



# Integrated Children & Young People's Service Plan 2014-2017

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

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## 1.0 The Community Planning Partnership Area and the Context for Services for Children and Young People

Covering a land area of 690,899 hectares, Argyll and Bute is the second largest local authority by area in Scotland, after Highland (Census 2001). Argyll and Bute has the third sparsest population (averaging just 13 persons per square kilometer) of Scotland's 32 local authorities (Census 2001, 2011) and has more inhabited islands than any other Scottish local authority (Census 2001). Approximately 17.4% of Argyll and Bute's population live on islands (Census 2001).

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

One in five of the population (20.4%) is aged between 0 and 19 years (NRS 2011-based Mid-Year Estimates; see table 1).

*Table 1: Argyll and Bute's Population (NRS 2011-based Mid-Year Estimates)*

Age group	Number	Percentage of total population
Under 5	4,065	4.5%
5-15	10,063	11.2%
16-19	4,196	4.7%
20-29	9,488	10.6%
30-44	14,775	16.5%
45-64	27,314	30.5%
65 and over	19,689	22.0%

Total population	89,590	100%
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Argyll and Bute vision commits partners across Argyll and Bute to “Working together to achieve the best for children, young people and families”. In order to achieve this vision we have agreed to frame our new Integrated Children and Young People’s Services Plan 2014/17 within the Getting It Right for Every Child framework and the well-being indicators. Effectively, this ensures that we link the outcomes set out in the plan with the local Single Outcome Agreement (SOA) and the relevant National Performance Framework (NPF).

This means that the partnership will focus on ensuring that:

- Our children 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

The plan for 2014/17 focuses on activity undertaken by partners in relation to addressing the “Whole System” by using resources more efficiently creating a more streamlined joint plan for improvement and a suite of performance indicators which deliver real outcomes. The Scottish Government’s Early Years Framework (2008) and Early Years Taskforce Shared Vision (March 2012) clearly articulate how agencies need to prioritise investment in prevention and early intervention particularly focusing on children’s early experiences.

The Christie Commission on the Future Delivery of Public Services, places emphasis on the importance on moving towards prevention and reinvesting monies from high end service. Set against a backdrop of reducing public sector funding, the next three years present unique challenges and opportunities to look and how we can work differently, reducing duplication and encouraging innovation. Partners are

committed to managing the shift towards prevention and the current development of *Getting It Right for Every Child (GIRFEC)* and *Early Years' Service* has created a base from which further work can be taken forward.

The *Children and Young People Bill Scotland*, places significant requirement on partners to deliver services differently, an example of which is the "600 hours" of early learning and child care commitment for every child, to be implemented in 2014. Alongside this is the development of the new *Kinship Order*, *Children's Hearing System* and *Health and Social Care Integration Bill*, which will bring health and social work services closer together to deliver on outcomes for children, young people and their families.

## **1.1 The Community Planning Structure**

### **Argyll and Bute's Community Planning Partnership**

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 governance - 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.

## **2.0 Particular Strengths That Are Making A difference to Children, Young People and Families**

- Positive Early Years HMIE and Care Inspectorate Inspections indicating improving standards of Early Learning and Childcare
- The development of Early Years' Service to provide an integrated approach to Early Learning and Childcare and working successfully with partners
- Effective targeting of teacher input to vulnerable 3 and 4 year olds.
- Intervening early through the implementation of GIRFEC to ensure child gets the help they need timeously. Improved transitions planning for Children with disability, increased partnership working with stakeholders
- Review support arrangements for all kinship carers of Looked After Children
- Reduced the numbers of young people in external residential placements.
- Implementation of Viewpoint and enhanced advocacy to ensure vulnerable children and young people's views are represented
- Develop consultation framework for all children and young people in Argyll and Bute.
- Develop services and response to children and young people who are distressed.
- Development of wider achievement and Skills for Work qualifications on offer to young people during their senior phase of Curriculum for Excellence
- Positive engagement of young people through Youth Work activities in schools and local communities

## 2.1 Examples of Good Practice & Future Priorities

NHS Highland has delivered a number of initiatives around smoking prevention, dental hygiene, sexual health and alcohol and drugs awareness and alongside this, Police Scotland provide inputs to students on drugs awareness, personal safety and internet safety. In addition, Police Scotland also offer work experience placements to secondary school pupils to provide them with an insight into policing and as part of this, participants are given access to divisional departments including CID, Community Safety, Community Policing and the Control Rooms. In relation to community fire safety, sessions are delivered in primary schools, with road and cycle safety continuing to be a priority throughout all schools across Argyll and Bute.

Active Schools offer a wide range of extra-curricular and community sports programmes an example of which is the partnership between Early Years, Active Schools and Football Development in the Dunoon area, with mini kickers coach education, equipment, resources and support. Supporting the development of additional physical activity programmes within the curriculum and providing young people with training and coaching experience.

### **Priorities for 2013/14 include:**

- Further improving assessment and planning and our confidence in applying the assessment and planning framework
- Ensuring that all children subject to a child protection investigation - but not registered have a child's plan meeting
- Improving assessment and management of risk for LAAC and young people at risk
- Delivering targeted training for lead professionals and extending GIRFEC workshops
- Establish GIRFEC 'locality' champions to support staff and further embed the GIRFEC process
- Developing childcare services to support implementation of "600 hour" preschool provision in 2014
- Extending Early and Effective Information (EEI) to young children and young people reported missing to the police

- Implement quality assurance and auditing arrangements across services
- Implement improved governance arrangements linking Argyll and Bute to CPP

In relation to education, the development and implementation of the new risk management system across all secondary school pupils, which will allow for the early identification of young people at risk of disengaging and those at risk of not making a positive move from school to the workplace. This is supported by the recent pilot of new corporate parenting responsibilities within social work, ensuring that ALL young people who wish to experience the world of work are offered the opportunity of a work placement with the local authority. Once the pilot has been evaluated the offer will then be rolled out to include other community planning partners.

### **3.0 How Well Are The Lives of Children & Young People Improving?**

#### **3.1 Providing help at an early stage**

The development of the Early and Effective Interventions Project (EEI) across the partnership has led to earlier identification of children with additional needs including looked after children. Where appropriate, adaptations and resources are provided earlier with the provision as required of pre-three placements, for children with additional and complex needs

Partners routinely share information about vulnerable children under the age of five, enabling the service to check that children have been registered with pre-school education and that services work together when children are identified as requiring additional support.

In relation to pre-school activity, Argyll and Bute meets the statutory requirement of 475 hours pre-school provision for all 3 and 4 year olds and alongside this considerable work has been undertaken in developing the Early Level of Curriculum for Excellence. An example of this work is that Early Level classes have been put in place in a number of establishments with a focus on active learning and the promotion of outdoor learning.



Argyll and Bute have developed and grown the Bookbug Early Years Programme over the last 5 years in partnership with colleagues from Health, Library Services, Creative Arts in Schools Team (CAST), Community Learning & Development, and the third sector. Key achievements include significant increase in the number of Bookbug Sessions we deliver, ensuring that children's literacy is improved by helping them to be ready for school. In addition Argyll & Bute are using these sessions to target targeted the delivery of "Bookbug Antenatal Pilot and Assertive Outreach".

In conjunction with previous identified activity, the "Opportunities for All Team", and its partners offer an activity programme which is aimed at those young people who are leaving school with no planned work placement.

### **3.2 Impact on Children, Young People, their Families and Community**

Embedding the Getting it Right for Every Child practice model provides strong links across the partnership and ensures a shift towards outcomes focus service delivery and performance. Examples of the impact of this approach can be seen across the partnership with improvements in overall waiting times, a reduction in referral waiting times for Speech and Language Services and in relation to early intervention with children and families who are experiencing domestic violence.

The Argyll and Bute Alcohol and Drug Partnership Strategy 2013-2016 notes a series of key action points in relation to the impact of services delivery on children, young people and their families. These are:

- Ensure that parents are identified during assessment by drug and alcohol services to embed GIRFEC guidelines in the Single Shared Assessment
- Develop local data on children affected by substance misuse
- Build strong links between the ADP and Children and Families Services to ensure shared policy and procedures for child protection
- Further research young people's drinking patterns in Argyll & Bute to understand the reasons for the high level of alcohol consumption locally

- Further develop diversionary activities to support alternatives to substance use and to build capacity and resilience in young people
- Continue to work with vulnerable at risk groups of young people to support their needs and aspirations

Within the home setting, partners are committed to working to improve the availability of affordable housing and Argyll and Bute remain on target to deliver over 500 new affordable homes over the course of the current five year planning period. Alongside this, Housing Associations are undertaking a major investment programme to ensure all stock meets Scottish Housing Quality Standards. Argyll and Bute have also reduced homelessness and remodelled support services for families and young people, focussing on more flexible support with improved access to temporary accommodation.

The Welfare Reforms introduced in April 2013 has had significant impact on families and in response the Council and housing providers are working together to provide appropriate support to families through their Welfare Rights Team and Debt Advice Service. Demand for this service has risen in recent years. It is expected that advice, benefit maximisation and support within the new universal benefit system will be the focus of these teams.

The partnership continues to seek to reduce fuel poverty, there has been a 20% drop in the number of households in Argyll and Bute defined as in extreme fuel poverty. However, as with other areas across Scotland fuel poverty continues to be a significant pressure on families. Through our Financial Inclusion Strategy Argyll and Bute intends to improve income maximisation, better tackle fuel poverty, increase support for problem household debt management and improve access to financial services for the most financially excluded.

In addition the partnership has secured improvement in the numbers of young people accessing positive destinations after leaving school and the number of students opting to pursue Skills for Work and alternative qualifications. An increasing number of courses in secondary schools are delivered in partnership with Further Education Colleges, Community Learning and Development, Local Employers and Third Sector.

Across Argyll & Bute there are three gypsy traveller sites with further capacity still available within these sites. Health support is provided by two nurse co-ordinators, with additional child care supports and play facilities for families in the Duncholgan site. Each of these sites has different characteristics requiring different approaches; this approach is addressed in the current Gypsy Traveller Strategy which deals with developing increased awareness and improving access to services for traveller families.

In relation to improved sexual health and education, Argyll and Bute CHP has a long standing relationship with Waverley Care and Rape Crisis, including support groups for lesbian, gay and bisexual and transgender groups, one to one support and free condom provision, learning workshops and staff development sessions offered across education, health and the third sector.

Addressing the impact of service delivery for Children with a disability, all partners continue to have access to high quality respite care service through our partnership. Argyll and Bute social work have an established a designated Children with Disability Team who provide a specialist resource improving support for young people with a disability. In addition the team has been involved in the wider implementation of a transitions protocol overseen by an inter-agency Disability Transitions Group, with future plans to look to develop a fully integrated team.

## **4.0 How Well Are Services Working Together to Improve The Lives of Children, Young People and Families?**

### **4.1 Planning and improving services**

Argyll & Bute established a single point of contact for all child protection concerns, information on children at risk has been systematically shared with Police and markers are used to ensure that officers attending an address are fully aware of potential concerns. Child protection referrals and information sharing is being extended to children living in the same household as violent offenders, persons involved in drugs supply , the use of Class 'A' drugs and with education (for school holidays), ensuring all referrals are considered within 24 hours.

The partnership wide pre-birth assessment pathway, *Getting it Right Ante-Natally (GIRAN)* ensures that vulnerable pregnancies are assessed and that additional supports are arranged as appropriate, in addition, this group meets in all areas. Integrated risk assessments are in place for all looked after children (LAC) and children on the child protection register, with the formation of a formal debrief designed for improved multi-agency practice learning.

## 4.2 Participation of children, young people, families and other stakeholders

Child or young people are at the heart of everything we do and Argyll and Bute will ensure the use of pupil voices, support forums and consultation strategies ensure we place them at the centre of our thinking and action. A significant number of consultations take place across Argyll and Bute and the Community Planning Partnership has recognised the importance of involving children and young people in Community Planning. At a practical level the partnership has implemented a recommendation to include "Youth Matters" as a regular standing item on the agenda of all Area Community Planning Groups, with a standing invite for all the chairs of the local youth forums, to attend these meetings.

With regards to direct consultation with children, young people and their families, the "Taking a Closer Look" consultation, examined the experiences of three families, exploring their experiences of services following their de-registration from the Child Protection Register. The further development of this consultation process is planned over the next year, involving input from the third sector in relation to gathering the "Voices of Children " and the on-going support to children and their families through advocacy. Argyll & Bute Child Protection Advocacy Service, provided and delivered by Children 1<sup>st</sup> has noted positive feedback from both young people and staff. Advocates work with children and young people on a voluntary basis with the consent of their parent/carer. All children and young people have an individual work plan with outcomes set to support this work.

Some of the views captured from young people's experience of the service, were:

- *" It was good to have somebody to tell my stories too"*
- *" It allowed me to express myself"*
- *"I now know how meetings work"*
- *"An advocate is someone you can talk to about anything that is worrying you"*

Views of staff were;

- *" The methods used by the advocate are very gentle and I feel that they can be used by very young children. The report was exactly what we were looking for and even better because these were the words of the child"*

- *"It has been extremely useful to have the young person's views. The reports are great and I have been really pleased with the work Children 1<sup>st</sup> has done with the family"*

### 4.3 Quality Assurance

In order to ensure that service quality remains paramount for children, young people and their families, it is acknowledged that more work is required to ensure that all practitioners are involved directly with policy development. In relation to current performance management scorecards, there will be work done throughout 2013/14 to link and support quality improvement across agencies. It is a priority for the partnership to make sure that integrated quality assurance is seen as the "golden thread" which links activity with real and improved outcomes. Supporting this work, is the outcomes of the Education Service Validated Self-Evaluation (VSE) across the four themes of;

- § *the performance and impact of Opportunities for All, focusing on curriculum flexibility, skills for learning life and work and 16+ Learning Choices.*
- § *the impact of strategies to ensure the effective acquisition and retention of literacy skills from the early level to the second level in preparation for the coordination of a cohesive approach to literacy within Argyll and Bute.*
- § *the performance and impact of an integrated Early Years Service in terms of creating a positive start for children and their families.*
- § *the Education Service's work to strengthen its approach to reviewing the quality of education provided by its schools.*

which were considered to be of high quality Education Scotland team.

For young people, the Youth Services has developed practical local engagement with secondary schools, including the provision of Youth Worker and Youth drop-ins, for young people to discuss health issues either in a group or one to one basis.

In relation to the recent Joint Inspection of Children and Families Services a number of key areas were identified in which the quality of work across the partnership is beginning to make a difference in the lives of children and young people across Argyll and Bute. The inspection highlighted a number of strengths which included:

- The strong commitment to prevention and early intervention
- A very positive culture of partnership working at all levels
- The flexible approach to working with families to improve outcomes for children and young people
- Sound work to promote strong and resilient children, young people and families
- It is also gratifying that inspectors also highlighted three areas of good practice which are:
- Getting it right antenatal - our interagency approach to identifying and supporting vulnerable pregnant women, which is having a significant impact on giving unborn babies the best start in life
- Early intervention service - known as Billy's Project, this service provides high quality intensive support to vulnerable children and young people
- Nurse coordinators - working to support children in care, families affected by homelessness and Gypsy traveller families

It is also clear from the joint inspection that there are still some real challenges for the partnership with further progress required in a number of areas, including the quality and consistency of our:

- Identification and initial response to children at risk and especially those experiencing neglect
- Assessments of the needs of vulnerable children
- Assessment and response to children at risk
- Planning to improve outcomes for children

Over the coming year the Community Planning Partners will be working with staff from across all agencies and services to:

- Secure further and continuous improvement in the quality of assessment of risks and needs and planning for individual children

- Implement the Integrated Children's Services Plan
- Continue to develop rigorous and systematic joint self-evaluation to improve outcomes for children and young people
- Ensure continued leadership and direction is provided to implement the planned improvements for services for children, young people and families

## **5.0 Assessing and Responding to Risks and Needs**

In relation to the assessment and management of risk, Argyll and Bute have sought to underpin service improvement using the *Getting It Right For Every Child* practice model. An example of this work is the identification and response to young people who are self-harming through guidance, training and partnership working. A short-life working group has been established to ensure that the *Suicide & Self-Harming Protocol* is being used consistently and that all children presenting with suicidal ideation or self-harming behaviour are seen by the *Children and Adolescent Mental Health Services*. Alongside this, the *Abuse and Trauma Recovery Service* has been jointly commissioned to improve access to specialist services, with *Clinical Psychologists* regularly consulting and provide training, resulting in staff feeling more confident in dealing with challenging behaviour.

*Through and After Care Service*, provides a seamless support to care leavers, working closely with agencies which are facilitated by a central and local forums. The model of service delivery is currently being reviewed to ensure a personalised approach for young people with creative solutions for young people living out with Argyll and Bute. In our residential units our young people have developed a *Peer Mentoring Project* with wider community involvement in the form of a "SUPPORT Forum", to ensure that children and young people feel empowered and able to influence decision making.

The integration of social workers into the *Argyll & Bute Addictions Team (ABAT)* has provided specialist addiction social workers to support social services child protection process where substance misuse is involved.



## 6.0 Planning for Individual Children

Within Argyll and Bute there continues to be a strong commitment to the sustained implementation of the principles and practices of *Getting It Right For Every Child*, to underpin our assessments and planning for children and young people.

As part of this , every child and young person in Argyll and Bute has a "Named Person". The named person will work within universal services and usually be a health or education professional. These individuals are responsible for making sure that the child has the right help in place to support his or her development and well-being across the following life stages;

Child's Age	Named Person
Antenatal - 10days	Midwife
10 days - school entry	Health Visitor
Primary school age	HT/Depute Head/Principal Teacher
Secondary school age	HT /DHT Pupil Support/ Support Teacher

Where a child needs the involvement of two or more agencies working together to deliver services, a Lead Professional is appointed, they are responsible for co-ordinating multi-agency assessment planning to make sure that the different services provide a network of support in an appropriate and timely way.

Professionals are usually identified at a Child's Plan meeting and are the person best placed to coordinate the support, when the child is looked after or there are child protection concerns, the lead professional will always be a qualified social worker. Children with significant additional needs are increasingly assessed using the *Getting It Right for Every Child*, assessment framework and have an interagency Child's Plan which identifies clear outcomes and outlines how agencies will engage with the child and their family.

In order to maintain an individual child centred approach, key measures have been put in place, including;

- A reconfiguration of children's service teams within Argyll and Bute Community Health Partnership will strengthen leadership, support and supervision for all staff working with children and young people
- Midwives and Health Visitors (HVs) provide pre-conception care, breastfeeding support and advice, screening tests, immunisations and developmental reviews
- Getting it Right from the start proposes to promote early intervention in line with key principles.
- The Family Support and Parenting Strategy provide a framework for parenting ensuring a consistent approach across Argyll and Bute to measuring the impact of parenting programmes, this work continues to develop.
- The web based Family Information Service has been improved to facilitate easier access to a wide range of information for parents/carers and other stakeholders.

In addition, a number of measures have been put in place to improve the Maternal and Infant Nutrition of families , including baby friendly accreditation which involves measures to support the increased number of women exclusively breastfeeding at 6 - 8 weeks. Alongside this, "Bosom Buddy" groups also provide additional breastfeeding support and advice through volunteer peer supporters working in the community.

Strategies to help improve and promote child healthy child weight has seen the development of a six week partnership programme, delivering healthy eating and physical activity sessions delivered in schools and early years establishments, as well as one to one and group sessions in the community

In recognition of the need to ensure all children reach their developmental milestones by 30 months the 27 - 30 month review has been reintroduced.

## **6.1 Staff Training, Development and Support**

Argyll and Bute Integrated Children's Learning & Development Subgroup has been developed with an overview of single and interagency child protection and integrated services training. The strategy for 2014-17 will ensure that all training, meets national and local objectives in contributing to the protection and wellbeing of children and young people in Argyll and Bute.

Key objectives are:

1. Agree, prioritise and evaluate multi-agency training
2. Ensure multi-agency training meets local and national needs
4. Reflect on lessons learned from Inquiries, Inspections and Initial/Significant Case Reviews
5. Ensure that the training programme reflects and contributes to continuous improvements in service to protect and promote the wellbeing of children and young people and improve their outcomes

## **7.0 How Well Do Our Services Lead and Improve Quality of Work to Achieve Better Outcomes for Children and Families?**

### **7.1 Leadership of People**

#### **Argyll and Bute Children's Group**

The Argyll and Bute's Children's 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 Integrated Children and Young People's Service Plan.

Overall it has responsibility for joint strategic planning of services for children, young people, and families and membership is drawn from a wide range of partners.

The work of the Argyll and Bute 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 development 5 Executive Groups reflects the commitment to 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 will drive changes across all services to promote the practice model. Working together Argyll & Bute will ensure that the all children receive the help they need when they need it and the model is embedded within services.

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

### **Thematic Groups**

There are three themed groups supporting the Executive Groups, the themes are divided across the lifespan Children in their early years, primary school aged children and young people. Each group will have a delivery plan based on the Integrated Children and Young Peoples Service Plan, including themes of keeping children safe, substance misuse, domestic violence and looked after children. The group will monitor the plan and report progress to Executive groups through exemption reporting.

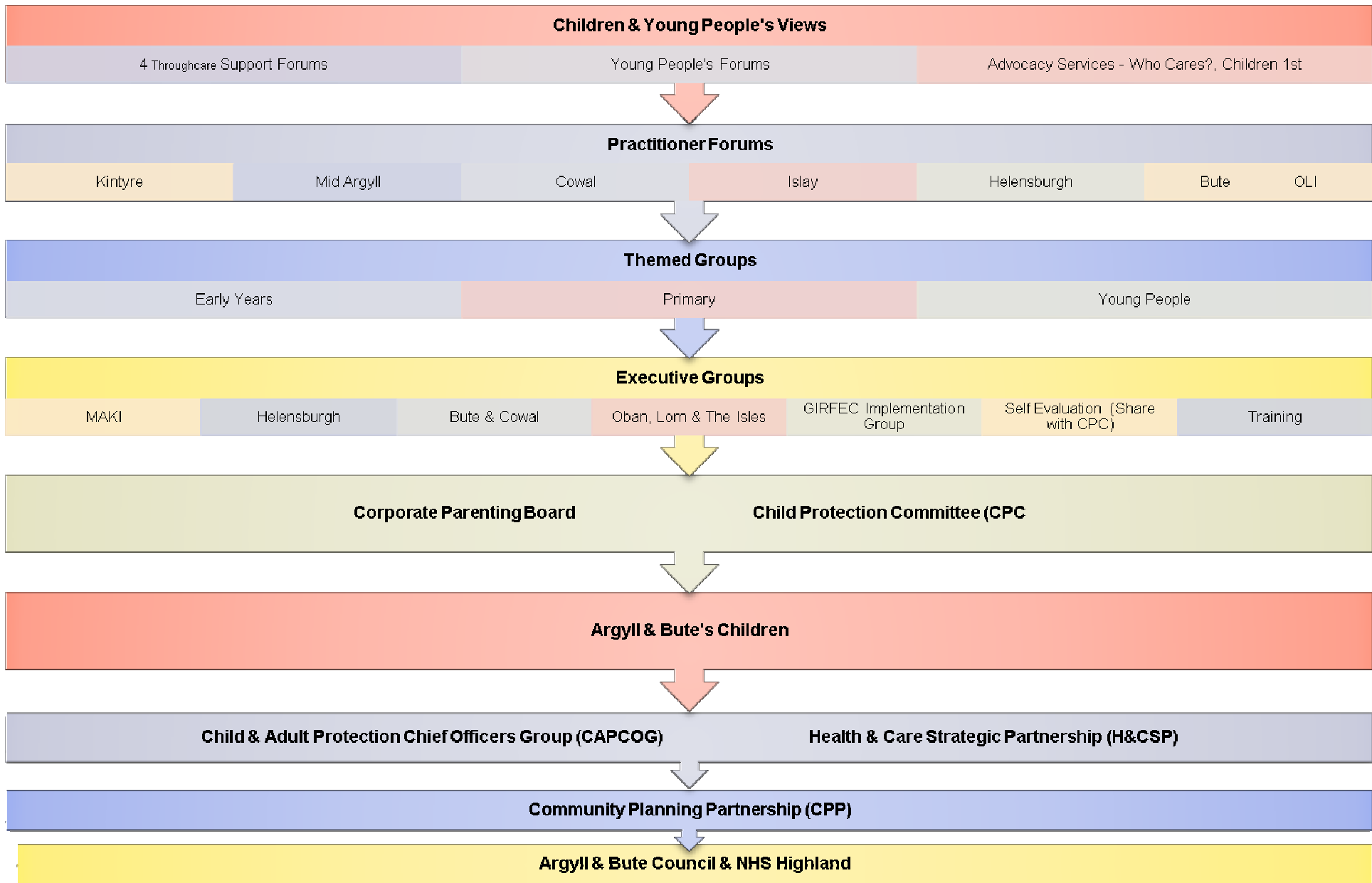
The group comprises of operational managers and staff who role is to deliver services across the spectrum of service for children and young people across Argyll and Bute.

### **Practitioner Forums**

In 2008 the Argyll and Bute's Children's Group established seven Locality Children's Service Groups across the Council area. For 2013 Argyll & Bute have bought together these groups to develop Practitioners Forums in each area , there are 7 practitioner forums in

total. Front line practitioners will come together to ensure Argyll & Bute are delivering improved outcomes for our children, young people and their families. The groups will meet quarterly to take forward actions and can also meet locally to look at specific challenges surrounding service delivery and design.

The chair from practitioner's forums will be members of the thematic and executive group. Exemption will be used to report progress



## 7.2 Making Improvements By Evaluating Our Own Efforts

Argyll and Bute are currently working to improve and develop joint management information and performance reporting systems which will give greater granularity in relation to the delivery of outcomes through self-evaluation. Staff and pupils will work to develop a new vision for the Child Protection Committee and Argyll and Bute's Children and as part of our improvement in staff and public communication, a systematic upgrading of our website has taken place and Argyll and Bute are currently revising all of our service information leaflets.

In addition we have continued to extend our approaches to self-evaluation with a number of key areas identified as:

- Senior Managers are visible and meet with staff and young people on a regular basis.
- Improved our initial response
- Health are consistently involved in decision making regarding child protection
- Simplified approaches to risk assessment.
- Briefing and debriefing process has given us an opportunity to accelerate multi-agency learning and disseminate good practice
- Staff has a better understand of their role in leading change

In Argyll and Bute practice improvement and outcomes are delivered within a learning culture where partners, children and young people and their families remain central to this process.

## 8.0 Improving the Wellbeing of Children & Young People

Argyll and Bute Community Health Partnership have initiated a reconfiguration of children's service teams to ensure robust leadership, support and supervision for all staff working with children and young people. For the duration of this plan children & families will restructure to ensure the right staff in the right place to deliver improved outcomes for vulnerable children, young people and their families.

The Family Support and Parenting Strategy ensure a more consistent approach across Argyll and Bute to measuring the impact of parenting programmes and alongside this the web based Family Information Service has been improved to facilitate easier access for parents/carers and other stakeholders.

The *Getting it Right For Every Child*- Implementation Plan, key objectives are:

- Universal Services (Health and Education) focused on embedding Named Person and Lead Professional Roles ensuring children and young people's needs are addressed in the most proportionate and timely manner by arranging Childs Plan meetings
- The implementation of the National *Getting it Right for Every Child* practice model by all agencies for assessment and planning children's needs
- Further develop the pre-birth pathway and antenatal plan for vulnerable babies
- Social Work prioritised the development of revised approaches to risk assessment and risk management in child protection and for Looked After and Accommodated Children, based upon the national assessment framework
- Police prioritised improving responses to domestic abuse and the establishment of Early & Effective Intervention project
- Argyll and Bute's Children initiated a review of integrated children's services planning arrangements to improve governance and support for the implementation of *Getting it Right for Every Child*.
- Implementing a *Getting it Right for Every Child* based approach to identifying additional support needs of pre -school children
- In Argyll and Bute we have created a learning culture; WHERE WE LEARN FROM THINGS WE COULD HAVE DONE BETTER AND things we have done well.



## **8.1 Early Years Collaborative**

The Early Years Collaborative uses teaching improvement science, to make small scale changes which can be replicated on a larger scale to improve outcomes across early years.

Across the partners Argyll & Bute have established a working group to take forward the key national principles for children and young people, within the context of *Getting it Right for Every Child* and Early Years Framework. The four main work-stream drivers and national stretch aims identified at a national level are:

- To ensure that women experience positive pregnancies which result in the birth of more healthy babies as evidenced by a reduction of 15% in the rates of still births (from 4.9% per 1000 live births in 2010 to 4.3% per 1000 live births in 2015) and infant mortality (from 3.7% per 1000 live births to 3.1% per 1000 live births in 2015)
- To ensure that 85% of all children within each Community Planning Partnership have reached all of the expected developmental milestones at the time of the child's 27-30 month health review by end of 2016
- To ensure that 90% of all children within each Community Planning Partnership have reached all of the expected developmental milestones at the time the child starts primary school by the end on 2017

The development of a series of small scale tests is underway across the partnership in relation to these stretch aims, an example of which is vitamin use to support healthy pregnancies. The testing is done using data from the Argyll and Bute locality and using the Plan, Do, Study, Act (PDSA) Model of reporting and analysing the effectiveness of small scale change

**Safe**

Outcome	Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
<b>All our children and young people should be protected from abuse, neglect and harm.</b>	Children in need of protection are identified and receive prompt help to keep them safe and protected from harm.	Social Work Education NHS Highland Police Health Social work, Third Sector	All Child Protection (CP) concerns are responded to consistently within the same working date.	100% of Child Protection investigations will have Inter-agency Referral and Tripartite Discussion within 24 hours	Child Protection Committee (CPC)	2014-17
	Work together to ensure that pregnant women with additional needs & babies stay safe	Police, Social Work, NHS Highland, Education, Third Sector	All identified babies have and antenatal or Child Protection plan	100% of identified babies aged 0-1 years will have an anti-natal assessment completed by the midwife by 20 weeks.	Early Years Group (EY)  Child Protection Committee (CPC)	2014-17
	Ensure that partners work together to respond to children affected by domestic violence	Police, Social Work, NHS Highland, Education, Third Sector	Improved identification & support for children affected by domestic violence	100% of children who are affected by domestic abuse will have a child's plan	Child Protection Committee (CPC)	2014-17
	Pathway for young people who are	CAMHS, Abuse &	All young people receive an	Increase by 2% number of staff	Child and Adolescent Mental Health Service,	2014-17

Outcome	Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
	suicidal and self-harming implemented across agencies	Trauma Service, Social Work, NHS Highland, Police, Third Sector	interagency response	attending GIRFEC YP who self-harm training across Argyll & Bute  Increase by 2% number of young people accessing support from Abuse & Trauma Service  100% of children and young people reporting they feel safe at review	Abuse & Trauma Service, Young People Group (YPG)	
	Agencies work together to ensure that Integrated Chronologies become a part of daily practice	NHS Highland, Social Work, Third Sector	Integrated Chronologies are used by practitioners to inform practice	Increase by 10% the number of staff attending training on chronologies across Argyll & Bute	Child Protection Committee (CPC)	2014-17

Outcome	Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
				Increase by 10% the overall number of chronologies completed across Argyll & Bute		
	Work together to implement local risk assessment informed by National Risk Assessment tool kit	NHS Highland ,Social work, Third Sector	All staff are aware of the National Risk Assessment Tool Kit and use this knowledge to inform	Increase by 10% number of staff attending training on risk assessment  100% of looked after children who have risk assessment within 7 days  100% of children on the child protection register will have risk assessment	Child Protection Committee	2014-17
	Key agencies work together to ensure that the newly revised national Getting Our Priorities Right	NHS Highland ,Social work, Third Sector	All staff are aware of the Getting Our Priorities Right guidance(GOPR)	Increase by 10% the number of staff completing training on GOPR  Increase by 5%	Child Protection Committee, Argyll & Bute Alcohol and Drug Partnership	2014-17

Outcome	Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
	(GOPR), informs new local guidance			the number of child's assessment plans that identify substance misuse as an issue		
<b>Safe from Accidental Injury and Death</b>	Staff across Health and Social Work will support safety in the home by  a) Under taking home safety assessments with very vulnerable families  b) Attending home fire safety training course	Scottish Fire & Rescue	Reduction in fire deaths and accidents	Increase by 2% the number of home safety checks completed by the fire service  Increase by 10% the number of staff attending home safety training  100% of home safety visits recorded on CareFirst system	Social Work  Scottish Fire & Rescue  Thematic Groups	2014-17
	A range of Young Driver Safety Initiatives will be delivered to S5 and S6 pupils in school to improve young people's awareness of the increased risks associated with being a new driver	Road and Environment and Education	Reduction in road crashes by young drivers	10% increase number of young drivers trained through Driver Safety Initiative  10% increase number children taking Cycling Proficiency	Road and Environment and Education, Argyll and Bute Council	2014-17

Outcome	Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
	Continue to work with Coastguard Service in relation to water safety education and promotion	Social Work, NHS Highland, Education	Reduction in deaths associated with water based activities	30% reduction in the number of children drowned (under 15yrs) in Argyll & Bute	Coastguard Service, Child Protection Committee	2014-17
<b>Safe from bullying and harassment</b>	<p>All pre-5, primary, secondary and special establishments will:</p> <p>a) Review their anti-bullying policies in line with the revised authority police and national guidelines</p> <p>b) children and young people aged 3-18yrs receive education on how to protect themselves from bullying, including cyber-bullying</p> <p>c) children and young people aged 3-18yrs receive education in keeping themselves safe.</p>	Education, Police Scotland/ Respect Me	All children and young people will be aware of anti-bullying policies and be able to keep themselves safe	<p>100% schools have reviewed their anti-bullying policies</p> <p>15 local anti-bullying trainers appointed (funding dependent)</p> <p>100% of schools offer curricular provision on anti-bullying</p> <p>100% school clusters have offered parents an internet safety awareness session</p>	<p>Young People Group</p> <p>Child protection Committee</p>	March 2014

Outcome	Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
	Information/advice and training will be made available to children/young people and parents					



**Healthy**

Outcome	Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
<b>Children and young people should enjoy the highest possible attainable standards of physical and mental health</b>	Partners work together to ensure children, young people and families are supported to access immunisation	NHS Highland, Social Work, VOL Orgs, Third Sector, Education	All children, young people and their families will be able to access support and services to help promote increased health and wellbeing	Primary immunisation uptake is 95% or above at 24 months	Early Years Group	2014-17
	Work together to promote and assist children and young people in having good oral health	NHS Highland/Social Work/ Education/ Early Years	All children, young people and their families will be educated and supported to improve their dental health  100% nurseries participating in Childs mile Core  20% of primary School participating in	60% of 3& 4 year old children in each SIMD quintile to receive at least two applications of fluoride varnish per year by March 2014  Increase % of 2 year old children registered with a dentist  Increase by 2% the	Oral Health Improvement Manager-NHS Highland	March 2014

Outcome	Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
			<p>Childsmile Core</p> <p>All children receive an oral health assessment and the outcome is recorded as part of their 6-8 week assessment</p>	<p>number of nurseries participating in Childsmile Core and the proportion of the roll toothbrushing</p> <p>Increase by 2% the number of primary schools participating in Childsmile Core and the proportion of the roll toothbrushing</p>		
	<p>Services work to support children, young people and their families to know about the long-term benefits of healthy eating and exercise</p>	<p>NHS Highland/SW/Education</p>	<p>More children and young people are supported to be active and understand benefits of a healthy diet and exercise</p>	<p>95% of Primary 1 pupils have height and weight recorded</p> <p>By March 2015 , the partnership will have ensured that 235 children have healthy weight interventions</p> <p>By March 2016, the partnership will have ensured that 240 children have healthy weight interventions</p>	<p>NHS Highland/SW/Education/EYG/Primary Group/Young People</p>	<p>2014-17</p>

Outcome	Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
				By March 2017, the partnership will have ensured that 246 children will have healthy weight interventions		
	All partners are involved in ensuring that young mothers are aware of the benefits of breast feeding	NHS Highland/SW/Education	Increased number of children exclusively breast fed at 6-8 weeks	33.3% or above babies are breast fed at 6-8 weeks  33.3% or above antenatal mothers accessing 'Mellow Bumps' initiative	NHS Highland/SW/Education/Early Years Group	March 2015
	Services will work together to actively promote the benefits of smoke free homes and cars in pregnant women through groups and 1:1 sessions.	NHS Highland/SW/Education	Reduction in the number of pregnant women at risk of second-hand smoke	Reduce by 2% the numbers of women smoking in pregnancy	Early Years Group	March 2017
	All partners work to ensure that young mothers are aware of the issues which may affect the weight of their unborn babies	NHS Highland/Social Work / Education/ Community Planning Partners	Through education and intervention the number of babies born with a lower than average birth weight is reduced	Early Years Stretch Aim 1 : To ensure that women experience positive pregnancies which result in the birth of	Early Years Collaborative: Early Years Group	March 2017

Outcome	Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
				<p>more healthy babies as evidenced by a reduction of 15% in the rates of still births( from 4.9 per 1000 births in 2010 to 4.3 per 100 births in 2015) and infant mortality (from 3.7 per1000 live births to 3.1% per 1000 live births in 2015)</p>		
	<p>Work with partners to promote improved outcomes for Looked After Children improved</p>	<p>Social Work/NHS Highland</p>	<p>Looked after and looked after and accommodated children and young people are supported to be as health as they can be</p>	<p>100% of Looked after and accommodated and Looked after children receive initial health assessments</p> <p>100% are registered with General Practitioner</p> <p>100% are registered with dentist and oral health care is provided</p> <p>100% are registered with</p>	<p>Getting it Right for Looked After Children Group , Young People Group</p>	<p>March 2017</p>

Outcome	Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
				<p>optician and eye check is offered if required</p> <p>100% of immunisations are complete for age</p>		
	Work in partnership to ensure young carers health and wellbeing is not affected by their caring role	NHS Highland/Social Work/Education	Young carers are given the appropriate levels of support and assistance to carry out their caring role	<p>Increase by 2% the number of young carers identified at the time of assessment</p> <p>Increase by 10 % the number of young carers identified and supported by local carers projects</p>	SW	March 2015
	Ensure services are able to support the emotional wellbeing of care leavers	NHS Highland/Social Work/Education	Development of robust through-care and after-care services to help care leavers adjust to their community setting	<p>CA32-% Care leavers with pathway coordinator</p> <p>CA34-% of care leavers with pathway plan</p>	Getting it Right for Look After Children Group, Young People Group (YPG), Primary Group (PG)	2014-17
	Services will work together to ensure all secondary school	Education/ NHS Highland/Soci	All secondary school children and young people	100% of secondary aged children and young people	Primary Group , Young People Group, Youth	June 2014

Outcome	Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
	children have access to sexual health education	al Work / Youth Services	have access to sexual health and relationships advice in their communities	have the opportunity to engage with sexual health and relationships education	Services	
	Children, young people and their families will have easier access to mental health support services	NHS Highland/SW	Access to mental health services will improve	HEAT target – faster access to mental health services/18 weeks referral to treatment	Primary Group , Young People Group	2014-17
	Work together to ensure that children and young people get access to trauma services	Education Psychology Service/ Education/ Child and Adolescent Mental Health Services	Improved service response to traumatic events	100% of schools and Social Work offices are able to offer children and young people access to trauma services	Education Psychology	June 2014
<b>Continue to improve the effects of substance misuse on children, young people and their families</b>	Continue to work across all agencies to minimise the effect of substance misuse on children, young people and their families	Alcohol and Drug Partnership/ Voluntary Organisations/ Third Sector/ Police, Scotland / Youth Services/ NHS Highland/Social Work	Health in Argyll and Bute is maximised and communities feel engaged and empowered to make healthier choices regarding alcohol and drugs  Effective integrated	Reduce by 5% the number of children on the child protection register as a result of parental substance misuse  Reduce by 2% the number of alcohol related admissions to hospital in the	Alcohol & Drug Partnership, Child Protection Committee, Early Years Group, Primary Group , Young People Group, Youth Services	2014-17

Outcome	Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
			<p>pathway is established, offering a flexible range of services from assessment to recovery, is in place in Argyll and Bute</p>	<p>younger age groups</p> <p>Reduce by 5% the rate of youth offending</p> <p>Ensure that 100% of young people in Argyll &amp; Bute are able to access as appropriate, activities in their communities, which are free from drugs and alcohol</p> <p>Ensure that young people are encouraged to participate in local substance misuses forums</p>		
	<p>Develop events and materials for young people about drugs, working with education professional</p>	<p>Youth Services/ Alcohol &amp; Drug Partnership/Police Scotland/ Public Health</p>	<p>Individuals, families and communities in Argyll and Bute are protected against substance misuse harm</p>	<p>- % of schools delivering drug awareness events</p> <p>- % of pupils that rate the quality of information provided as good</p>	<p>Alcohol &amp; Drug Partnership (ADP), Youth Services</p>	<p>2014-2017</p>



Outcome	Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
				<p>or excellent</p> <p>- % of pupils that rate their awareness of drugs and the harm they pose as good or excellent</p>		
	<p>Work with partners to provide positive alternatives for young people, building on Cashback for Communities</p>	<p>Police Scotland/ Youth Services</p>	<p>Children affected by parental misuse are protected and build resilience through the joint working of adult and children's services in Argyll and Bute</p> <p>Learners develop their understanding on the risks of use and misuse of substances and the impact on their life choices through Curriculum for Excellence</p> <p>A range of targeted events and activities are</p>	<p>- number of events provided for targeted population</p> <p>- attendance levels at events</p> <p>- % targeted population affected by events and activities</p> <p>- successful bids/income gained through Cashback for Community funding applications</p>	<p>Alcohol &amp; Drug Partnership (ADP), Youth Services</p>	<p>2014-2017</p>

Outcome	Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
			provided to support young people to make the right life choices			
	Work with partners to reduce the incidence of young people smoking	NHS Highland, Social Work, Community Partners	Reduce current smoking prevalence	Reduce the numbers of children smoking by 10%, by 2017	Young People Group	2014-17

# Achieving

Outcome	Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
<b>Children and young people should have access to positive learning environments and opportunities to develop their skills</b>	Partners work together to ensure attainment of looked after children continues to increase	Argyll Voluntary Action	Personal development course, confidence building, motivational and goal setting programme	Number of children attaining ASDAN certificates in : Personal and Social Development, Access 1,2&3, Certificate of Personal Effectiveness and Award for Personal Effectiveness	Argyll Voluntary Action	2014-17
	Key partners work together to work towards reducing school exclusion	Education/ Education Psychology/ Social Work/ NHS Highland	Analysis of attainment of looked after children shows increased levels of attainment	Increased % of attainment across S4,S5& S6	Primary Group, Young People Group	June 2015
	All agencies work to improve family literacy and numeracy	CLD/Social Work/NHS Highland	Impact of new exclusion policy on the educational	10% reduction in education time lost through exclusions	Primary Group, Young People Group	

Outcome	Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
	<p>Planning meetings will be in place for all children and young people with Autistic Spectrum Disorder to assist with the transition from primary to secondary education, involving the person, key partners and families.</p>	<p>Education/ Education Psychology/ Social Work/ NHS Highland</p>	<p>opportunities of looked after children</p> <p>Improved literacy and numeracy enhances life chances of children, young people and their families</p> <p>All children in Argyll &amp; Bute with Autistic Spectrum Disorder(ASD) making the transition between primary and secondary school will have a transitions planning meeting</p>	<p>Increase by 5% the number of visits to libraries</p> <p>Increase by 5% number of visits/usages to council owned and/or funded museums</p> <p>85% of libraries are used by other agencies</p> <p>Increase by 5% number of archive enquiries</p> <p>100% of children with ASD will have a transitions plan in place to assist in making the transition from Primary to Secondary education.</p>	<p>Argyll &amp; Bute Autism Strategy Group</p>	<p>2014-17</p>

Outcome	Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
	Community planning partners work together to make sure that all children achieve their full potential	Social Work /NHS Highland/Community Planning Partnership	30 month old children reach their developmental milestones  All children have reached their expected developmental milestones in readiness for going to school	Early Years Stretch Aim 2: To ensure that 85% of all children within each Community Planning Partnership have reached all of the expected developmental milestones at the time of the child's 27-30 month child health review, by end 2016  Early Years Stretch Aim 3: To ensure that 90% of all children within each Community Planning Partnership have reached all of the expected developmental milestones at the time the child starts primary school , by the end 2017	Early Years Collaborative, Early Years Group	2014-17
<b>Children and young people should have access to learning to</b>	Work together to offer all children and young people a wide range of educational	Education/Social Work / Youth Services	Young people are encouraged to realise their full potential	Increase by 5% number of young people gaining accredited achievement	Young People Group, Youth Services	June 2014

Outcome	Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
<b>maximise their skill and potential</b>	experiences which challenge and support appropriately, developing the whole child		Young people are given the opportunity to participate in a relevant work placement opportunity	awards  100% of senior phase pupils should have access to a relevant work placement		
<b>Children and young people are valued and supported to be the best they can be</b>	Partner agencies provide more creative and positive local opportunities for training and employment for young people	Argyll Voluntary Action	Continue to run Social Media Cafes and encourage Argyll Young Entrepreneurs through the website "AYE" increasing the number of young people wanting to go into business for themselves.	Increase by 10% the number of young people accessing media cafes and the Argyll Young Entrepreneurs website	Argyll Voluntary Action	2014-17
	Encourage and celebrate Youth Achievement	Argyll Voluntary Action	Through Saltire Awards Scheme, endorsed by the Scottish Government, the awards recognise and applaud young people that volunteer.	Increase by 10% the number of young people gaining accredited ASDAN certificates and saltire awards	Argyll Voluntary Action	2014-17
	Ensure that all children and young people with Autistic	NHS Highland, A&B Community	A clear pathway will be developed across the	100% of children and young people affected by Autistic	Argyll & Bute Autism Strategy Group	2014-17

Outcome	Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
	Spectrum Disorder are able to access a clear pathway for assessment and support across the partnership	Health Partnership, Social Work, Autism Argyll and Scottish Autism	partnership linking with Best Practice Indicator 6:	Spectrum Disorder will follow a clear and jointly agreed pathway in relation to improving their assessment, diagnosis and intervention.		

**Nurtured**



Outcome	Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
<b>Children and young people should live within a supportive family setting</b>	Partners work to ensure kinship carers receive the right support at the right time by the right people	Argyll Community Housing Association, Social Work, private landlords locally	Children and young people receive support to live in a family setting	5% reduction in household assessed as homeless  CA28a - % of LAAC in kinship placements	SW, Early Years, Young People and Primary Groups	2014-17
	Work together to enhance and develop respite/short break options	Social Work/NHs Highland	A range of respite options are made available to children, young people and their families	Increase by 10% the number of children and young people accessing respite		2014-17
	Partners work together to reduce the time decision making in relation to permanency	Social Work/NHs Highland	Timescales are reduced in relation to permanency decision making	CA21 - % LAAC > 1yr with a plan for permanence		2014-17
	Corporate Parenting adopted across	Social Work/NHs	Raised awareness of corporate	Ensure that 100% of partner agencies		2014-17

Outcome	Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
	partner agencies.	Highland	parenting amongst elected members, senior officers and partners	area aware of the Corporate Parenting Policy		
<b>Children and young people feel secure and cared for</b>	Work together to reduce the number of children and young people experiencing homelessness	Argyll Community Housing Association, NHS Highland and Social Work	Children and young people should, where possible, be supported to live in a family setting	5% reduction in households assessed as homeless	SW, Early Years, Young People, Primary Groups	2014-17
	Work together to reduce the number of external placements for looked after and accommodated children	Social Work/NHS Highland	Reduction in admissions to residential care setting	CA16 – Number of children in Argyll and Bute's Residential Units	SW, Primary, Young People Groups	2014-17
	Agencies work together to increase the opportunities for sibling groups to be together	Social Work/ NHS Highland	Opportunities will be made for sibling groups to be placed together	CA22 - % Looked After and Accommodated children, sibling groups accommodated together	SW, Early Years Group, Primary Group, Young People Group	2014-17
	Role of Children's Champion developed by key agencies	Social Work/ NHS Highland	All looked after children, staff and key stakeholders are aware of the	100% of stakeholders will have access to Children's	SW, Corporate Parenting Board	2014-17

Outcome	Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
			Children's Champion and have ready access to him/her.	Champions as required.		
<b>Live in a safe and secure environment</b>	Partners work together to ensure that there is improved availability of suitable housing	Social Work, NHS Highland Third Sector, Argyll Community Housing Association, private landlords	Vulnerable children and families are protected and supported in sustainable ways in their communities	Increase by 2% the number of new specialist housing completed per annum.  Increase by 2%the number of new and affordable homes completed per annum	Strategic Housing Forum	2014-17
	Work together to make sure that all families have access to flexible early learning and childcare	Early Years Team, Private providers, child-minders, Argyll and Bute's Children	All children and their families have access to 600hrs of child care provision	100% of children offered 600 hours childcare provision	Early Years Team	March 2015

# Active & Included

Outcome	Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
<b>All our children have increased opportunities and are encouraged to participate in play, recreation and sport</b>	<b>Active:</b> Work together to ensure that all children and young people have access to a range of sports activities at school	Social Work/ NHS Highland/Education/ Active Schools	Young people are able to recognise the health and wellbeing benefits of being more active	100% of schools providing, 2 hours physical education per week in schools curriculum	Education, Primary Group, Young People Group	June 2014
	<b>Active:</b> Agencies work to ensure that children and young people have opportunities to use the outdoor environment as part of their curriculum	A&B Leisure/NHS Highland/ Education/ Active Schools	Ensure there is equity of opportunities for participation across all groups of children and young people	Increase by 5% the number of children actively involved in out of schools activities  Increase by 2% the number of clubs linked to schools	Active Schools	2014-2017
	<b>Included:</b> Work together with parents, young	SW/NHS Highland/Educ	The views and comments from	Ensure that children, young people and	SW	2014-17

Outcome	Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
	people and children to help shape our services	ation/ Active Schools	children, young people and their parents are used to inform service decisions and design	their parents are involved, where appropriate , in service redesign		

**Respected &  
Responsible**

Outcome	Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
<b>Children and young people have their voices heard and be encouraged to play an active and responsible role in their communities</b>	Work together to ensure that children and young people have a voice in developing services and are able to influence community decision making	Social Work /NHS Highland/ Third Sector/Vol Orgs/Young Scot/ CPP Corporate Services/Youth Services	The views and opinions of young people are fed into CPP structures and acted upon	5% increase in the number of young people attending Area Community Planning Groups  100% of community Planning Groups agenda must include standing item relating to young people  Annual youth conference targeted specifically for the 12 – 24 year olds; the agenda and focus will complement that of the Community Planning Partnership	Young People Group through Youth Forums, Youth Justice	2014-17
	Continue to develop advocacy services	Children 1 <sup>st</sup> ,	Development of "Voices of Children" across	100% of children,	Children 1 <sup>st</sup> , Advocacy Service	2014-17



Outcome	Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
	to support service improvement driven by live feedback from children, young people and their families	Social Work, NHS Highland	Argyll & Bute partnership	young people and their families will have access to advocacy and "Voices of Children"		
	Children and young people are supported by partner agencies to actively promote good citizenship	SW/NHS Highland/ Police Scotland /Third Sector Partnership /Vol Orgs/Youth Services/ Argyll Voluntary Action	Children and young people are supported to promote good citizenship and contribute to wider decision making.  The views of young people are fed into the Community Planning Partnership and acted upon.	Increase by 2% the number of Young people involved with the Youth Parliament  Increase by 5% the number of young people involved in youth bank  Increase by 10% the number of young people achieving Saltire Volunteering Awards and representing their peers as Ambassadors  Existing structures within the Thirds Sector Partnership will support a 10% increase in the number of young	Young Scot, Youth Services  Argyll Voluntary Action  Third Sector partnership	2014-17  2014-17  2014-17

Outcome	Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
				people participating within community engagement		
	Key partner agencies will continue to work closely with Community Police and Criminal Justice Team	Criminal Justice Social Work(CJSW) /Police Scotland	We have contributed to making our communities safe from crime, disorder and danger	<p>CJ72-% CJSW clients reconviction frequency- 1 year from starting supervision</p> <p>CJ63b-No of CPO supervision cases inducted within 5 days</p> <p>CJ70- Number of integrated care management meetings attended pre-release by Criminal Justice SW Team</p> <p>Reduce by 5% the number of number of Criminal Justice clients aged 16-18</p> <p>Reduce by 2% the</p>	Criminal Justice Social Work/Pyramid	2014-17

Outcome	Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
				number of Criminal Justice clients aged 18-21		
	Involve young people in Community Planning	Community Planning Partnership/ Corporate Services/Youth Services	The views and opinions of young people are fed into CPP structures and acted upon	Annual youth conference targeted specifically for the 12 – 24 year olds; the agenda and focus will complement that of the CPP full partnership	Youth Services	2014-17

## 9.0 Linking Our Plans Together

Community Planning Partnership Themes	Integrated Children's Service Plan-Outcomes	Getting it Right for Every Child- Outcomes	Service Plans
<p>We have improved the life chances for children, young people and families at risk</p> <p>We live our lives safe from crime, disorder and danger</p> <p>Our young people are successful learners, confident individuals , effective contributors and responsible citizens</p> <p>Our children have the best start in life and are ready to succeed.</p> <p>We live longer and healthier lives</p> <p>We have tackled significant inequalities in Scottish life</p> <p>We are better educated, more</p>	<p><b><i>All our children and young people should be protected from abuse, neglect and harm.</i></b></p> <p><b><i>Safe from Accidental Injury and Death</i></b></p> <p><b><i>Safe from bullying and harassment</i></b></p> <p><b><i>Children and young people should enjoy the highest possible attainable standards of physical and mental health</i></b></p> <p><b><i>Continue to improve the effects of substance misuse on children, young people and their families</i></b></p> <p><b><i>Children and young people should have access to positive learning environments and opportunities to develop their skills</i></b></p> <p><b><i>Children and young people should have access to learning to maximise their skill and potential</i></b></p> <p><b><i>Children and young people are valued and supported to be the best they can be</i></b></p> <p><b><i>Children and young people should live within a supportive family setting</i></b></p> <p><b><i>Children and young people feel secure and cared for</i></b></p> <p><b><i>Live in a safe and secure environment</i></b></p>	<p>Assessment and Planning materials support staff to embed National Practice Model</p> <p>Assessments give due consideration to historic information</p> <p>We take a proportionate approach to managing risks and concerns Staff are confident to respond to the needs of children referred through EEI</p> <p>Protocols and systems support Named Person and Lead Professional in their roles GIRFEC compliance systems established</p> <p>Governance systems are reviewed and revised arrangements implemented</p>	<p>The life chances for looked after children are improved</p> <p>Children, young people and families at risk are safeguarded</p> <p>Vulnerable children and their families are given assistance to help them achieve the best start in Life</p> <p>We have contributed to making our communities safe from crime disorder and danger</p>

skilled and more successful, renowned for our research and innovation

***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***

**If you would like this document in another language, Braille or easy-read format, or if you require the services of an interpreter, please contact us.**

Ma tha sibh ag iarraidh an sgrìobhainn seo ann an cànan no riochd eile, no ma tha sibh a' feumachdainn seirbheis eadar, feuch gun leig sibh fios thugainn.

Jezeli chieliby Państwo otrzymaO ten dokument w innym języku lub w innym formacie albo jeeli potrzebna jest pomoc Uumacza, to prosimy o kontakt z nami.

यह दस्तावेज़ यदि आपको किसी अन्य भाषा या अन्य रूप में चाहिये, या आपको आनुवाद-सेवाओं की आवश्यकता हो तो हमसे संपर्क करें

یہ دستاویز اگر آپ کو کسی دیگر زبان یا دیگر شکل میں درکار ہو، یا اگر آپ کو ترجمان کی خدمات چاہئیں تو برائے مہربانی ہم سے رابطہ کیجئے۔

ਜੇ ਇਹ ਦਸਤਾਵੇਜ਼ ਤੁਹਾਨੂੰ ਕਿਸੇ ਹੋਰ ਭਾਸ਼ਾ ਵਿਚ ਜਾਂ ਕਿਸੇ ਹੋਰ ਰੂਪ ਵਿਚ ਚਾਹੀਦਾ ਹੈ, ਜਾਂ ਜੇ ਤੁਹਾਨੂੰ ਗੱਲਬਾਤ ਸਮਝਾਉਣ ਲਈ ਕਿਸੇ ਇੰਟਰਪ੍ਰੈਟਰ ਦੀ ਲੋੜ ਹੈ, ਤਾਂ ਤੁਸੀਂ ਸਾਨੂੰ ਦੱਸੋ।

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**Write: Chief Executive's**

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