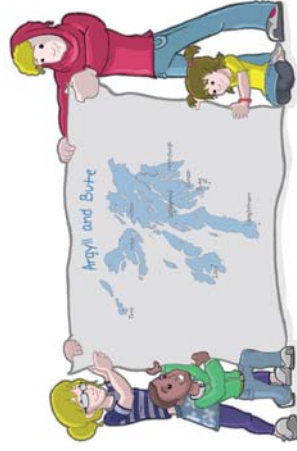




Argyll & Bute CHILDREN & YOUNG PEOPLE'S SERVICE PLAN 2020-2023

Our Vision

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



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We want our children and young people to have the best possible start in life and for Argyll and Bute to be one of the best places in Scotland to grow up.

The Argyll and Bute 2020 - 2023 Children and Young People's Service Plan builds on the work we have undertaken in the previous plan which commenced in 2017 and has been developed by our understanding of the needs of our children and young people.

Within our new plan the main focus is on promoting children and young people's wellbeing underpinned by Getting it Right for Every Child (GIRFEC) and by adopting preventative approaches dedicated to the needs of children and young people at the earliest possible time. Recognising the importance of children and young people achieving and maintaining good physical and mental health and wellbeing is also paramount.

The Children and Young People's Service Plan has links to a number of other plans, including the Local Outcome Improvement Plan (LOIP). The Joint Strategic Needs Assessment provides the foundation for this work and also underpins the Children and Young People's Service Plan and the Argyll and Bute Corporate Parenting and Child Protection Plans.

We also want to make sure children's rights are respected and promoted and are at the centre of what we do. That's why a big part of this plan will be about the United Nations Convention on the Rights of the Child becoming fully a part of Scots law. We want to make things better for children who are care experienced and for young people who are helping to care for family members.

This work will also be reflected in our Outcome 4 of the Single Outcome Agreement (SOA) for the period 2020-23 which sets out set out the agreed priorities for the Community Planning Partnership (CPP) for this period.

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.

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.



Pippa Milne
Chief Executive
Argyll & Bute Council



Pamela Dudek
Chief Executive
NHS Highland



Argyll and Bute Children and Young People's Service Plan 2020-2023

The Children and Young People's Service Plan 2020 -23 sets out our joint vision, our priorities and the outcomes we will strive to achieve for Argyll and Bute's children and young people over the next three years. It has been developed collaboratively with partners involved in the delivery of services for children and young people across Argyll and Bute and has been informed by input from the most important partners to the plan, our children and young people.



Argyll and Bute's vision commits partners to **work together to achieve the best for children, young people and families**. In order to realise this vision this Children and Young People's Services Plan is underpinned by the Getting it Right for Every Child (GIRFEC) framework. The strategic priorities also firmly align with Outcome 4 in the local Single Outcome Agreement (SOA) and the National Performance Framework (NPF).

Vision for Argyll and Bute

In our vision we state what we want the future to look like for children, young people and their families, for all those who use services as well as all those who work in the services or who come into contact with service users in Argyll and Bute.

The shared language of GIRFEC and the promotion of wellbeing has been adopted by all partners. This approach ensures delivery of real improvements and provides opportunities for all children to "grow up loved, safe and respected so that they realise their full potential", which is reflected in the National Performance Framework. This approach firmly puts the child at the centre and recognises that every child grows up to become healthy, happy and part of the local community (Appendix 1 provides more detailed information on our vision)

Our vision aligns with our aim of making Argyll and Bute the best place to grown up by:

- Providing children and young people with the opportunity to have a good quality of life including good mental and physical wellbeing
- Delivering high quality universal services for everyone
- Delivering better targeted services for vulnerable children
- Respecting, protecting and fulfilling children and young people's rights
- Tackling child poverty and inequality
- Supporting family wellbeing
- Understanding and addressing the influence and impact of trauma and adverse childhood experiences
- Improving outcomes for care experienced children, young people and adults

Children's Rights - United Nations Convention on the Rights of the Child (UNCRC).

The Scottish Government are taking steps to ensure that children enjoy their rights, which includes implementing the UNCRC and incorporating it into Scots law.

The United Nations Convention on the Rights of the Child (Incorporation) (Scotland) Bill was introduced to the Scottish Parliament on 1 September 2020.

The Bill will transform the way we listen to children and take their rights into account. By directly incorporating the UNCRC into Scots law will mean children and young people are involved in the decisions that affect their lives and that children's rights are always respected, protected and fulfilled by public authorities. Where necessary, children will be able to go to courts to enforce their rights.

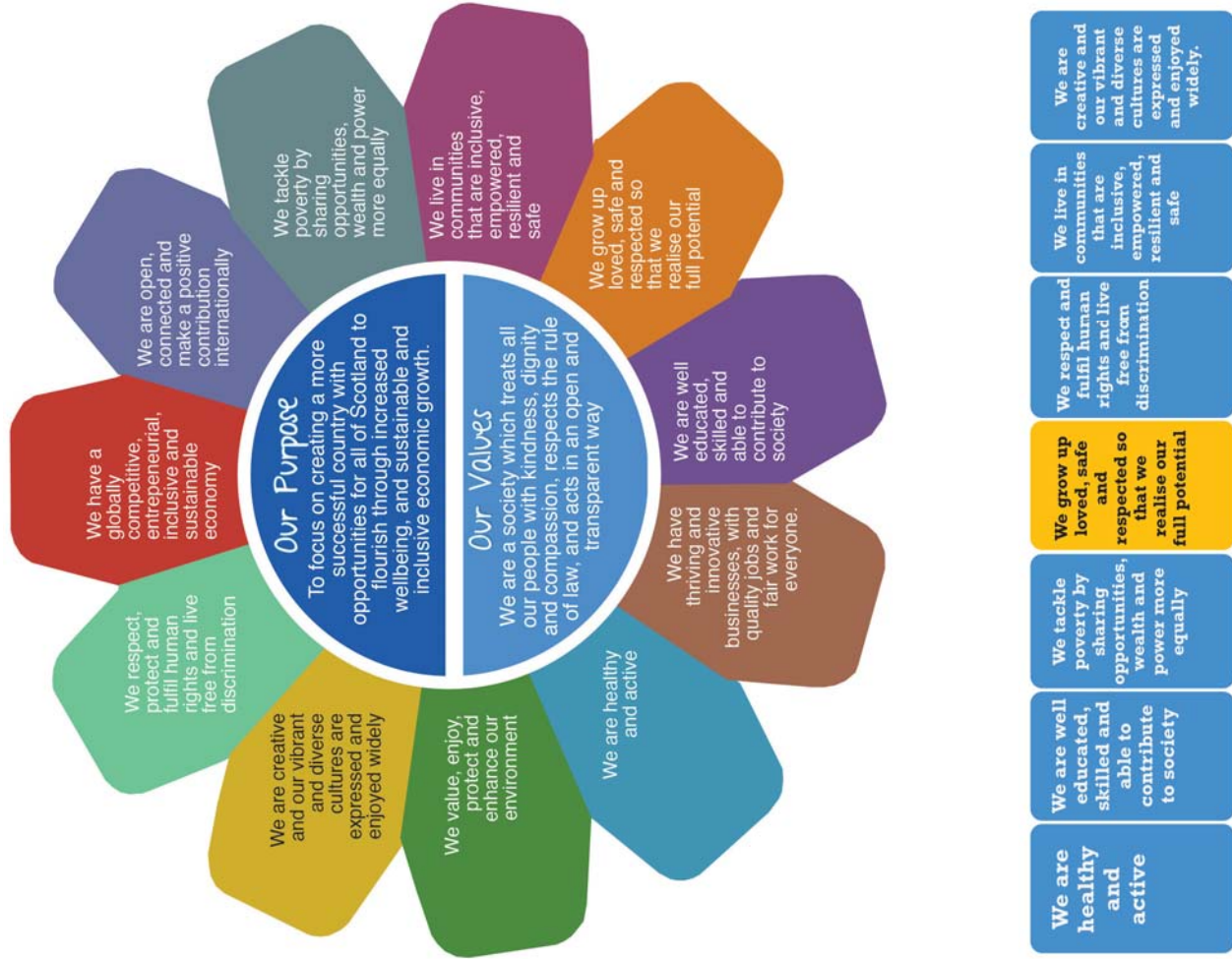
By adopting the GIRFEC approach we already use the UNCRC as a framework to ensure that we consider children's rights whenever we take decisions, and to help provide every child with a good start in life and a safe, healthy and happy childhood.

National Performance Framework (NPF)

The NPF sets out the Government's vision for Scotland and its overarching approaches and priorities that apply across all of the GIRFEC Wellbeing Indicators and outcomes for children, young people and families.

The 11 national outcomes are all interlinked and actions taken to drive progress on the NPF are crucial to improving the lives of children and young people. Focusing on the national wellbeing outcomes for children, young people and families will provide clarity about what we need to do to make Atgyll and Bute the best place to grow up and help achieve the Government's vision.

The wellbeing indicators and outcomes for children, young people and families relate to the articles set out in the UN Convention on the Rights of the Child (UNCRC) and incorporate the eight aspects of wellbeing set out in the GIRFEC approach, summarised as SHANARRI (Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible, Included).



Where are we now?



An understanding of the needs of our children and young people within the context of their local community has informed this plan through consultation with several groups and the use of specific documents as follows:

- **Joint Strategic Needs Assessment**
- **SALSUS and the Health and Wellbeing Survey**
- **Consultation with families**
- **Consultation with groups of children and young people**
- **Participation in GIRFEC focus groups**
- **Building on actions and performance from the 2017 – 20 Children and Young People's service plan**
- **Findings from the Independent Care Review**

This process has enabled the strategic children's services group to make an appraisal of the current needs of the children, young people and their families, what achievements we have made, what we need to do now and in the future. The exercise has been critical in identifying the key strategic priorities required to focus on over the next 3 years.

Community Planning Partnership (CPP) - area profile and local context

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 23 inhabited islands, more 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.

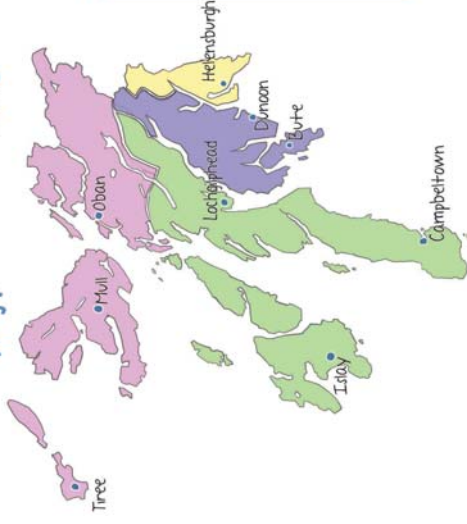
Community Planning Partnership (CPP) - area profile and local context

The size of the local authority area and our population dispersion means 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.

Services are directed through four main areas:

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

Argyll and Bute



Population

- Total population 85,900 (2020)
- Male 42,700
- Female 43,100
- 25% of population is 65+
- Under 18 years population 14,566

(Source: NOMIS official labour market statistics 2020)

Key Facts

How do we compare to the rest of Scotland:

- Less children looked after by the local authority
- Higher rate of looked after children at home.
- More babies being breastfed at 6-8 weeks
- Below the comparator for children at a healthy weight in primary 1
- Above for our immunisation for MMR at 24 months
- Higher number of children referred to the Children's Reporter for offences
- Less women smoking during pregnancy
- Good child dental health in Primary 1 and 7



The latest statistics for child poverty in Argyll and Bute (Source: End Child Poverty) that 20.4% of children in our area are in low income households – a total of 3,176 in 2015. This is measured after housing costs. The Child Poverty (Scotland) Act 2017 received royal assent on 18 December 2017. It sets targets for child poverty for Scotland for 2030 to have less than 10% in relative poverty (measured as in a household with less than 60% median UK equivalised income for the year), and less than 5% in absolute poverty, combined low income and material deprivation or persistent poverty.

The results for Argyll and Bute from the SIMD 2016 shows

- 41,738 people live in the 53 data zones (38%) that are amongst the 15% most access deprived data zones
- 13 of Argyll and Bute's data zones – more than 10% – are in the 1% most access deprived data zones.

The most access deprived data zone in Scotland covers the islands of Coll and Tiree. All of the data zones that are in the 15% most Overall, Income, Employment and Health deprived data zones in Scotland are in our main towns. Conversely, Access Deprivation is most pronounced in our rural areas.

As a result of COVID 19:

- Children already living in poverty are likely to experience a greater impact with potential for child poverty to become more ingrained. For already vulnerable families, the situation is likely to further compound family stress and trauma
- The number of children now likely to experience poverty will increase as a result of either temporary or longer term loss of family income. This in turn will create additional demand on a range of public services including housing, childcare, rights and advice services



<http://healthyrargyllandbute.co.uk/local-information/local-area-data/>

<http://healthyrargyllandbute.co.uk/needs-assessments-2/>

Gathering the views of children, young people and families about their experiences of using services is paramount in children's service planning. Partners also share a wealth of data and performance management information about provision, need and impact of the services, all of this provided the strategic children's service group with evidence of the current and future needs across the different age ranges and localities and this supported us to identify the strategic priorities for the plan. These priorities are fluid and can be modified over the three year period ensuring resources are directed with the aim of achieving measurable change and reducing any outcome gaps. The plan has also been structured to ensure the priorities align clearly with the SOA – Outcome 4 and the NPF, ensuring we have an all encompassing and comprehensive Children's and Young People's Service Plan.

Summary - Scottish Schools Adolescent Lifestyle and Substance Use and Well-being Survey (SALSUS-2018)

In 2018 a total of 1,568, 13 and 15 year old pupils were eligible to take part in the Scottish Schools Adolescent Lifestyle and Substance Use Survey (SALSUS) which informs progress towards Scottish Government policies to reduce the harms from smoking, drinking and drug use among children and young people. Argyll and Bute also modified the survey to include additional lifestyle behaviour questions with a particular focus on mental health and well-being.

Smoking

Reduction noted in the number of 13yr olds reporting 81% they had never smoked - down against the national trend. This is offset with an 11% increase in the number at this age who said that they had ever smoked - up locally and against the national data across the same population.

Increase 10% locally and nationally 5% with regards to the number of 13yr olds who felt it was 'okay' for someone their age to 'try smoking to see what it's like'

Increase in the number of 13 (14%) and 15 year olds (13%) trying e-cigarettes locally

With an associated 3% increase in the number of 13yr olds using e-cigarettes once a week or more and 4% increase in 15yr olds

Alcohol

44% of the 13yr old respondents noted that "they had had an alcoholic drink (a 'proper alcoholic drink – a whole drink, not just a sip) increase of 13% locally and a 8% increase against the national data

78% of 15yr olds respondents noted that "they had had an alcoholic drink (a 'proper alcoholic drink – a whole drink, not just a sip) increase of 8% locally and 7% against the national data

11% increase in the number of 15 year olds said they had drunk alcohol in the week prior to the survey, this was accompanied by a 9% increase against the national data

A 15% reduction on the number of 13yr old respondents reporting that they had never been drunk is offset by a 15% increase in this population who say that they had ever been drunk

There was a combined 19% increase in the number of 15yr olds reporting that they had been drunk more than ten times and that they had managed to buy alcohol

Drugs

- 90% of 13yr old respondents had never tried any drugs
- 37% of 15 year olds felt it was 'okay' for someone their age to 'try taking cannabis to see what it's like', this is a substantial increase locally of 21%
- 12% of 13 year olds felt it was 'okay' for someone their age to 'try taking cannabis to see what it's like', this is a local increase of 10%
- A 15% increase locally of 13 year olds reported they had been offered drugs, equating to 26% of the respondent population
- A general increase in the number of 13 (13%) and 15yr old (12%) respondents noting they had been offered cannabis [the most commonly offered drug]
- 26% of 13 year olds reported they had been offered drugs
- 19% of 15 year olds obtained their drugs from an older friend on the last occasion they took them a substantial reduction of 32% locally from 2013

Mental Health

- 37% of 13yr olds and 45% of 15yr olds had an overall borderline / abnormal score
- 29% increase in both 13 and 15yr olds had a borderline/abnormal score for emotional symptoms



Feedback from Young People

As part of developing our plan we asked young people what mattered to them, the following key areas were identified:

What Matters To Me

- Being respected and treated equally
- Our voice being listened to
- We have opportunities to be healthy, both our physical and mental health

What We Are Doing Well...

- Providing clubs and opportunities to take part in different activities
- Working to ensure young people have a voice
- Providing support for young people
- Providing young people with education

Even Better If...

- We had opportunities to access good support for mental and emotional health
- People act on the feedback we provide
- Increased youth opportunities
- We made sure children and young people's rights are upheld

Key Achievements to date



The following section highlights a selection of key achievements across the children's services partnership throughout the 2017 – 20 Children and Young People's Service Plan.

Early Intervention and Support

Implementation of the 3-18 Numeracy and Mathematics strategy and Stages of Early Arithmetical Learning (SEAL) approach have progressed well and schools trained in SEAL have recorded a notable increase in attainment and this has been reflected in the National Improvement Framework (NIF) data.

Implementation of the 3-18 Literacy strategy and P1 guidance and training has developed confidence and increased understanding in practitioners' ability to approach early literacy in a way that has a positive impact on pupils' achievement and wellbeing.

Breastfeeding rates at 6-8 weeks are continuing to improve with the percentage of children exclusively breastfed at 6-8 weeks sitting at 37%, this exceeds the national target of 32%.

Mental Health and Well-being

The blending together of two programmes has resulted in a higher number of families attending Incredible Years (IY) parenting programmes.

The Psychology of Parenting Programme (POPP) involves delivery of two evidence-based parenting programmes for families with young children who have elevated levels of behaviour problems.

Argyll and Bute have been fortunate enough to be involved in the Changing Lives Initiative (CLI), a community-based research project creating a better understanding about ADHD and providing an intervention programme for families with children (age 3-7) experiencing behaviours consistent with ADHD.

CLI and POPP have provided an opportunity for staff across the partnership to be trained to deliver either the IY or Triple P parenting programmes.

CLI have also developed an innovative app on ADHD to support families. The app helps families understand what ADHD is and provides practical strategies and tools for parents to use with their children. The app is particularly relevant for parents who have concerns about their child's behaviour but are not yet sure if their child has ADHD. The app is also extremely useful for those working with children in helping them understand ADHD and how they might support children who have issues with inattention, hyperactivity or impulsivity.

Children and Young People's Voice

Argyll and Bute were successful in obtaining the Top Team Award for Quality Improvement (QI) at the National QI Awards in November 2019. The award was obtained as a direct result of two tests of change to promote innovative practice; one test involved developing a GIRFEC infomercial with children and young people and the other was the development of a tool to gather the views of parents following Child's Planning Meetings.

Substance Misuse

In partnership with the Alcohol and Drugs Partnership (ADP) we have been successful in reaching 90% of secondary schools delivering drugs awareness programmes.

The annual S3 Health Drama was delivered for the third year running to all S3 pupils and addressed a number of health topics relevant to young people. It included 3 lesson plans, a resilience workbook, workshops, a touring drama production and a question and answer session with service providers.

90% of pupils said they found the drama informative, with 86% reporting they are now more aware of young people's services across Argyll and Bute.

Priorities

Our CYPSP and the CPP Outcome 4 priorities are underpinned by GIRFEC and supported by a number of key delivery plans and performance measures relating to improvement activities that are likely to make the most positive difference to the wellbeing and life chances of our children and young people.

CYPSP Priority 1: By ensuring strong, respectful collaborative leadership and communication through the GIRFEC approach we are *getting it right* for our children and young people

Children's services are delivered through integrated systems and strong, respectful collaborative leadership is an essential component of this. Getting it right for every child (GIRFEC) is the golden thread that encompasses all our partnership working, it provides a shared approach and framework for professional standards.

The GIRFEC collective leadership approach supports a coordinated leadership method of working, underpinned by the GIRFEC multi-agency practice model.

The following high level multi-agency objectives support this:

- The GIRFEC collective leadership approach will facilitate transformational change across children's services ensuring partners have increased knowledge and understanding of collective leadership
- Improved partnership approach to service delivery will result in better outcomes for children, young people and their families
- Children's services workforce plans reflect the collective leadership approach
- Ensure that children and their families are fully engaged with collective decision making and able to contribute to their support and learning

CYPSP Priority 2 - Our children and young people have access to early help and support.
Outcome 4 priority – Child Poverty

Effective early help is essential to improve the life chances of children, young people and their families. The aim of the early help and support priority is to build capacity in communities that will prevent crime, support education, and keep children, young people and their families healthy and safe.

The following high level multi-agency objectives support this

- Children and young people are supported with dietary choice to maintain a healthy weight and increase physical activity
- Families are supported and signposted to ensure uptake of welfare benefits and healthy start vitamins and vouchers
- Pre-school children meet their developmental milestones before starting school
- Children and families are provided with effective support to maximise income and help reduce the adverse impacts of growing up in poverty
- Children and young people are supported to make informed choices about sexual health
- Partners work together and actively seek out and listen to the views and experiences of children, young people and their families. The feedback identifies key areas for improvement to ensure their health and wellbeing needs are focused on
- Partners work together to ensure Breast Feeding Communities are developed and sustained in the community.

CYPSP Priority 3 – We improve the mental health and well-being of our children and young people.

Outcome 4 priority – Engagement

Our key focus is to improve the lives of children and young people by supporting them to achieve the best possible outcomes for their emotional wellbeing and mental health. Developing a new culture around children and young people's emotional wellbeing and mental health that supports and enables resilience, whilst ensuring access to specialist services, when needed, is fundamental.

The following high level multi-agency objectives support this:

- The development of additional support for new mums where we know many experience a range of mental health needs and challenges that can be supported in universal services while some mums will benefit or require specialist help and intervention. These to be informed by attachment led practice and trauma informed approaches to understanding need
- Ensure that children and young people are able to access early mental health, wellbeing and counselling support at school and communities
- Argyll and Bute have a trauma informed children and young people's workforce with consideration of needs at the point of transition into adult services
- The partnership will improve assessment pathways for children, young people and their families with neuro-developmental conditions
- Children and young people will have access to mental health and wellbeing programmes and supports to enhance prevention and early intervention while providing more specialist support where required
- Through access to advocacy services children and young people will be supported to build healthy relationships embedding trauma informed principles across our services

CYPSP Priority 4 – We ensure our children and young people's voice is heard.
Outcome 4 priority - Children's Rights

"Every child has the right to express their views, feelings and wishes in all matters affecting them, and to have their views considered and taken seriously"

(UN Convention on the Rights of the Child Article 12)

Not only do children and young people have a basic human right to express their views on matters which are important to them, but also that their views are actively sought out, listened to, and acted on to make a difference to improve children and young people's lives.

The following high level multi-agency objectives support this:

- The Young People's Advisory Panel will work to ensure that all children and young people are actively engaged and involved in the development of future services
- The multi-agency focus across schools and communities for children and young people will ensure maximum impact in key areas such as; good mental health and wellbeing, personal skills, leadership, team building and communication
- Partners will ensure that children and young people have equal and equitable access to real and meaningful outcomes
- Feedback from children and young people will ensure multiagency service delivery and support is focussed on what really matters to them



GIRFEC - Leadership and Communication
Partners will embrace transformational change to improve service delivery resulting in better outcomes for children, young people and their families

Objectives (High Level/ Multi-agency)

- The GIRFEC collective leadership approach will continue to drive forward our commitment to transformational change across children's services ensuring partners have increased knowledge and understanding of their roles and responsibilities in delivering collective leadership.
- Further developing our partnership approach to service delivery will result in better outcomes for children, young people and their families.
- Children's services workforce plans are immersed in the collective leadership approach
- Ensure that children and their families are fully engaged with collective decision making and able to contribute to their support and learning

Multi-Agency Requirements (Expectation of key multi-agency partners)

- Partners design and deliver services in line with local priorities and systems
- Partners are fully engaged in GIRFEC collective leadership
- Partners continue to develop our GIRFEC practice to ensure it meets local needs and priorities
- Partners promote and celebrate collective successes, ensuring that children, young people and their families are engaged with shared learning and are able to identify what works.

Outputs (What are we going to deliver as multi-agency partners)

- We have a shared understanding of local systems and processes
- We can evidence collective leadership approaches and developments across the partnership
- Partners will work together to deliver transformational change in children's service practice
- Partners will ensure the rights of the child are embedded in the new leadership culture and future service transformation

Performance and Improvement

Short-term Outcomes expected at 12 months	Mid-term Outcomes expected at 24 months	Long-term Outcomes expected at 36 months
Improvement programmes are designed around key priorities identified in the GIRFEC support evaluation	Evidence of improvements in GIRFEC practice and delivery of services are embedded in children's services	Transformational change is embedded across children's services
Partners work collectively to review current systems and processes and reduce bureaucracy	Streamlined systems and process result in partners having the 'One Child, One Assessment and One Plan' approach to service delivery	Improved service delivery and better outcomes for children, young people and families
The voices of children and young people are evident in all aspects of children's service delivery	Feedback on successes and what is not working	Children and young people report they contribute, participate and engaged in children's services activity

Early Help and Support

Children and young people's views and opinions inform future development and improvements

Objectives (High Level/ Multi-agency)

- Families are supported and signposted to ensure uptake of welfare benefits and health start vitamins and vouchers.
- Pre-school children meet their developmental milestones before starting school
- Children and families are provided with effective support to maximise income and help reduce the adverse impacts of growing up in poverty
- Children and young people are supported to make informed choices about sexual health
- Partners work together and actively seek out and listen to the views and experiences of children, young people and their families. The feedback identifies key areas for improvement to ensure their health and wellbeing needs are focused on
- Partners work together to ensure breast feeding communities are developed and sustained in the community
- Children and young people are supported with dietary choice to maintain a healthy weight and increase physical activity

Multi-Agency Requirements (Expectation of key multi-agency partners)

- Partners need to ensure services for children and young people promote shared ownership
- Partners shift from single agency working to working co-productively in the community
- Partners work together to identify pre-school children requiring support early
- Partners embrace the role of the Named Person and Lead Professional in the Child's Planning process to ensure SMART outcomes are achieved

Outputs (What are we going to deliver as multi-agency partners)

- We aim to develop a 80/20 focus across services to ensure that there is 80% universal general services and 20% for specialist services
- Partners will work together to increase the number of mothers supported to breast feed in their communities
- Increase the number of children 2 years or younger accessing services to support them to reach their developmental milestones
- Partners provide early support with regards to alcohol and drug education and support in primary and secondary schools
- Partners will work together to support children and young people to adopt healthy lifestyles

Performance and Improvement

Short-term Outcomes
expected at 12 months

Ensuring relevant assessments at key ages and stages are carried out

Ensure the Child Poverty Strategy is rolled out across the partnership

Children and young people have a better understanding of what safe and healthy relationships look like

Raise the profile of breast feeding across communities

Children and young people are able to make informed choices about their dietary needs

Mid-term Outcomes
expected at 24 months

Ensure early help and support is put in place. Use the Model for Improvement to develop tests of change and ideas to promote and improve child development

Deliver on key priorities identified in the Child Poverty Strategy

Children and young people feel more positive about their health, wellbeing and developing relationships

Ensure that breast feeding rates are improved and sustained

Children and young people are supported to make good choices with respect to maintaining a healthy weight

Long-term Outcomes
expected at 36 months

85% of pre-school children meet their developmental milestones resulting in better outcomes for children

Reduction in the number of children and young people affected by poverty

Children and young people feel supported to adopt healthy lifestyle choices

Argyll and Bute communities are breast feeding friendly

A reduction in childhood obesity

Mental Health & Wellbeing

Children and young people will enjoy good mental health and wellbeing in their schools and community

Objectives (High Level/ Multi-agency)

- Ensure that children and young people are able to access early mental health, wellbeing and counselling support at school and in communities.
- Argyll and Bute have a trauma informed children and young people's workforce with consideration of needs at the point of transition into adult services.
- The partnership will improve assessment pathways for children, young people and their families with neuro-developmental conditions.
- Children and young people will have access to mental health and wellbeing programmes and supports to enhance prevention and early intervention while providing more specialist support where required.
- Through access to advocacy services children and young people will be supported to build healthy relationships.

Children and Young People's Voices

Children and young people's views and opinions inform future development and improvements

Objectives (High Level/ Multi-agency)

- The Young People's Advisory Panel work to ensure that children and young people are actively engaged and involved in the development of future services
- The multi-agency focus across schools and communities for children and young people will ensure maximum impact in key areas such as: good mental health and wellbeing, personal skills, leadership, team building and communication.
- Partners will ensure that children and young people have equal and equitable access to real and meaningful outcomes
- Feedback from children and young people will ensure multiagency service delivery and support is focussed on what really matters to them

Multi-Agency Requirements (Expectation of key multi-agency partners)

- Multi-agency awareness training with regards to understanding and applying the UNCRC Children's Rights Plan (Appendix 2)
- There is a partnership approach to building capacity with regards to recruitment, training and commissioning of services
- Individual service planning reflects actions arising from feedback from children and young people

Outputs (What are we going to deliver as multi-agency partners)

- Feedback and engagement for the life of the plan from the Young People's Advisory Panel will build trusting relationships
- Ensure that young people are able to have their voices heard at the Integrated Joint Board (IJB) and CPP through the involvement of representatives such as School Pupil Councils, MSYPs and Youth Forums
- Findings from the SALSUS and Well-being Survey will ensure partners respond to the voices of children and young people

Performance and Improvement

Short-term Outcomes expected at 12 months	Mid-term Outcomes expected at 24 months	Long-term Outcomes expected at 36 months
Young People's Advisory Panel is created	Methods to engage children and young people are designed and tested by the Away Team and the Young People's Advisory Panel	Children and young people are engaged and co-designing the next CYPS Plan (2023/27)
The Young People's Advisory Panel will be invited to attend a Argyll & Bute's Children Strategic Group development session to update them on the work of the Young People's Advisory Group	Invite the Young People's Advisory Panel to present progress at the Community Planning Partnership	Children and young people are involved in creating the new 2023 – 27 CYPS Plan
The findings of the Independent Care Review are taken forward within a multiagency approach	The findings of the Independent Care Review are embedded in practice across the partnership	The lives of experienced children are improved

Multi-Agency Requirements (Expectation of key multi-agency partners)

- Partners need to work more collaboratively to ensure collective outcomes and ownership
 - Services for children and young people need to be supported by the partnership and provide evidence of this happening
 - Partners will work collaboratively to review assessment pathways for neuro-developmental conditions in line with national guidance
 - Services and support will focus on upstream preventative activities for children and young people's mental health and wellbeing including the provision of counselling through schools for children and young people from 10 years of age
 - Children and young people experience better and more robust transitions across services and agencies
- ## Outputs (What are we going to deliver as multi-agency partners)
- Children and young people experience good relationships at school and in the community
 - Children and young people will feel supported through safe, nurturing relationships provided by a trauma informed workforce
 - Children, young people with neuro-developmental conditions (and their families) will receive the support they require in schools and communities, based on a robust assessment of need, risk and vulnerability
 - All children, young people and their families will have equal access to emotional wellbeing support in their communities, through seamless pathways and more targeted support for parents and access to parenting programmes
 - Partners will work together to ensure a whole system approach to community wellbeing is embedded in our culture

Performance and Improvement

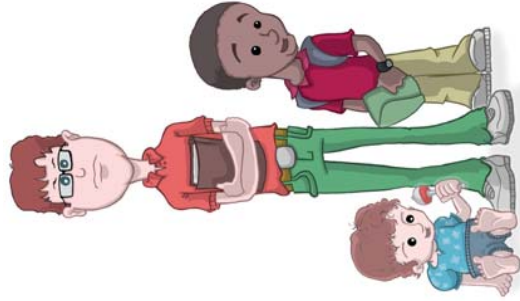
Short-term Outcomes expected at 12 months	Mid-term Outcomes expected at 24 months	Long-term Outcomes expected at 36 months
Early help and support is readily available and pathways are in place to access school nursing, primary mental health workers and school counselling	Access and support for early help is available and easily accessible for children and young people	Children and young people report they are able to access mental health and wellbeing support
Trauma training is rolled out across the partnership	Partners feel confident in understanding trauma and how it affects children and young people's lives	All partners are trauma informed and can demonstrate this in the actions taken to support children and young people
Partners will work to develop core standards and pathways of care	Implement the standards and pathways of care	Standards are improved and robust pathways are in place for children and young people with neuro-developmental conditions
Advocacy services are easily accessible for children and young people	Children and young people are routinely using advocacy services	Children and young people report they are benefiting from accessing advocacy services

Getting it Right for Every Child in Argyll and Bute

Argyll and Bute are fully committed to Getting it Right for Every Child and ensuring the well-being needs of our children, young people and their families are met. Some of the services and actions to deliver services from across the partnership are set out below:

SAFE

- **Safe:** protected from abuse, neglect or harm at home, at school and in the community
- Deliver positive community safety initiatives for young people and their parent/carers
- Develop supports for young people eligible for Throughcare and Continuing Care so that young people can access nurture and care when required to ensure they feel nurtured and cared for when they most need it
- Implement the recommendations from the Independent Care Review (Scotland)
- Support young people in children's houses in their development, well-being and to achieve positive outcomes
- Develop early intervention supports and clear pathways for vulnerable young people experiencing poor mental health
- Through commitment to prevention, early intervention, and effective use of multi-agency Child's Plan meetings, support for individual children can often be put in place on a voluntary basis where families engage positively with services. By implementing this structure we have strengthened our processes and systems for safeguarding and protecting children.
- **Getting it Right Antenatally:** Early intervention and targeted support for parents is provided through the pre-birth pathway and GIRFEC principles. The named midwife co-ordinates a care plan throughout pregnancy with families and involvement of wider team if necessary. The pathway supports the timely completion of assessments and early convening of Antenatal Planning meetings or Child Protection Case Conferences.



HEALTHY

Healthy: having the highest attainable standards of physical and mental health, access to suitable healthcare, and support in learning to make healthy, safe choices

- Increase confidence and capacity in the workforce by providing staff development opportunities in nurture, relationship based approaches and low level anxiety management approaches
- Ensure priorities for children's mental health and wellbeing are actioned
- Introduction and implementation of school based counselling services to support mental health and wellbeing
- Ensure appropriate access to health visitors and school nurses and that relevant priorities are implemented
- The Best Start Programme recognises that maternity and neonatal care services are the foundations of health and wellbeing. In line with the principles of GIRFEC, antenatal mothers in Argyll and Bute have a named midwife and buddy midwife which provides them with a continuity of planned antenatal care package
- The blending together of two programmes has resulted in a high number of families attending Incredible Years (IY) Parenting Programmes. The Changing Lives Initiative (CLI) a community-based research project creates a better understanding about ADHD and provides an IY intervention programme for families with children (age 3-7) experiencing behaviours consistent with ADHD. CLI and the Psychology of Parenting Programme (POPP) provide opportunities for staff across the partnership to deliver either the IY or Triple P parenting programmes



ACHIEVING

Achieving: being supported and guided in learning and in the development of skills, confidence and self-esteem, at home, in school and in the community

- Improve early education intervention approaches to support the development of children under 5 years old
- Improve educational attainment for all children and young people
- Work in partnership to improve positive destinations for young people in our most deprived schools and communities
- Work with partners to improve positive destinations for young people who have care experience
- Support all young people to achieve and sustain positive destinations
- Improve outcomes for children and young people with additional support needs

NURTURED

- **Nurtured:** having a nurturing place to live in a family setting, with additional help if needed, or where not possible, in a suitable care setting
- Early identification of vulnerable pregnant women with access to and support through community/hub/team around the family model
- Provide intensive family focussed support to families who are experiencing crisis and where possible prevent family breakdown
- Continue the work of the Permanence and Care Excellence (PACE) programme to avoid drift and delay in permanency planning
- Take opportunities to engage with The Promise initiative to improve the care system

ACTIVE

- **Active:** having opportunities to take part in activities such as play, recreation and sport which contribute to healthy growth and development at home, in school and in the community.
- Through Active Schools, leisure programmes and local sports clubs children of all ages and abilities have the opportunity to be active by taking part in a range of sports and physical activity both indoors and outdoors
- Provide opportunities for participation in the Duke of Edinburgh Award scheme
- Free discounted access to leisure facilities for care experienced children and young people

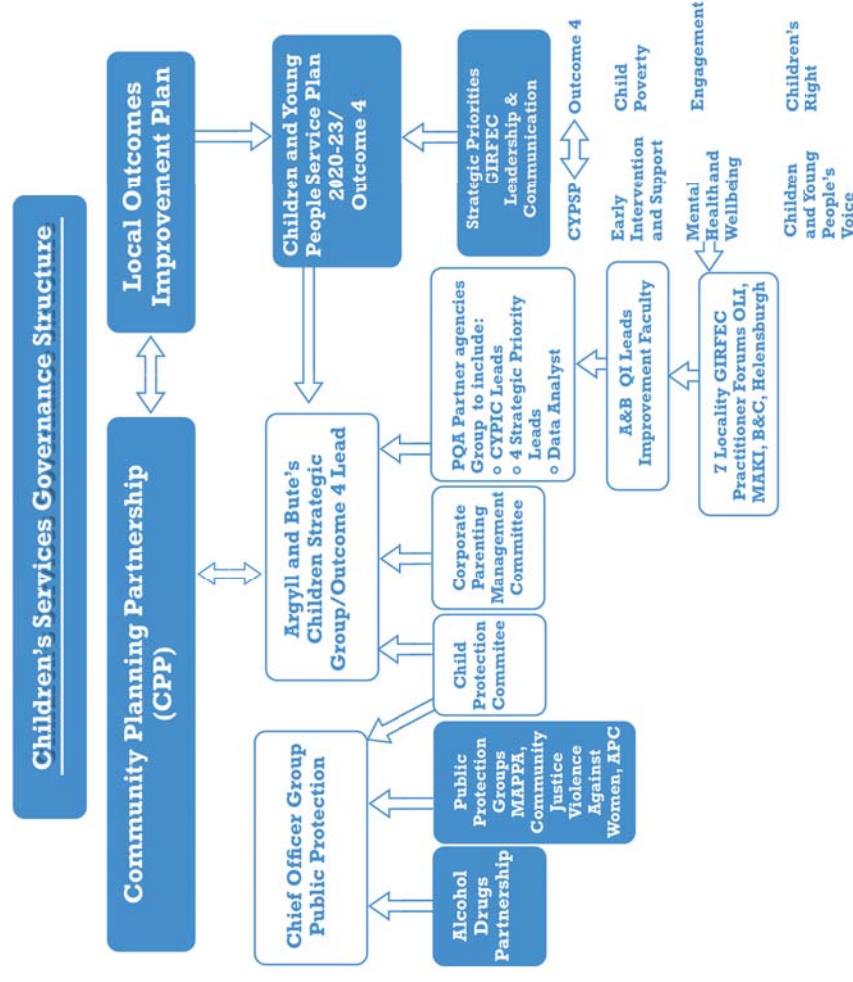
RESPECTED AND RESPONSIBLE

- **Respected and Responsible:** having the opportunity to be heard and being involved in decisions
- Our Child Poverty Action Plan sets out how we will work together to reduce child poverty
- Reduce the poverty related attainment gap through use of targeted interventions and supports – including the use of Pupil Equity Fund
- Implement the recommendations from the Independent Care Review (Scotland)
- Implement secure care standards · Provide advocacy for care experienced children and young people
- Continue to increase the number of schools with Rights Respecting School status
- Listen to children and young people's views and the issue that affect them
- Implement the Champions Board Steering Group
- Develop enhanced support for care experienced children and young people at the point of transition

INCLUDED

- **Included:** having help to overcome social, educational, physical and economic inequalities and being accepted as part of the community in which they live
- Deliver key actions identified in the Child Poverty Action Plan
- Ensure families can access benefits maximisation advice and support
- Implement the Young Carers statement
- Ensure the Named Person will work closely with Gypsy travelling families to support them to access services

Children's Services Governance Structure



Measuring progress, monitoring and reviewing the plan

Argyll and Bute's Children Strategic group incorporates senior officers from across the CPP with the commitment of working together to deliver the priorities and outcomes identified in the plan. Other key priorities and outcomes identified in the plan are directly linked to the SOA Outcome 4 delivery group.

The Performance, Quality Assurance (PQ&A) subgroup will be responsible for monitoring and reviewing the plan and reporting on its progress delivering to targets using Quality Improvement and the PDSA strategic planning cycle.

Argyll and Bute's Children Strategic group meets every 8 weeks and reports progress to the CPP, Community Services Group and Integrated Joint Board (IJB). Monitoring progress against the Children and Young People's Service Plan is a key function of the group and is set out below.

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

1. Output reports and improvement actions from regulated and partnership inspections of services for children and young people.
2. Feedback from the Young People's Advisory Group.
3. Performance data and trends relating to children and young people's outcomes in respect of education, health, social care and justice.
4. 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 Service 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

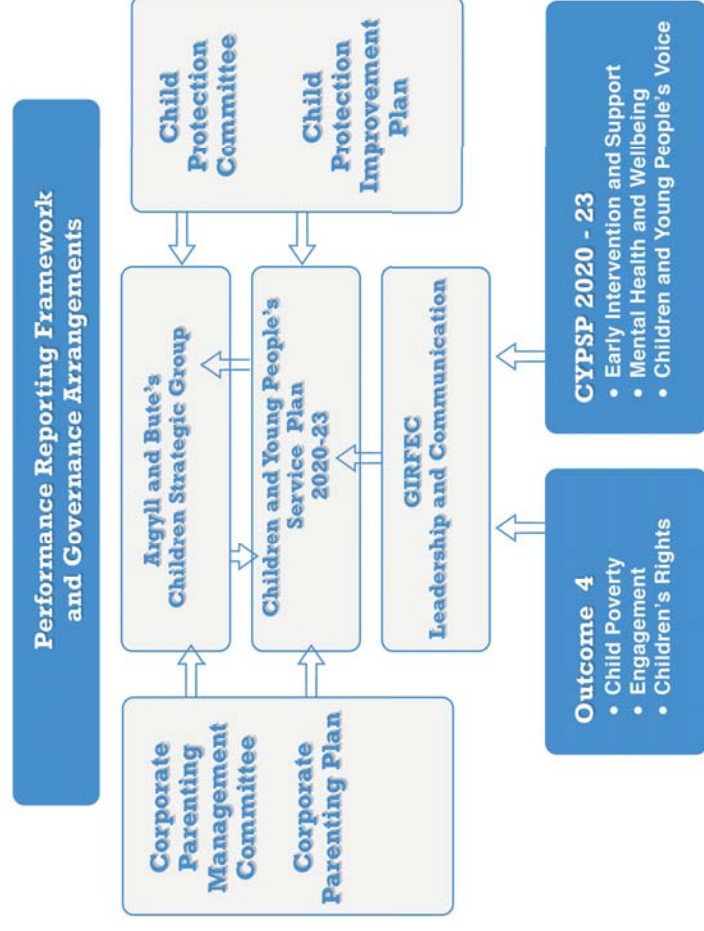
Monitoring achievement of the plan:

By adopting logic modelling and setting clear targets for improvement we will measure progress over the 3 year period of the plan.

Each of the outcomes will be monitored and reviewed using a range of data sources such as health, education, waiting-list times, qualitative feedback, child protection minimum data set, corporate parenting intelligence, self-evaluation and other departmental data sources.

This will be achieved by:

1. Appointing priority leads
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 and **with** children and young people
5. Annually reporting on the progress of plans and achievements of outcomes



Children and Young People Improvement Collaborative (CYPIC)

Children and Young People Improvement Collaborative (CYPIC) is supporting the Government's drive to make Scotland the best place to grow up by putting the needs of children and families at the centre in line with GIRFEC and the Early Years Framework. The approach uses the improvement methodology that enables organisations to deliver stronger, more effective services that are built on robust evidence of what works in improving outcomes and life chances and to learn from each other about the approaches that are most effective. This approach supports practitioners to test, measure, implement and spread new and better ways of working to make services more effective and responsive to the needs of children and families.

Quality Improvement (QI)

Quality Improvement (QI) provides a proven methodology for making improvements to practice and ways of working to improve outcomes for children and young people. QI involves working towards a defined aim, gathering and reviewing measures and implementing change strategies using rapid cycle improvements. Specific QI tools and processes are used to support testing, implementation and spread to other localities using the improvement methods and models. These include the Model for Improvement (Mfi) which makes use of incremental change and a testing model called Plan-Do-Study-Act (PDSA).

Driver Diagram

A driver diagram is a tool that helps translate a high level improvement goal into a logical set of underpinning goals and projects. It captures an entire change programme in a single diagram and also provides a measurement framework for monitoring progress. It is your 'theory' about how the system you are working in and wanting to improve actually works.

The driver diagrams provide a visual display and theory to support Argyll and Bute to deliver the priorities identified in the plan.

Driver Diagram



Partners to our Children and Young People's Service Plan

There are a range of groups and plans supporting the Children's Services Strategic Planning Partnership including:

- Education services
- Community learning and development
- Children, families and justice
- Third sector representative
- NHS Highland
- Live Argyll

Children's Hearings

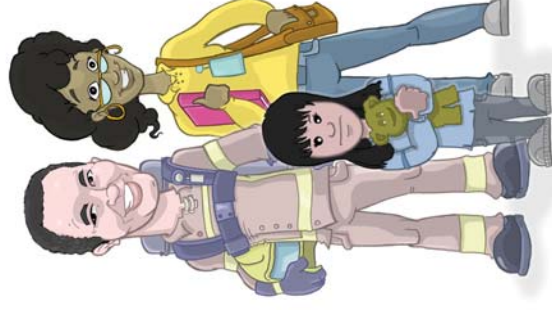
In addition to the resources outlined above, the Children's Hearing system plays an important role in child protection, child welfare and justice. Partners work closely with the Scottish Children's Reporter Administration (SCRA) to ensure that those children and young people who require compulsory measures of supervision are referred to the Reporter at the right time with the right supporting information.

Governance, Monitoring and Evaluation

Progress and performance reports will be monitored by the Performance, Quality Assurance Group (PQ&A).

Links to other plans and documents

- Education Annual Plan
- Children and Young People's Services Plan 2017 – 20
- Child Poverty Action Plan
- Children's Rights Plan
- Corporate Parenting Plan
- Child Protection Action Plan
- Integrated Joint Board Strategic Plan
- Local Outcome Improvement Plan
- Independent Care Review
- Community Learning and Development Plan
- Active Schools Plan
- Joint Strategic Needs Assessment 2020 - 23
- Children's Services Commissioning Plan



Appendix 1 – 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.

Appendix 1 – 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.

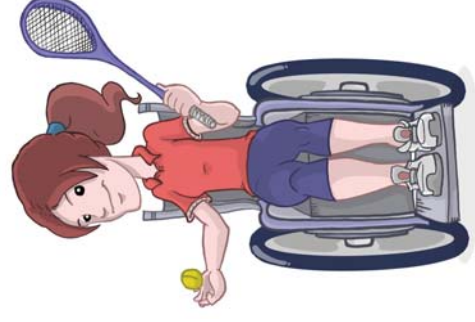
Many young people will achieve their full potential without any extra help or support. However, the most vulnerable need extra help so we will target resources at vulnerable families.

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.



Appendix 1 – 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.



Appendix 1 – 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.

Appendix 1 – 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 is a feature 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.

Appendix 2 – Our Children and Young People's Rights

The United Nations Convention on the Rights of the Child (UNCRC) and 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.





Argyll & Bute
**CHILDREN &
 YOUNG PEOPLE'S
 PARENTING PLAN**
2020-2023



POLICE
SCOTLAND



SCOTTISH
CHILDREN'S REPORTER
ADMINISTRATION



SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

argyll and bute
communityplanningpartnership

