

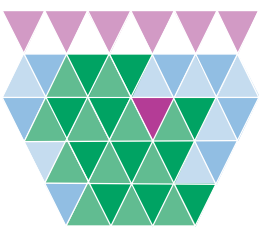
Moray

Children and Young People's Services Plan



2013 - 2016

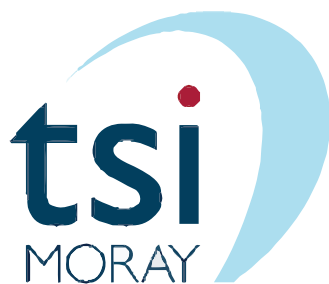
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This plan will ensure that children, young people and families feel confident in the services they are receiving. They will understand the need for those services, having been involved in decision making and know that they have been listened to and understood. Staff and managers will maintain the child, young person and the family at the centre of their thinking. They will work in a collaborative manner, to a clear and common purpose, in delivering integrated services, and improvements to those services, during the lifetime of the plan.

Anne A Skene

Cllr Anne Skene

Chair

Moray Children & Young People's Partnership



Vision

We want Moray to be:

- a place where children and young people thrive;
- a place where they have a voice, have opportunities, learn and can get around;
- a place where they have a home, feel secure, healthy and nurtured; and
- a place where they are able to reach their full potential.

By achieving this vision we believe our children and young people will be:

- ambitious for themselves;
- confident;
- able to contribute to their community;
- able to learn successfully; and
- able to act responsibly.

Moray is committed to the vision for Scotland to be the best place to grow up in and in particular for Moray to be the best part of Scotland to grow up in.

This Moray Children and Young People's Services Plan (MCYPSP) has been developed in order to deliver on the outcomes for children and young people as articulated in the Single Outcome Agreement (SOA) agreed by the Community Planning Partnership (CPP). The two plans are mutually reinforcing with the Moray Children and Young People's Services Plan making a particular contribution to the following national outcomes:-

- children having the best start in life and being ready to succeed;
- improving life chances for children, young people and families at risk; and
- young people being successful learners, confident individuals, effective contributors and responsible citizens.

This document describes how different strategic groups in Moray work together to meet the needs of children, young people and families. Each group has a plan that has been developed in order to deliver on the outcomes for children and young people as articulated in the Single Outcome Agreement (SOA) agreed by the Community Planning Partnership (CPP). Overall this plan is about how all the plans come together to deliver services for children and young people in Moray. By bringing all of these plans together we can demonstrate how we can make Moray the best place in Scotland to grow up in.

In Moray we are committed to the implementation of Getting it Right for Every Child (GIRFEC). In practical terms this means:-

For children, young people and families:

- they will feel confident about the help they are getting;
- they understand what is happening and why;
- they have been listened to carefully and their wishes have been heard and understood and where possible acted upon;
- they are appropriately involved in discussions and decisions that affect them;
- they can rely on appropriate help being available as soon as possible; and
- they will have experienced a more streamlined and coordinated response from practitioners.

For practitioners:

- putting the child or young person at the centre and developing a shared understanding within and across agencies; and
- using common tools, language and processes, considering the child or young person as a whole, and promoting closer working where necessary with other practitioners.

For managers in children's and adult services:

- providing leadership and strategic support to implement the changes in culture, systems and practice within and across agencies to implement GIRFEC; and
- planning for the transition as staff and agencies move from the current processes to child-centered processes.

<http://www.scotland.gov.uk/Topics/People/Young-People/gettingitright/background>



For Moray Children and Young People's Partnership:

- providing leadership and strategic support to implement the changes in culture, systems and practice within and across agencies to implement GIRFEC;
- shifting the culture and focus of services from reactive to preventative and supporting the development of early intervention services across all agencies, whilst endeavouring to ensure that the needs and rights of children, young people and families continue to be identified and met as appropriate; and
- overseeing the implementation of the Integrated Children's Services Plan in Moray.



Context

This Moray Children and Young People's Services Plan reflects a number of key national strategic developments relating to children, young people and families. In particular the plan reflects three key frameworks, the National Performance Framework, Curriculum for Excellence and Getting it Right for Every Child (GIRFEC).

Children's and young people's services are delivered in the context of the wider **Getting it right for every child** (GIRFEC) approach, the **Early Years Framework** and the UN Convention on the Rights of the Child. All children and young people have the right to be cared for and protected from harm and abuse and to grow up in a safe environment in which their rights are respected and their needs met. Children and young people should get the help they need, when they need it, and their welfare is always paramount.

Equally Well

Equally Well was a framework developed to evidence how Government and local authorities will work together to address the causes and consequences of health inequalities. The following areas are identified as action areas within the framework:-

- children's very early years, where inequalities may first arise and influence the rest of people's lives;
- the high economic, social and health burden imposed by mental illness, and the corresponding requirement to improve mental wellbeing;
- the "big killer" diseases: cardiovascular disease and cancer. Some risk factors for these, such as smoking, are strongly linked to deprivation; and
- drug and alcohol problems and links to violence that affect younger men in particular and where inequalities are widening.

Link to Equally Well:

<http://www.scotland.gov.uk/Resource/Doc/229649/0062206.pdf>



The Early Years Framework

This framework aims to improve the life chances of Scotland's children and tackle inequalities by targeting intervention within the early years. The focus is to shift intervention away from crisis management to early intervention, building greater resilience and capacity within families and communities. The following areas are identified as action areas within the framework:-

- a new focus on supporting parents to help their children and help themselves;
- a new emphasis on the crucial birth to three year period of a child's life;
- encouraging communities to become more engaged in supporting young children and their families; and
- strengthening universal early years services and increasing the skills of the workforce.

Link to The Early years Framework:

<http://www.scotland.gov.uk/Resource/Doc/257007/0076309.pdf>



Achieving Our Potential

This framework is aimed at tackling poverty and inequality in Scotland. The following areas are identified as action areas within the framework:

- reducing income inequalities;
- introducing longer-term measures to tackle poverty and low income;
- supporting those experiencing poverty or at risk of falling into poverty; and
- making the tax credits and benefits system work better for Scotland.

The framework challenges organisations to work together to improve the employment options and accessibility for parents and young people leaving education, particularly those in the More Choices, More Chances category.

Link to Achieving Our Potential:

<http://www.scotland.gov.uk/Resource/Doc/246055/0069426.pdf>



Scottish Government's National Performance Framework

In 2008 the Scottish Government set a single overarching purpose:

'To focus government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing economic sustainable growth.'

They also identified five strategic objectives to support delivery of the purpose and, in turn, fifteen national outcomes which describe in more detail what the government wants to achieve over a ten year period. In addition they committed to an outcomes approach where they would judge performance by the results that are achieved; results which reflect real and meaningful improvements in public services and quality of life for people in Scotland. This underpinned the introduction of SOAs in each CPP area in Scotland; SOAs express the local commitment of public services to deliver improvement against local priorities that impact on the fifteen national outcomes.

Curriculum for Excellence

Curriculum for Excellence is a new approach to learning in schools and how we deliver education across our communities. Taking a new approach to what, how and where young people learn, through flexible learning paths the aim is to raise standards, improve knowledge and develop skills for all aged 3 to 18. This is based around developing four capacities within children and young people in order that they can become:-

- successful learners;
- confident individuals;
- effective contributors; and
- responsible citizens.

<http://www.scotland.gov.uk/Topics/Education/Schools/curriculum/ACE>



Update from 2010/12 Integrated Children's Services Plan

The 2010/12 Plan encompassed a range of activities provided by a number of different groups and individuals:-

- Single Outcome Agreement:
 - by services/departments within the Council.
 - by partner agencies.
 - by multi-agency groups.
- By Locality Management Groups [LMGs] based on Associated School Groups (ASGs).

Evaluation was tripartite:

- SOA items were evaluated quarterly to Committee using covalent system. Any slippage reported at that time and any revisions reported then.
- LMGs held regular meetings and provided updates.
- Head of Educational Support Services and Head of Children and Families met with a sample of Community Councils over a period of months to discuss the Moray Children and Young People's Services Plan as it related particularly to their areas.

The 2010/12 Plan was affected by the impact of the joint inspection of services to protect children in Moray (HMIe 2009), which resulted in a focus upon improving services to protect children in the area.

This resulted in recognition through the joint inspection of services to protect children carried out in January 2012 of a much improved picture across Moray, which was felt across all services and evidenced improving outcomes for children in a number of areas.

There were a number of key developments that contributed to this improvement:

- the development of the Joint Child Protection Unit involving Police Scotland (formerly Grampian Police), Moray Council and NHS Grampian;
- the development of improved Initial Referral Discussion (IRD) processes;
- developing training around neglect and the impact of substance misuse;
- strengthened strategic leadership and links across the services;
- implementation and embedding of GIRFEC across Moray;
- further development of services for Looked After Children (LAC) across Moray including training and the LAC Manual;
- development and delivery of an Early Years Improvement Plan (includes Child Protection and Vulnerable Children and Health and Development);
- development of a CPP Early Years Profile (evidence base);
- implementation of Triple P (Positive Parenting Programme);
- integration and co-location of public health nursing disciplines (e.g. Health Visitors and School Nurses); and
- appointment of an Area Operations Manager for Child and Family Health Services.

In April 2011 Moray Council began a restructure of services and created an integrated department for Education and Social Care, this restructure included a complete reshaping of how services for children and families will be delivered in the future by The Moray Council. A new Integrated Children's Service within the Council has been created, the structure of this service is designed to refocus on early engagement and intervention with children and families in keeping with the national priorities and ambitions. The structure of Moray Council's Integrated Children's Service will complement the ambition evidenced in this Plan and provide a platform for the delivery of services and improved outcomes for children, young people and their families.



Implementation of Named Person

During 2012/13 named person sessions were run for Education and Social care staff and partner organisation. These sessions were delivered by NESCP trainers and covered responsibilities of the Named Person, information sharing and looked at the National Practice model for assessing wellbeing and risk as well as introducing the concept of chronologies.

These concepts were then further embedded in localities by the Local Management Groups through network learning sessions.

Improved Child Protection Processes

In May 2012 the Care Inspectorate published a very positive report highlighting a number of strengths across the services in Moray including prompt and effective response by staff to immediate concerns about children, helpful communication and trusting relationships with staff and effective leadership and team working taking forward improvements.

The inspectors evaluated the improvement in performance since the February 2009 report as very good, the report stated that **'very good progress has been made in all of the main points for action identified as needing improvement at the first inspection of services to protect children.'** In feedback to senior managers, inspectors noted that the services had made very significant progress and improvements between the inspections.

Before Words

The 'Before Words Project' has been running successfully in Moray Since October 2009. Devised by Gretel McEwen a Speech and Language Therapist and funded via the Moray Health Improvement Fund, all families in Moray in partnership with public health nursing practitioners are given resources that deliver 4 key messages at appropriate stages of their child's development - and in the past eighteen months a dedicated visit programme introduces Before Words to parents between four and six weeks after the birth of their baby. The nursery nurse raises the parent's awareness with four key messages from Before Words.

Coupled with dedicated visits by a public health nursing professional, Before Words is a powerful universal, preventative and early intervention tool. It gives parents new information, support and early identification where there might be concerns. Due to its universal nature it does not stigmatise when it is used as a framework for timely early intervention. Other health authorities in Scotland are following in Moray's footsteps.

Positive Wiring/ Positive People

Is an educational resource to raise awareness about 'the effect of abuse and neglect on brain development in unborn babies and their early years' in a pro-active way. It was developed by a member of the Moray Council Social Work Training team and was shortlisted for an award by The Scottish Social Services Council (SSSC) and the Institute for Research and Innovation in Social Services (IRISS) to develop the social services workforce of the future in Scotland through the Workforce of the Future Challenge.

It will be done by creating an educational pack around the topic which would be included in the education of secondary school young people. The emphasis of the pack is that it is pro-active and activity based, so the young people could create their own educational material. This material would then help create a central site to store the learning resources and share the core message.

The project would aim to start with the local school pupils (in Moray), who would use their class time to design educational material (e.g. posters, videos, activities) around the issue and then upload it to the website.

As an extra element the young people will be asked to look at ways of getting what they have learned out to the wider community. This could be via posters, flyers, TV/ radio advertisements etc. There will be a prize for the winning contribution but an additional incentive will be that the young person will see their work visible in the community.

As more schools engage with this learning resource the hope would be that their communities would also become aware of the important message about the effects of abuse and neglect on unborn babies and their early years through the material being produced by the young people.

Moray Youth Justice

For the past 5 years the overall figures for youth crime have fallen as the comparison to base line figures highlights. Between 1 April 2012 and 31 March 2013, compared to the period 1 April 2008 and 31 March 2009: There has been an overall reduction in the number of juvenile offenders age 8-17 reducing from 669 to 386, **a reduction of 283 (42.3%)**. The total number of offenders age 8-15 has decreased from 367 to 227, **a reduction of 140 (38.2%)**. The number of offenders age 16-17 has decreased from 302 to 159, **a reduction of 143 (47.4%)**. Central to this has been the adoption of the Whole System Approach that has meant a close partnership with Youth Justice and Criminal Justice which is explained below.

A Whole System Approach – making a difference in Moray

The Whole System Approach is a Scottish Government initiative which has been introduced in Moray with a view to achieving positive outcomes for some of our most vulnerable young people, to ensure they reach their full potential and become successful contributors to their communities and wider society. Adopting a Whole System Approach encourages all of us to find new ways of working with all young people under 18 who offend.

Aims of the Whole System Approach

The approach emphasises the need for earlier intervention with all young people under the age of 18 who are engaged in offending behaviour and who come to the attention of the Children's Hearing System, the Police, the Courts or other agencies. By having more streamlined and consistent responses that work across all systems we aim to achieve better outcomes for young people and their communities across Moray.

The approach includes interventions and responses such as:-

- **Early and Effective Interventions** by a range of agencies to ensure young people get a timely, appropriate and proportionate response to early/ minor offending and are directed towards positive activities.
- Multi-agency screening to identify opportunities for **diversion from prosecution**, diversion from custody and greater use of community disposals to ensure that young people get an immediate and effective response that meets risk and need and promotes options that will develop their capacity and skills.
- Improved **risk assessment** and **risk management** to support decision making, ensuring the most expensive resources are targeted at the young people who pose the highest risk of offending or of causing harm.

Outcomes

By introducing a Whole System Approach across Moray the anticipated long term benefits include:-

- Fewer under 18s being prosecuted (increased use of Diversion).
- More (vulnerable) under 18s are being supported and given the opportunity for advocacy support through children's hearings post 16.
- More (vulnerable) under 18s being remitted to hearings from the Courts for advice/ disposal.
- Fewer under 18s re-offend within 2 years.
- Fewer under 18s receive custodial sentences in the adult system.
- Fewer under 18s are remanded to custody (both prison and secure).
- More young people placed in residential and secure care go onto positive destinations (education, employment and training).
- Better outcomes for victims and safer communities.



The partnership are determined that all of Moray's children will be:

- Safe – protected from abuse, neglect or harm.
- Healthy – experiencing the highest standards of physical and mental health, and supported to make healthy, safe choices.
- Achieving – receiving support and guidance in their learning – boosting their skills, confidence and self esteem.
- Nurtured – having a nurturing and stimulating place to live and grow.
- Active – having opportunities to take part in a wide range of activities – helping them to build a fulfilling and happy future.
- Respected – to be given a voice and involved in the decisions that affect their well-being.
- Responsible – taking an active role within their schools and communities.
- Included – getting help and guidance to overcome social, educational, physical and economic inequalities; accepted as full members of their communities in which they live and learn.

Moray Council Education and Social Care are committed to becoming a Relational Department. The Relational Department model promotes:

- all practitioners having a solid grounding in the principles of nurture, attachment & resilience and in the importance of emotional intelligence;
- the use of solution-oriented principles and practice; and
- to use the principles of restorative practice to resolve issues.

The relational department approach offers the opportunity to tie together key agendas impacting across the department. The relational department offers a clear link between GIRFEC, the Mental & Emotional Well-being aspect of Curriculum for Excellence and the SHANARRI well-being wheel.

A Moray Child Health Framework (October 2012), sets out the broad vision for improving and promoting health and wellbeing, developing health services and addressing inequalities for children in Moray between 2012 and 2015.

The overarching aims of the framework are to ensure that:

- all children and young people will be supported to adopt healthy lifestyles;
- all children and young people will be central to decisions that may affect their health and wellbeing;
- NHS Grampian will improve the health and wellbeing outcomes for children and young people by working closely with partners;
- NHS Grampian will support the reduction of health inequalities, by ensuring all children and young people are able to access health services; and
- children and young people will have better health and wellbeing outcomes, through the provision of health services that will continually improve.

NHS Grampian Strategy for Children and Young People

NHS Grampian is currently in the process of developing a strategy for Children and Young People, which will guide NHS Grampian towards the Board's 2020 vision. This approach will form the basis for engagement and discussion with all relevant stakeholders. Child health covers a wide ranging agenda, but is a priority in improving the health of the future population of Grampian. This is highlighted by the recent launch of the Early Years Collaborative (EYC) and the work which underpins this. In addition to the EYC, a number of other key strategies and policies have created both momentum and a complex landscape in relation to child health, NHS Grampian will be both cognisant of and responsive to these.

Getting It Right For Every Child (GIRFEC)

The next phase in relation to the implementation of GIRFEC across Moray is to further embed the use of chronologies and agree a universal format, agree/ develop a pathway how/ what information is shared to and by the named person and ensuring that children, young people, families and public know about the role of the named person and who they are for sharing concerns regarding well-being.

Child Protection

Following the Inspection in January 2012 areas identified for further development were joint initial assessments to support effective early help to children and families, continuing to improve the quality of assessments with a particular focus on identifying and meeting children's longer term needs and strengthening approaches to joint self evaluation, ensuring a clearer focus on improved outcomes for children. These areas are being addressed through the Child Protection Improvement Plan.

Partnerships

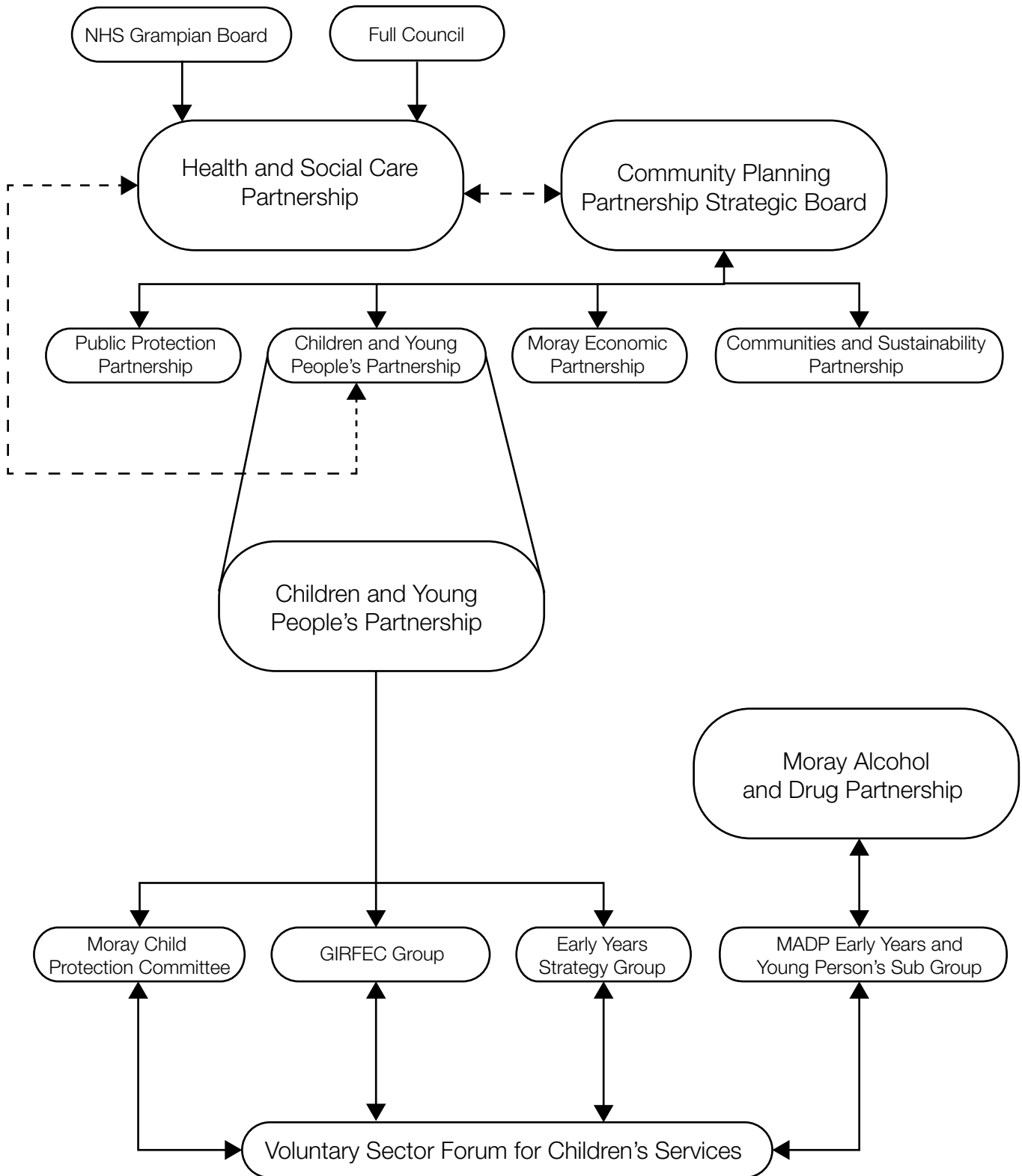
It is the clear ambition of all the partners to support the re-establishment of the voluntary sector forum through close links with tsi Moray (Third Sector Interface Moray). This will support the implementation and delivery of this plan and further enhance relationships across the partnership. Moray has been successful in bidding for funding to establish a Public Social Partnership (PSP). The focus of the PSP will be upon primary prevention work through the public health teams, early engagement team, third sector partners and communities. The assertive outreach model will be delivered through the medium of a 'virtual family centre' which will be accessible across Moray and its communities.

The focus of the 'virtual family centre' will be on the following agreed outcomes:-

- greater and more effective engagement with 'hard to reach' families;
- supporting families who are 'just coping' to minimise risk of crises;
- supporting vulnerable families to make effective/ appropriate use of mainstream and community facilities; and
- more responsive and flexible services, working together to meet the needs of families.

The virtual family centre will utilise existing resources – building, staff and community in new and innovative ways which will provide focussed support and build capacity for the future. This project will build on existing services and practice in Moray in order to refocus efforts on engaging with children, young people and families at an earlier point in their lives in order to prevent more formal and intensive interventions at a later stage.

Community Planning Structure



Children's Services Groups

The Community Planning Partnership is made up of public, private and Third Sector partners working together to increase the quality of life and well-being of everyone in Moray and has set out strategic priorities in line with the Single Outcome Agreement. It is increasingly important that partnerships come together for and with communities to improve outcomes by focusing on a prevention approach, partnership integration and performance improvement. The focus of this plan is early intervention, anticipating and intervening wherever possible. The partnership is clear in where it is trying to intervene and for whom; has a bias for prevention and how it works for people and communities at all stages in life – not just the early years.

Moray's Single Outcome Agreement is based on five local outcomes. These reflect strongly the Scottish Governments national outcomes. There are a number of these in the national outcomes, which the Moray Community Planning Partnership recognises as overlapping themes, which are integral to the delivery of all local outcomes.

The overarching aim of the Single Outcome Agreement is to provide the best possible outcomes by providing leadership for Moray through collaborative and partnership working to design and deliver better services. In order to create and sustain a better quality of life and opportunity for all Moray citizens the partnership has established the following outcomes:-

- Healthier citizens.
- More ambitious and confident children and young people able to fulfil their potential.
- Adults living healthier, sustainable, independent lives safeguarded from harm.
- A growing and diverse economy.
- Employability and employment skills.

The Partnership currently has 13 members – Communities Scotland, Grampian Fire & Rescue, Grampian Police, HIE Moray, Joint Community Councils, Moray Chamber of Commerce, Moray Citizens' Advice Bureau, Moray College, tsi Moray, NHS Grampian, RAF, and The Moray Council.

The Council has lead responsibility for guiding and facilitating the work of the Partnership.



Children & Young People's Partnership

The aim of the Partnership is to set and oversee the strategic direction for children's services in Moray and lead the ongoing implementation and review of **getting it right for every child** in Moray.

Responsibilities:

- Take responsibility for the coordinated development, implementation and monitoring of Moray's Integrated Children's Services Plan;
- Agree the joint actions and resources necessary to support the effective delivery of the Plan;
- Take lead responsibilities to implement specific SOA outcomes on behalf of the Community Planning Partnership Board;
- Take responsibility for the development and review of policy and strategy for those areas within the Moray Council, NHS Grampian and partner agencies that involve collaborative and integrated working across children's services;
- Provide effective governance and performance management arrangements locally and report on progress to the Community Planning Partnership Board as requested;
- Consult with children and young people, other agencies and organisations, including the third sector as appropriate, to achieve a co-ordinated approach to the provision of local services;
- Promote and seek opportunities to further embed collaborative and integrated working in children's services in Moray;
- Promote the streamlining and co-ordination of development activity within and between committees/partnerships to allow the opportunity for wider policy development and service interventions to take place on an evidence and intelligence-led basis;
- Encourage and promote training and development opportunities across agencies and sectors on areas of children's services where there are shared interests/concerns; and
- Respond to consultations from Government and statutory bodies and make representations to Ministers and those national bodies regarding the services within the Partnership's remit.

GIRFEC Group

Is one of the sub groups that report directly to the children and young people partnership and link to the delivery of the following national outcomes:-

- children having the best start in life and being ready to succeed;
- improving life chances for children, young people and families at risk; and
- young people being successful learners, confident individuals, effective contributors and responsible citizens.

Specifically the role of the GIRFEC group is to oversee the implementation of Scottish Governments 5 key National Priorities for GIRFEC. These are:-

- a named person for every child within Universal Services of Health & Education;
- a lead professional for those children who require targeted support from more than one agency;
- every child who requires additional help will have a plan to address their needs and improve their well being;
- practitioners will use the National Practice Model to support early intervention and early identification of concerns; and
- partnerships will take an appropriate, proportionate and timely approach to managing all concerns and risks, this includes children who are assessed as having additional needs or are need of protection.

Membership of the group is made up of partners from Police Scotland, NHS, third sector and Moray Council Education and Social Care with the chair being the Head of Schools and Curriculum Development.

Moray Child Protection Committee

Moray Child Protection Committee (MCPC) covers the Moray local government area bringing together key agencies to contribute to promoting the care and welfare of children in this area by aiming to ensure that all children are safeguarded and protected from harm and abuse. The Child Protection Committee will work to promote inter-agency working, continuous improvement through self evaluation and sharing best practice in child protection services. The work of the Child Protection Committee will support practice and will aim to provide better outcomes for vulnerable children, young people and their families.

Moray Child Protection Coordinating Group

The CP Co-ordinating Group will:

- take forward the details of priorities set by the MCPC and report progress in relation to these priorities; and
- identify and advise the MCPC of action required to address deficiencies in the service designed to protect children and young people from abuse or neglect.

Key Activities of the Co-ordinating Group:

- Audits of practice to ensure that service providers are meeting key child protection standards in multi-agency working practices.
- Provide up to date guidance to staff in implementing agreed policies, practices and procedures arising from a variety of sources. The guidance to be inducted in an effective manner.
- Ensure the preparation of quarterly Performance Management Reports for the MCPC to provide analysis, interpretation and recommendations for action associated with the data provided.
- Ensure the implementation of agreed recommendations from Significant Case Reviews.
- Produce, maintain and implement an agreed child protection communication strategy for Moray.
- Establish and ensure the direction and effectiveness of the associated Working Groups.

Early Years Strategy Group

The Early Years Strategy Group is the key vehicle for delivering the Community Planning Partnership's vision of improved health and wellbeing outcomes and to reduce health inequalities in the early years and shifting the balance of care, from crisis management to early intervention and prevention via a collaborative approach.

The group oversees the work of the Early Years Collaborative and ensures the implementation of the Delivery Plan.

Moray Alcohol & Drug Partnership Early Years & Young Person's Sub Group

This sub-group is responsible for implementing and monitoring the MADP Strategy by ensuring the outcomes are achieved. The MADP Early years & Young person's Sub-Group will act as the operational arm of the Moray Delivery Plan.

Aims:

- Promote the development, delivery and evaluation of substance misuse services for children and young people in Moray.
- Develop and maintain the MADP's performance for children and young people through maintaining a partnership approach.

Objectives:

- To identify and advise the MADP of strategies for addressing any deficiencies in service identified through service audit and inspection and fulfil a monitoring role for reporting on progress to the MADP and/ or recommending further action.
- Provide a forum for discussion, dissemination and exchange of issues and sharing of best practice in relation to drug and alcohol services for children and young people.
- Act as a source of guidance for all staff engaged in substance misuse related services across Moray with regard to the interpretation and implementation of related policy and procedures either via the Community Planning Partnership or from national bodies in relation to children and young people.
- Provide performance data and statistical analysis by way of regular reporting to the functions of MADP and its partner agencies.
- Undertake tasks delegated/ remitted by the MADP.

The following groups also contribute to the work of the Children and Young People's Partnership, and report as required. The plans of all the groups have been developed to contribute to the outcomes in the Single Outcome Agreement and the vision and stated outcomes for this plan.

Youth Justice Strategy Group

Aims:

- To provide overall direction to the Moray Youth Justice Strategy. This in turn is accountable with Community Safety sub group and helps deliver to the National outcome 'we have improved the life chances of children, young people and families at risk'.

Objectives:

- To produce an annual report in the area's Youth Justice Services;
- To identify and co-ordinate the resources available from the partner agencies to ensure effective delivery of Youth Justice Services;
- To maintain a Communications Strategy for the area's Youth Justice Services; and
- Prepare a Youth Justice Plan and ensure good coherence to other strategies and plans.

Composition:

At Chief Officer/ Strategic Manager level

- The Moray Council (Social Work, Education, Housing and Antisocial Behaviour);
- Grampian Police;
- NHS Grampian;
- Action for Children;
- Aberlour Child Care Trust;
- tsi Moray;
- Children's Reporter;
- Chair of the Children's Panel; and
- three Elected Members with Committee/ Community Planning responsibilities in relation to Community Safety, Children and Young People and Criminal Justice

Child Health in Moray Group (CHIM)

Aims:

- To provide overall direction to the Child Health in Moray Framework 2012-2015.

Objectives:

- ensure the management of child health services in Moray are fit for purpose;
- inform NHS Grampian, the Moray Community Health and Social Care Partnership and Moray Community Planning Partnership of all issues and risks pertaining to child health services;
- ensure that management and performance reporting infrastructure, systems and processes are fit for purpose;
- share information, increase partnership working and avoid part duplication, duplication of effort and child health service resources;
- ensure developments in child health services are compatible with both local, regional and national strategy and policy;
- investigate ways of providing more safe, effective and person centred child health services;
- develop work plans in alignment with appropriate local, regional and national plans; and
- oversee the co-ordination and performance of a Child Health in Moray Framework and supporting delivery plan.

Composition:

At strategic and service operational management level

- Community Health Services Manager;
- Area Operations Manager, Children and Family Health Services;
- Public Health Lead and Programme Manager Early Years Collaborative;
- Paediatric Allied Health Professional representation at senior and middle practitioner level (dietetics, podiatry, physiotherapy, speech and language and occupational therapy);
- CAMHS Senior Clinical Psychologist;
- Clinical Effectiveness Facilitator;
- Senior Charge Nurse Paediatrics Dr Gray's Hospital;
- Child Health Commissioner NHS Grampian; and
- Combined Child Health Paediatrician and Staff Grade Medical Officer (Schools).

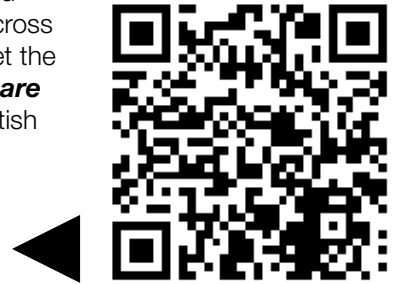
Corporate Parenting Co-ordinating Group

Being a Corporate Parent is a responsibility and an opportunity to improve the futures of looked after children and young people: everyone in the local authority and our partner agencies has a contribution to make.

The remit of the group is to address all matters that have relevance for LAC including children whose permanent care needs will be met through adoption. The group refers to all external drivers: - including legislation and national guidance and strategies, which inform local policies, procedures and practices within placement services and services for looked after children across Moray. Corporate parenting is about local services working together to meet the needs of Looked After Children and Care Leavers. This is set out in '**These are Our Bairns - Looked-after children: we can and must do better**', Scottish Executive (2007)'.

Link to Equally Well:

<http://www.scotland.gov.uk/Resource/Doc/236882/0064989.pdf>



Key Activities of the Group

Consistent with the original 5 Looked After Children Strategic Implement Group (LACSIG) themes - the primary activity areas have been and remain concerned with:

- Culture – Care planning: The Corporate Parenting Co-ordinating Group is advised of developments made within the Permanence Development Monitoring Group (PMDG).
- PMDG has two main purposes. The first is concerned with seeking to ensure minimal drift in care planning and outcomes for LAC. The second focus for the PMDG is concerned with ensuring appropriate training and opportunities to ensure staff are and feel competent working with LAC through workforce development.

Each of the above are referred to within the Moray Council Adoption Plan, which is reviewed at the same time as this Plan.

- Improving health outcomes – members of the Corporate Parenting Co-ordinating Group are advised of and promote consistency in engagement with developments in health services.
- Improving Education outcomes – a recent internal audit of attainment and achievement of LAC has resulted in high level action plan which the Corporate Parenting Co-ordinating Group members will develop.
- Commissioning – various group members have been engaged with and report on national developments with the secure care and foster contracts and those ongoing with residential care.
- Members of the Moray Council Corporate Management Team have been receiving reports on a termly basis. These reports provided updates on the themes above and details of numbers and issues that apply for LAC in Moray. Progression from this is the support for the development of a Champions Board for LAC and YP. Planning for the first session includes a speaker from Dundee Champions board. Issues raised by LAC will inform the Moray strategy for LAC.



Moray GIRFEC and Child Protection Learning and Development Group

The purpose of the group is to develop training need analysis based on the wellbeing model in order to identify and prioritise what inter-agency learning and development is required:

- To contribute towards the care and protection of children and families by promoting the principles of early identification, intervention and support, reflective of the GIRFEC practice model and approach across Moray
- To provide a strategic framework and collective approach for inter-agency training to be delivered across Moray. In order to make sure that children are safe and protected.
- To enable partnership working by increasing their knowledge and skills and promoting confidence and competence in the workplace, across Moray.
- To raise basic awareness and understanding of Children and Young People's well-being within the public, private and third sectors across Moray.
- To provide good quality, evidence-based, inter-agency training opportunities which are robust, fit for purpose, evaluated and regularly quality assured across Moray.

The group report to the Children and Young People's Partnership and helps to deliver to the following National outcomes:

- Children having the best start in life and being ready to succeed.
- Improving life chances for children, young people and families at risk.
- Young people being successful learners, confident individuals, effective contributors and responsible citizens.

Young people being successful learners, confident individuals, effective contributors and responsible citizens.

Children's Services Self Evaluation / Continuous Improvement Group

Provides a clear picture of performance in relation to children's services across Moray to enable future planning and develops a positive culture in relation to consistent application of self evaluation processes in order to inform continuous improvement of services.

Role of the Group

- To assist in the implementation of the Moray Integrated Children's Services Plan.
- To collate performance management information on a regular basis and to provide analysis on emerging trends and patterns.
- To recommend action to the relevant working group/ committee.
- To support the gathering of service user evaluations as well as the work of self-evaluation through regular multi-agency audits in respect of key processes across Moray.
- To ensure implementation of recommendations from Significant Case Review's, multi-agency audits and research findings.
- To develop mechanisms for closer consultation with young people in the provision of effective services.
- Ensure where there has been good inter-agency working that lessons are shared and integrated into practice.
- To prepare reports for Moray Children & Young People's Partnership.

Moray Domestic Abuse Partnership (MDAP)

The Moray Domestic Abuse Partnership was formed in 2001 to bring together a wide range of organisations who work in the field of Domestic Abuse. The partners, from across the statutory and third sector, work together to bring awareness and training to both professionals and the public. Working together allows the harnessing of a wide range of skills and experience to address the cause of Domestic Abuse, its effect on the victim and their family and perpetrator behaviour. The Partnership is governed by the Moray Community Safety Partnership and is working towards, amongst others, the Scottish Government National Administration Outcome A4, Community Safety ...pursue zero tolerance of antisocial behaviour including Domestic Abuse... The Partnership includes representatives from Police Scotland, The Moray Council, Scottish Woman's Aid, NHS Grampian, Children's 1st, Victim Support Scotland, VIA, the Victim Information and Advice Service and SSAFA, the Soldiers, Sailors, Airmen and Families Association and the Army Welfare Service. A representative of MDAP sits on Moray Child Protection Committee in order to ensure clear links between the two.

16+ Learning Choices / Opportunities for All

This is a Scottish Government initiative that is focused on delivering positive destinations for young people post school through the following outcomes.

- Ensure a sustainable process – systems, structures and practices – to supporting young people's participation in post-16 learning and training toward and into employment.
- Deliver robust transition planning, with appropriate and timely offers of a place in learning and training for all young people beyond the statutory school leaving age, in particular those with additional support needs/ furthest from the labour market, through delivery of the Curriculum for Excellence senior phase transition planning model (16+ Learning Choices).
- Participation in an Activity Agreement, as a viable post-16 offer, for those furthest from the labour market in accordance with Activity Agreement Guidance dated March 2013.
- Deliver post-16 learning transitions through Opportunities for All to ensure an appropriate offer of a place in learning or training for every 16-19 (up to their 20th birthday) year old currently not in work, education or training.

Although 16+Learning Opportunities for All is not currently a sub group of the Children and Young Peoples Partnership it remains an important aspect of this Plan. The 16+/Opportunities for All role sits in the Education and Social Care structure as part of Lifelong Learning, Culture and Sport with lines of communication through Moray Economic Partnership. The role cuts through various subgroups of the CPP with employability being one of the key SOA themes. The development plan for 2013/14 is focused on the following:-

- From a Council and Partnership Strategic viewpoint ensure things are in place that brings Employability Economic Development and employers together.
- Continued development of a single Transition policy and set of procedures.
- Development of Moray's strategic Skills pipeline.
- Development of Moray's Youth Employment Activity Plan (YEAP).
- Consistent and coherent collation of young people's views.
- Putting in place the recommendations of the Rocket Science Report commissioned by the Employability Action Group in Moray.
- Ratification of the Strategic Employment/Employability Policy and Plan.
- Implementation of Plan.
- Development of CfE – all phases with particular attention to a diverse needs led curriculum at senior phase.
- Embedding financial inclusion.
- GIRFEC for 16 to 18 (in particular issue of Named person)with clear handover procedures from school/ social work.
- The timely nature of data exchange + access to more sensitive data.
- Work with schools in particular in the last year before statutory leaving.
- Activity Agreements (AA) are well established with much of the administration taken on by Council administrative staff but need to continuously improve and address the issue where for some (small in number) an AA is not working or is rejected.
- Engagement and involvement of NHS.
- Development of Employment Development Fund.
- A medium/ long term sustainability strategy.



Supporting Delivery

The following Third Sector and other organisation's support the delivery of the Single Outcome Agreement and in turn the Integrated Children Service's Plan. These partnerships are important and integral to the refocus of early engagement and intervention for an Integrated Children Service. Within Moray there is a commitment to these partnerships so that there is a shared understanding of local priorities as well as a joined up approach for delivering services focussed on the needs of the child as outlined in GIRFEC.

Partner Organisation	Services Provided
Aberlour Child Care Trust	<ul style="list-style-type: none"> • Employability (Youthpoint - moray) • Fostering • Mentoring and Peer Mentoring (Youthpoint - moray) • Respite Service for young people, Support Services for Children with Disabilities • Youth Services (Youthpoint - moray)
Action for Children	<ul style="list-style-type: none"> • Family Support • Fostering
Avenue Confidential	<ul style="list-style-type: none"> • Mediation Services
Care Vision	<ul style="list-style-type: none"> • Fostering
CHILDREN 1 st	<ul style="list-style-type: none"> • Abuse Recovery for children and young people (Stronger Safer Families) • Children's Rights and Advocacy (Rights Advocacy and Mediation) • Mediation service for families under Additional Support for Learning (Rights Advocacy and Mediation) • Recovery from childhood abuse and/or domestic violence for women (Stronger Safer Families) • Recovery from domestic violence for children and young people and their mother (CEDAR Project)
Core Assets	<ul style="list-style-type: none"> • Fostering
Cornerstone	<ul style="list-style-type: none"> • Support Services for Children with Disabilities
Moray Council on Addiction	<ul style="list-style-type: none"> • Counseling services (Young Peoples Addiction Counseling)
Moray Women's Aid	<ul style="list-style-type: none"> • Women's Aid (Domestic Abuse)
National Fostering Association and Moray Options	<ul style="list-style-type: none"> • Fostering
Quarriers	<ul style="list-style-type: none"> • Young Carer's services
Scottish Autism	<ul style="list-style-type: none"> • Residential and Education Provision for Children Affected by Autism
tsi Moray	<ul style="list-style-type: none"> • Third Sector interface and volunteering
Who Cares? Scotland	<ul style="list-style-type: none"> • Advocacy

Locality Management Groups

Also integral to delivery of the Moray Children and Young People's Services Plan are Locality Management Groups (LMG) which operates in the 8 ASG's in Moray. Made up of partners from Police Scotland, NHS, Skills Development Scotland (SDS), with representation from Community Learning and Development, Social Work, and from Primary and Secondary Heads, the role of the LMG is to assume strategic leadership in the Locality by:-

- Sustaining and developing the ongoing planning, delivery, evaluation, Quality Assurance and reporting in relation to integrated service strategy.
- Being accountable for the priorities as outlined by Single Outcome Agreement (SOA), the Integrated Service Plan for Children and Young People (Moray Children and Young People's Services Plan) and appropriate Service Improvement Plans being taken forward as appropriate within localities working in close partnership with 'Moray wide' staff, such as senior managers and other staff through regular meetings.
- Continuing to develop the provision of a broad range of targeted support options for children, young people, and parents/ carers which results in:
 - all children and young people becoming successful learners, confident individuals, responsible citizens and effective contributors;
 - all children and young people being provided for within their local home area;
 - improved outcomes for children and young people with reference to the wellbeing themes of Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible and Included; and
 - all children being able to reach their full potential.
- Effectively managing increasingly devolved resources in a targeted way in response to local priorities identified in the locality plan through the use of data contained in the Locality Profile.

Workforce Development

A wide range of learning and development activities will be delivered to ensure that the workforce remain confident, competent and effective in delivering high quality services in Moray.

A number of developments have taken place and further are planned:-

- In line with the national and local Autism Strategy a dedicated facilitator (Autism) is supporting a small group of people on the autistic spectrum to deliver Autism Awareness training and generally raise awareness across the council as well as in the wider community. The facilitator will also deliver knowledge to specific groups to support them to develop strategies to support individuals who have complex needs.
- Behaviour Support Strategies (BSS) is a new approach across Education and Social Care which promotes a positive behaviour support programme. A number of staff will be trained as instructors and they will then go on to deliver a sustainable and consistent approach to support staff in their posts. The training programme will provide staff with the knowledge, skills and confidence to support children and adults in a proactive way that promotes meaningful daily living.
- We have developed a Resilience workshop and the outcomes are to make links between the Continuous Learning Framework and personal and organisational resilience. This will provide the workforce with the ability to develop coping mechanisms and strategies in a cultural change and development.
- Through the Early Years Strategy and Collaborative training is being offered throughout 2013 in partnership with RGU in relation to Attachment. This training is being offered to staff from all agencies.
- The Public Social Partnership will build on existing services and practice in Moray in order to refocus efforts on engaging with children, young people and families at an earlier point in their lives in order to prevent more formal and intensive interventions at a later stage.

Other Key Plans

- Public Protection Forum
- Child Health
- Housing Strategy
- Transitions
- Community Care
- Libraries
- Moray Council Schools and Curriculum Development 5 Year Strategy

Consulting with Children, Young People and Families

We have a number of methods for consulting with children, young people and families in Moray; however it is recognised that we need to improve upon how we go about this, to this end a Communication and Consultation Strategy is being developed through the CP Co-ordinating Group. The introduction of Viewpoint will also widen opportunities to consult with children and young people across Moray.

There are a number of initiatives that have been established to consult and engage with children, young people and families in addition to the routine gathering of views:-

- Development of Viewpoint;
- Educational Psychologists Review Group;
- young people being trained as Peer Reviewers to work alongside the Continuous Improvement Team;
- Looked After Children Group; and
- CHILDREN 1st and Moray Council are supporting a PhD student to conduct research in relation to Realising Rights against the backdrop of the Children and Young Persons Bill with particular reference to the provision of 'Independent Advocacy' services for Children and Young People within the Scottish jurisdictions of Moray and Aberdeenshire.

This plan has been subject to public consultation and has been scrutinised by CHILDREN 1st in relation to Children's Rights.



Our Plan

This document describes how different strategic groups in Moray work together to meet the needs of children, young people and families. Each group has a plan that has been developed in order to deliver on the outcomes for children and young people as articulated in the Single Outcome Agreement (SOA) agreed by the Community Planning Partnership (CPP).

Our plan for Moray's children and young people is that Moray will be:-

- a place where children and young people thrive;
- a place where they have a voice, have opportunities, learn and can get around;
- a place where they have a home, feel secure, healthy and nurtured; and
- a place where they are able to reach their full potential.

By achieving this we believe our children and young people will be:-

- ambitious for themselves;
- confident;
- able to contribute to their community;
- able to learn successfully; and
- able to act responsibly.

Our ambitions are explained on page 15, where we have described some key developments that will be taking place over the life of this plan. These include:-

- Moray Council Education and Social Care developing into a 'Relational Department';
- Moray Child Health Framework;
- NHS Grampian Strategy for Children and Young People;
- further embedding of GIRFEC;
- further development and improvement of child protection services; and
- creating a Public Social Partnership.

Overall this plan is about how all the plans come together to deliver services for children and young people in Moray. By bringing all of these plans together we can demonstrate how we can make Moray the best place in Scotland to grow up in.

What will success look like?

Successful delivery of our plans will mean:-

- improved outcomes for all children and young people;
- a common, coordinated framework across all agencies that supports the delivery of appropriate, proportionate and timely help to all children as they need it;
- streamlined systems and processes, effective and efficient delivery of services focused on the needs of the child, young person and family;
- a common understanding and shared language across all agencies;
- a child-centred approach;
- changes in culture, systems and practice across services for children and young people, including more joined up policies; and
- increased engagement and participation of all service users in the quality and delivery of services.

How will we know?

In Moray we use a number of methods to measure key elements of service delivery:-

- Performance management data is provided and monitored by the MCPC, GIRFEC Group, Youth Justice Group, MADP Children's Sub Group and Early Years Strategy Group, with regular reports going to the Children & Young People's Partnership.
- All services and departments are expected to carry out self evaluation, including with service users. In addition a number of inter-agency audits are carried out across services in Moray and reported to the appropriate group.
- Realtime¹ currently provides information relating to outcomes for individual children and families, this information can also be aggregated to give services vital evidence of interventions that can really make a difference. This is then translated back into service delivery, enabling the development of proven interventions.
- Viewpoint is being developed in order to provide a further tool to seek the views of children and young people. This will be linked into the Realtime developments and will provide a much more holistic picture of outcomes.

¹ Realtime Evaluation is a research tool that helps inform our practice. It is not an additional task for workers to undertake which offers no definable benefits. In actual fact, Realtime Evaluation helps practitioners to be clear about where they are going with service users and helps establish if they actually get there.



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