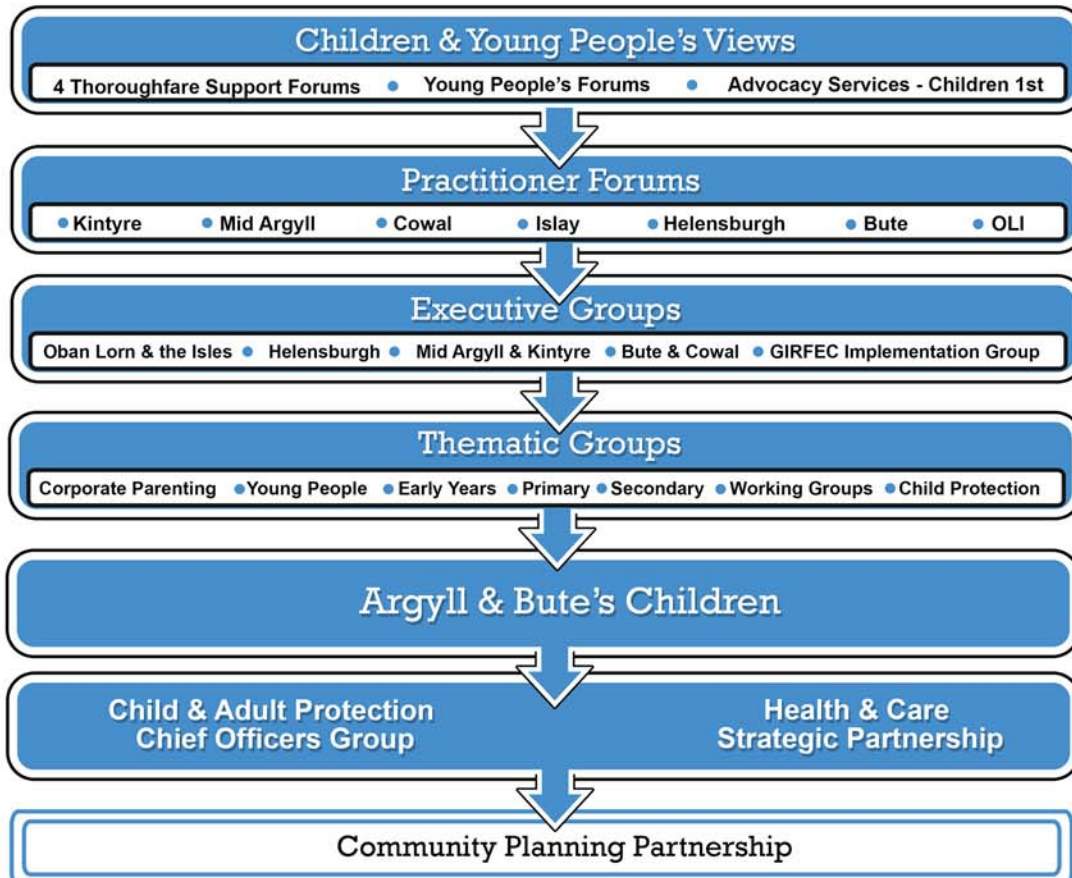
Strategic Partnerships

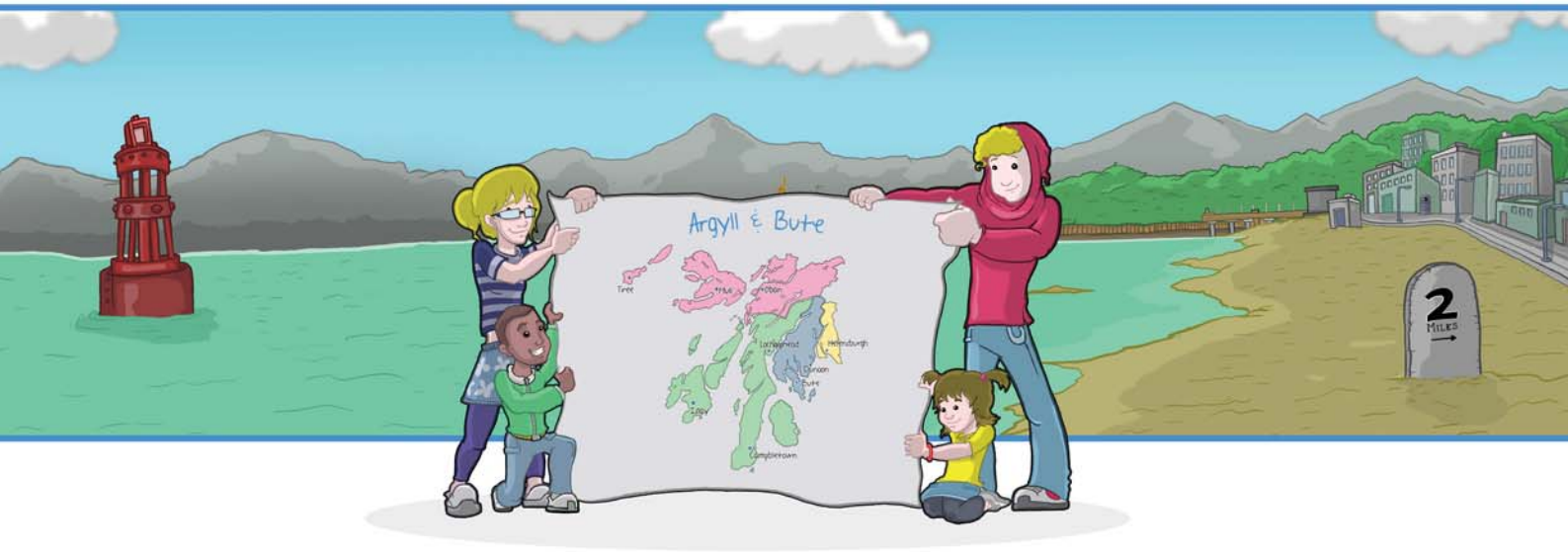
There are a number of strategic partnerships in Argyll and Bute helping deliver Community Planning outcomes.

Local Community Planning

These local partnerships are made up of local representatives of Community Planning Partners and local communities

Leadership Structure





Argyll and Bute's Children

Argyll and Bute's Children Strategic Group has overall responsibility for ensuring that the strategy for children's services is coordinated and delivered. This group is also responsible for overseeing the implementation of the Children and Young People's Service Plan. It has overall responsibility for joint strategic planning of services for children, young people and families. The group's membership is drawn from a wide range of partners.

The work of the Argyll and Bute's Children is supported by the five multi-agency executive groups responsible for ensuring that the outcomes contained within the plan are progressed and reported across the partners.

Executive Groups

The five Executive Groups ensure local needs are met within the plan. Four local executive groups across Argyll and Bute drive the plan at a local level and the Getting it Right For Every Child Implementation Group drive developments in all services across the Authority. Working together Argyll and Bute will ensure that all children receive the help they need when they need it and the model is embedded within services.

The executive groups comprise senior managers with a role for developing and co-ordinating services and overseeing the implementation of the Children and Young People's Service Plan.

Thematic Groups

There are seven identified thematic groups with a remit to address the key thematic milestones spanning early years to youth issues. The groups effectively support the work of the executive and practitioner forums and ensure that the needs of the particular groups of children and young people are represented across the Community Planning Partnership.

Practitioner Forums

There are seven Locality Practitioner Forums operating across the Authority. Front line practitioners work together in the forums to ensure Argyll and Bute is delivering improved outcomes for our children, young people and their families. The groups meet quarterly to take forward actions and may also meet locally to look at specific challenges surrounding service delivery and design. The chair person from each of the practitioner forums are also members of the executive group.



Children & Young People's **SERVICES PLAN** **2017-2020**