

Integrated Children and Young People's Service Plan

2014-2017



argyll and bute

communityplanningpartnership



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Welcome

Argyll and Bute Community Planning Partnership is committed to improving the lives and life chances of all our children and young people. As one of the key priorities of our Single Outcome Agreement, we want the rights and views of children and young people to influence and shape the development and delivery of services in Argyll and Bute.

Working together to achieve the best for children, young people and families this plan sets the direction and identifies the actions that all partners have committed to deliver in order to ensure that children and young people living in Argyll and Bute get the best possible start in life.

Introduction

Argyll and Bute's vision commits partners across Argyll and Bute to "Working together to achieve the best for children, young people and families". In order to 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 and young people have the best start in life to enable them to become**
 - successful learners
 - confident individuals
 - effective contributors and
 - responsible citizens
- **And that we continue to improve the life chances for children, young people and families at risk.**

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 kilometre) 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).

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%

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

1 in 5

of the population is aged between 0 and 19 years

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 of moving towards prevention and reinvesting monies from high end services. Set against a backdrop of reducing public sector funding, the next three years present unique challenges and opportunities to look at 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 (Scotland) Bill places significant requirements 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 2015.

Alongside this is the development of the new Kinship Order, Children's Hearing System and Health and Social Care integration, 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 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.

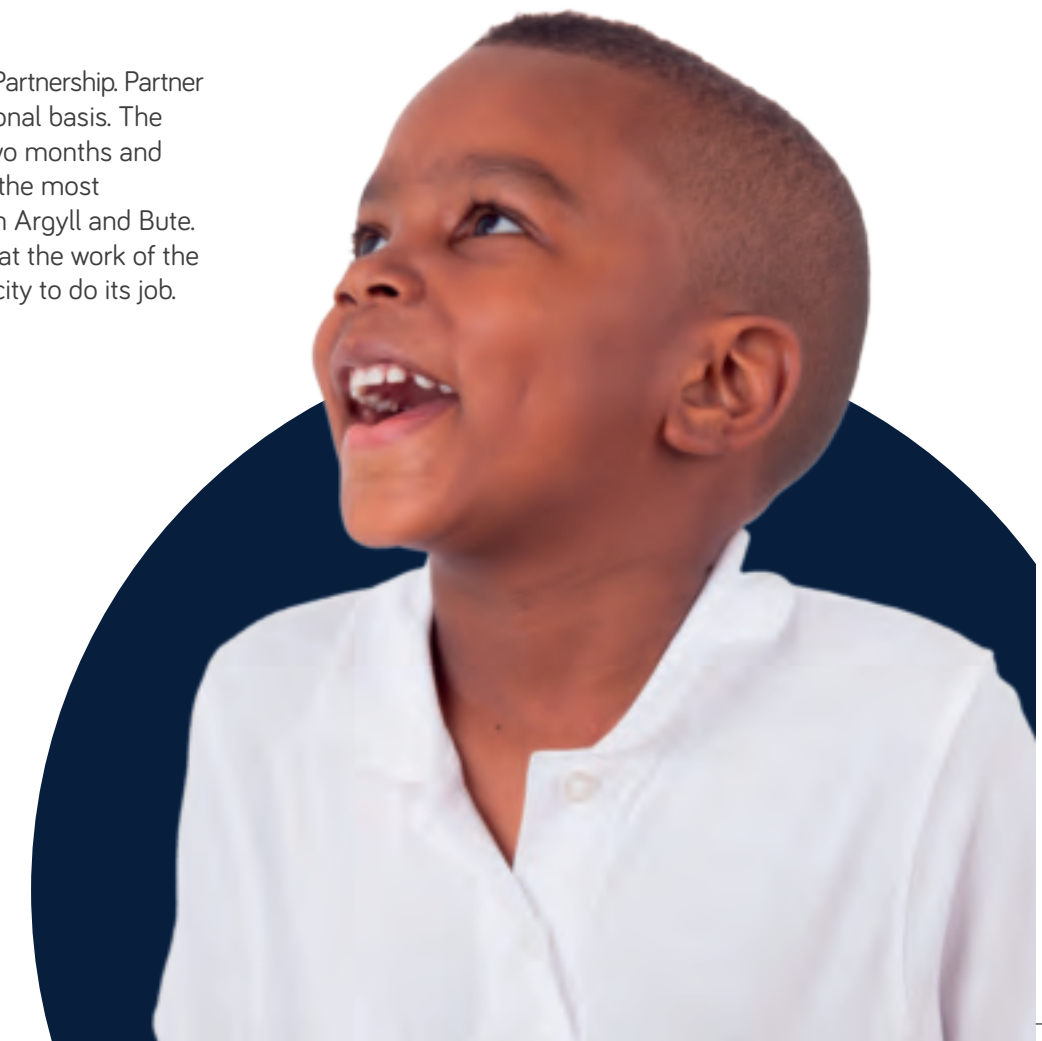
Strategic Partnerships

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.

Improve the quality of life and physical environment for residents



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.
- Early intervention through the implementation of GIRFEC to ensure every child gets the help they need timeously. Improved transitions planning for children with disabilities and increased partnership working with stakeholders.
- Review support arrangements for all kinship carers of Looked After Children.
- Reduce 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.



All young people

who wish to experience the world of work are offered the opportunity of a work placement

2.1

Examples of good practice and future priorities

NHS Highland has delivered a number of initiatives around smoking prevention, dental hygiene, sexual health and alcohol and drugs awareness. Alongside this Police Scotland provide input 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 this is the partnership between Early Years, Active Schools and Football Development in the Dunoon area with mini kickers coach education, equipment, resources and support. They support 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 further developing 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 for three and four year olds in 2014.
- Extending Early and Effective Intervention (EEI) to young children and those young people reported missing to the Police.
- Implement quality assurance and auditing arrangements across services to improve outcomes for children and young people.
- 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 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 and 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 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. This will move to 600 hours in August 2014 for 3 and 4 year olds and vulnerable 2 year olds. 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.

Considerable work has been undertaken in developing the **Early Level of Curriculum for Excellence**



Argyll and Bute has 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 and 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 and Bute is using these sessions to target the delivery of "Bookbug Antenatal Pilot and Assertive Outreach".

In conjunction with previously 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 focused 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 and 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 remains 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 the Third Sector.

Across Argyll and Bute there are three gypsy traveller sites with additional capacity 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. This includes one to one support, 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 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 and 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 and persons involved in supply and use of Class 'A' drugs. This includes arrangements for sharing information with education, during school holidays.

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.



GIRAN ensures that vulnerable pregnancies are assessed and that additional supports are arranged as appropriate

4.2

Participation of children, young people, families and other stakeholders

In Argyll and Bute we actively work to ensure that children and young people's voices are at the heart of everything we do.

A significant number of consultations have taken place across Argyll and Bute and the Community Planning Partnership and have recognised the importance and benefits 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 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 and Bute Child Protection Advocacy Service, provided and delivered by Children 1st, has noted positive feedback from both young people and staff. Who Cares Scotland provide independent advocacy services to children looked after and support young people who are or have been in care. 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.

The further development of this consultation process is planned over the next year

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 1st 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

These outcomes were considered to be of high quality by the 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.

Getting it Right Antenatal is having a significant impact on giving unborn babies the best start in life.

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:

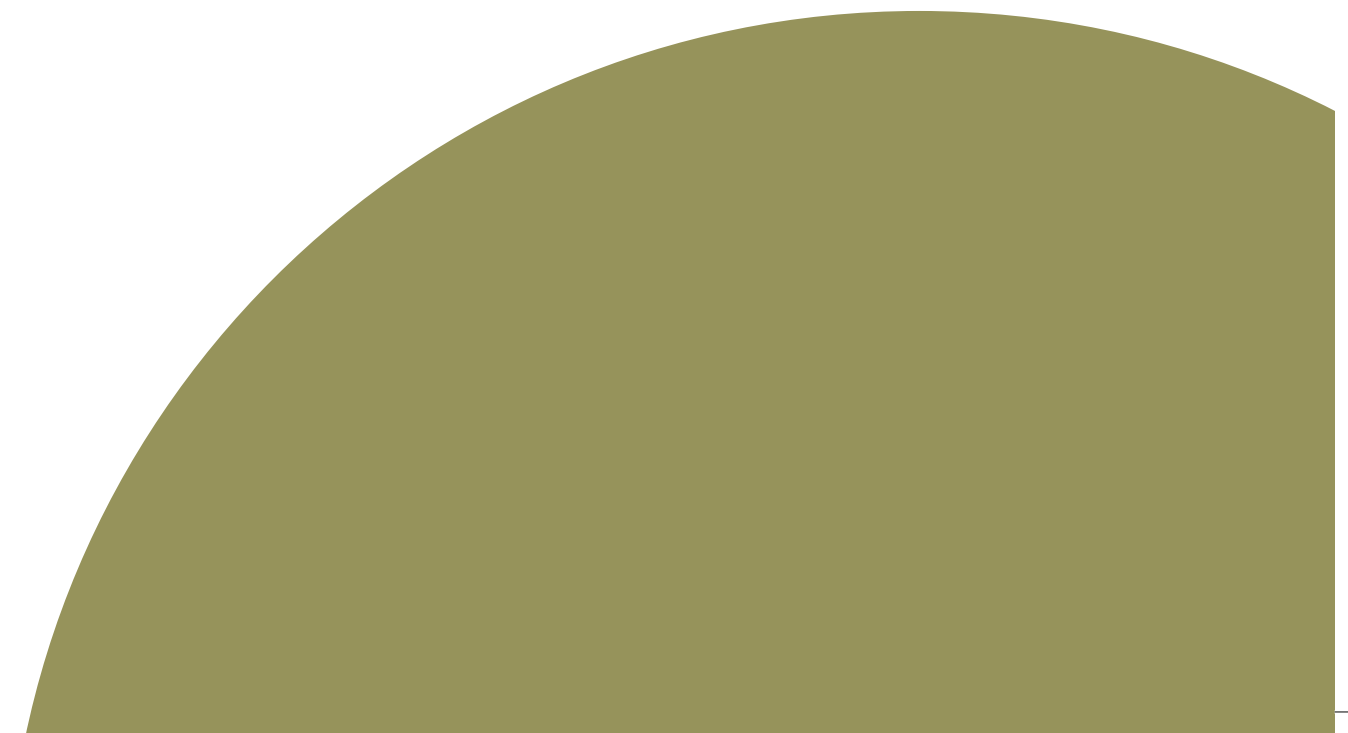
- Getting it Right Antenatal, our interagency approach to identifying and supporting vulnerable pregnant women, this approach is having a significant impact on giving unborn babies the best start in life.
- Early intervention service known as Billy’s Project. This service provides high quality intensive 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:

- Assessments of the needs of vulnerable children.
- Assessment and consistent response to children at risk.
- Planning to improve outcomes for children.

Over the period of 2015, 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 and Young People’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 has sought to underpin service improvement using the Getting It Right for Every Child practice model.

An example of this work is the identification of 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 and 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 with Children 1st 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 and will be in place by 2015 to ensure a personalised approach for young people with creative solutions for young people living out with Argyll and Bute. 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 in care feel empowered and able to influence decision making.

The integration of social workers into the Argyll and Bute Addictions Team (ABAT) has provided specialist addiction social workers to support social service's child protection processes where substance misuse is involved.



Personalised
approach for
young people
with creative
solutions

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 life stages (see table 2).

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.

The Lead Professionals is usually identified at a Child's Plan meeting as 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.

Table 2:¹

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

¹Table is accurate at time of going to press, however due to proposed changes in GIRFEC legislation there may be changes to who takes on the role of named person at a child's different life stages.

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.
- Promoting early intervention in line with the key principles of GIRFEC.
- The Family Support and Parenting Strategy provides a framework for parenting ensuring a consistent approach across Argyll and Bute to measuring the impact of parenting programmes. Argyll and Bute is a pilot area for a psychological parenting programme.
- 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. The Early Years Service uses social media to engage and inform families.

Additionally, 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 though volunteer peer supporters working in the community.

Strategies to help improve and promote child healthy weight have seen the development of a six week partnership programme delivering healthy eating and physical activity sessions 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

The Argyll and Bute Integrated Children's Learning and Development Subgroup co-ordinates 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.
3. Reflect on lessons learned from inspections and initial/significant case reviews.
4. 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's Group 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 of five 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 and Bute will ensure that 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 seven identified thematic groups with a remit to address the key thematic milestones spanning early years to youth issues. The groups effectively support the work of the executive and practitioner forums and ensure that the needs of the particular groups of children and young people are represented across the Community Planning Partners.

Practitioner Forums

In 2008 the Argyll and Bute's Children's Group established seven Locality Children's Service Groups across the Council area. There are seven practitioner forums in total. Front line practitioners will work together to ensure Argyll and Bute is 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 executive group.





7.2

Making improvements by evaluation

Argyll and Bute is currently working to improve and develop joint management information and performance reporting systems which will give greater clarity 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. As part of our improvement in staff and public communication a systematic upgrading of our website has taken place and Argyll and Bute is currently revising all of its 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.
- Improve our initial response to concerns.
- Health is 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 have a better understanding 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 and young people

Argyll and Bute Community Health Partnership has initiated a reconfiguration of children's service teams to ensure robust leadership, support and supervision for all staff working with children and young people. By the end of 2014 the Council's Children and Families social work service will have been restructured to ensure the right staff are 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.



Working together Argyll and Bute will ensure that all children receive **the help they need when they need it**

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 Child's 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 prioritises 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 prioritise improving responses to domestic abuse and the establishment of Early and Effective Intervention project.
- To improve governance and support for the implementation of Getting it Right for Every Child, by reviewing integrated children's services planning arrangements.
- Implementing a Getting it Right for Every Child based approach to identifying additional support needs of pre-school children.
- In Argyll and Bute we will take maximum advantage of our 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 Framework was published in 2008, and moved to support local partnerships to ensure that children get the best start in life, have improved chances in life and support young people and families at risk. From this came the development of the Early Years Collaborative with the remit of accelerating the work around Getting It Right for Every Child (GIRFEC) and Early Years Framework.

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 and Bute has 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.

Supporting local partnerships to ensure that children get the **best start in life**

9.0

Outcomes and activities

This section of the plan maps out clearly the outcomes for the Community Planning Partners in relation to improving the life chances, health, safety and wellbeing of children, young people and their families across Argyll and Bute.

The plan covers the period 2014-17 and uses the SHANNARI format to address key wellbeing indicators.



Safe

All our children and young people should be protected from abuse, neglect and harm.

Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
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, S.C.R.A., 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 an antenatal or Child Protection plan	100% of babies identified with the Additional Health Plan Indicator will have an Antenatal Plan	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, S.C.R.A., 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 suicidal and self-harming implemented across agencies	CAMHS, Abuse & Trauma Service, Social Work, NHS Highland, Police, Third Sector, Viewpoint	All young people receive an interagency response	Number of staff (multi-agency) working with young people, who attend 'Dealing with self-harm course provided by Choose Life' across A&B CAHMS HEAT Target: maximum 26 week waiting time from a patient's referral to treatment for specialist Child and Adolescent mental Health (CAMH) services from March 2013, reducing to 18 weeks from December 2014 100% children aged five and over on the child protection register will be referred to the advocacy services as appropriate	Child and Adolescent Mental Health Service, Abuse & Trauma Service, Young People Group (YPG), Viewpoint	2014-17

All our children and young people should be protected from abuse, neglect and harm.

Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
Agencies work together to ensure that Integrated Chronologies become a part of daily practice	NHS Highland, Social Work, S.C.R.A., 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 Increase by 10% the overall number of chronologies completed across Argyll & Bute	Child Protection Committee (CPC)	2014-17
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 their practice and skills	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 (CPC)	2014-17
Key agencies work together to ensure that the newly revised national Getting Our Priorities Right (GOPR), informs new local guidance	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% the number of child's assessment plans that identify parental substance misuse as an issue	Child Protection Committee, Argyll & Bute Alcohol and Drug Partnership	2014-17

Safe from Accidental Injury and Death

Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
Staff across Health and Social Work will support safety in the home by a) Undertaking 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% year on year the number of home safety checks completed by the fire service	Scottish Fire & Rescue	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	Number of positive interventions to high risk road users Number of road traffic collisions Delivery of road safety training and education to schools	Police Scotland, Education, Argyll and Bute Council	2014-17

Safe from bullying and harassment

Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
<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>100% of schools offer curricular provision on anti-bullying</p>	Young People Group	June 2015

Healthy

Children and young people should enjoy the highest possible attainable standards of physical and mental health.

Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
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	<p>All children, young people and their families will be educated and supported to improve their dental health</p> <p>100% nurseries participating in Childsmile Core</p> <p>20% of primary School participating in 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>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</p> <p>Increase % of 2 year old children registered with a dentist</p> <p>100% of nurseries participating in Childsmile Core programme</p> <p>Increase by 2% the number of primary schools participating in Childsmile Core programme</p>	Oral Health Improvement Manager-NHS Highland	2014-17

Children and young people should enjoy the highest possible attainable standards of physical and mental health.

Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
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	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 estimated % of pregnant smokers attempting to quit using NHS cessation services	Early Years Group	March 2017



Children and young people should enjoy the highest possible attainable standards of physical and mental health.

Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
Work with partners to promote improved outcomes for Looked After Children	Social Work/NHS Highland	Looked after and accommodated children and young people are supported to be as health as they can be	100% of Looked After and accommodated children receive initial health assessments 100% are registered with General Practitioner 100% are registered with dentist and oral health care is provided 100% are registered with optician and eye check is offered if required 100% of immunisations are complete for age	Getting it Right for Looked After Children Group , Young People Group	March 2017
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	Increase by 2% the number of young carers identified at the time of assessment	SW	March 2015
Ensure services are able to support the emotional wellbeing of care leavers	NHS Highland/Social Work/Education	Development of robust throughcare and aftercare services to help care leavers adjust to their community setting	100% Care leavers with pathway coordinator 100% of care leavers with pathway plan	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 children have access to sexual health education	Education/ NHS Highland/Social Work / Youth Services	All secondary school children and young people have access to sexual health and relationships advice in their communities	100% of secondary aged children and young people have the opportunity to engage with sexual health and relationships education	Young People Group, Youth Services	June 2015
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

Continue to improve the effects of substance misuse on children, young people and their families

Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	ww
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 An effective integrated pathway is established offering a flexible range of services from assessment to recovery in Argyll and Bute	Increase the number of children identified as a result of parental substance misuse where SW is Lead Professional Reduce by 5% the rate of youth offending Continue to reduce the % of 15 year olds who have managed to buy alcohol from a shop, supermarket or off-licence in their local community	Alcohol & Drug Partnership, Child Protection Committee, Early Years Group, Primary Group, Young People Group, Youth Services	2014-17
Develop events and materials for young people about drugs, working with education professional	Youth Services/ Alcohol & Drug Partnership/Police Scotland/ Public Health	Individuals, families and communities in Argyll and Bute are protected against substance misuse harm	% of schools delivering drug awareness events Increase percentage of pupils aged 13 and 15 reporting that they felt their school provided advice and support on taking drugs	Alcohol & Drug Partnership (ADP), Youth Services	2014-2017

Children and young people should enjoy the highest possible attainable standards of physical and mental health.

Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
Work with partners to provide positive alternatives for young people, building on Cashback for Communities	Police Scotland/ Youth Services	Children affected by parental misuse are protected and build resilience through the joint working of adult and children's services in Argyll and Bute Learners develop their understanding on the risks of use and misuse of substances and the impact on their life choices through Curriculum for Excellence A range of targeted events and activities are provided to support young people to make the right life choices	Number of full days diversionary activities provided during holiday periods Number of Young People participating in diversionary activities provided during holiday periods Number of Cashback for Community projects funded in Argyll and Bute Number of Young People participating in Cashback funded projects	Alcohol & Drug Partnership (ADP), Youth Services	2014-2017
Work with partners to reduce the incidence of young people smoking	NHS Highland/ Social Work/ Community Partners	Reduce current smoking prevalence	Reduce the percentage of adults (16+) smoking by 2% by 2017	Young People Group	2014-17

Achieving

Children and young people should have access to positive learning environments and opportunities to develop their skills.

Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
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 accredited certificates in Personal Development including PX2 and ASDAN	Argyll Voluntary Action	2014-17
Key partners work together towards reducing school exclusion	Education/ Education Psychology/Social Work/ NHS Highland	Reduce the number of exclusions in secondary schools Impact of new exclusion policy on the educational opportunities of looked after children	Exclusions within secondary schools are reduced (Number of incidents recorded)	Primary Group, Young People Group	June 2015
All agencies work to improve family literacy and numeracy	CLD/Social Work/ NHS Highland	Improved literacy and numeracy enhances life chances of children, young people and their families	75% Looked After and Accommodated Children assessed for literacy at primary stage Increase by 5% the number of visits to libraries (per thousand population) Increase by 5% number of visits/ usages to council owned and/or funded museums Number of times libraries are used by other agencies Increase by 2% number of archive enquiries	Primary Group, Young People Group	2014-17

Children and young people should have access to positive learning environments and opportunities to develop their skills.

Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
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.	Education/ Education Psychology/ Social Work/ NHS Highland	All children in Argyll & Bute with Autistic Spectrum Disorder (ASD) making the transition between primary and secondary school will have a transitions planning meeting	100% of statutory timescales for coordinated support plans met	Argyll & Bute Autism Strategy Group	2014-17

Children and young people should have access to learning to maximise their skill and potential

Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
Work together to offer all children and young people a wide range of educational experiences which challenge and support appropriately, developing the whole child	Education/Social Work/ Youth Services	Young people are encouraged to realise their full potential Young people are given the opportunity to participate in a relevant work placement opportunity	Increase by 5% number of young people gaining accredited achievement awards 100% of senior phase pupils should have access to a relevant work placement	Young People Group, Youth Services	June 2015



Children and young people are valued and supported to be the best they can be

Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
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 certificates and saltire awards	Argyll Voluntary Action	2014-17

Nurtured

Children and young people should live within a supportive family setting

Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
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	% of Looked After and Accommodated Children in kinship placements	SW, Early Years, Young People and Primary Groups	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	% Looked After and Accommodated Children for more than 1 year with a plan for permanence	SW, Early Years, Young People and Primary Groups	2014-17

Children and young people feel secure and cared for

Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
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, S.C.R.A., Children's Hearings Scotland	Reduction in admissions to residential care setting	Number of children in external placements	SW, Primary, Young People Groups	2014-17

Live in a safe and secure environment

Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
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 600 hrs of child care provision	Number of children taking up entitlement of 600hrs of funded early learning and childcare provision Number of children eligible for entitlement of 600 hours funded early learning and childcare provision	Early Years Team	June 2015

Active & Included

All our children have increased opportunities and are encouraged to participate in play, recreation and sport

Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
Active: 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 2015
Active: 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

Respected & Responsible

Children and young people have their voices heard and be encouraged to play an active and responsible role in their communities

Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
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	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 to support service improvement driven by live feedback from children, young people and their families	Children 1st, Social Work, NHS Highland	Development of "Voices of Children" across Argyll & Bute partnership	100% of children, young people and their families will have access to advocacy and "Voices of Children"	Children 1st, Advocacy Service	2014-17

Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
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 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 people participating within community engagement	Young Scot, Youth Services Argyll Voluntary Action Third Sector partnership	2014-17

Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
Key partner agencies will continue to work closely with Community Police and Criminal Justice Team	Criminal Justice Social Work (CJSW) /Police Scotland, S.C.R.A., Children's Hearings Scotland, C.O.P.F.S.	We have contributed to making our communities safe from crime, disorder and danger	% Criminal Justice Social Work clients reconviction frequency-1 year from starting supervision % Community Payback Order cases seen without delay (5 days) Number of integrated care management meetings attended pre-release by Criminal Justice social work team % Criminal Justice social work reports submitted to court on time % Successful breach applications % Criminal Justice social work led MAPPA cases reviewed within agreed timescales	Criminal Justice Social Work/Pyramid	2014-17

10.0

Linking our plans together

Community Planning Partnership Themes	Integrated Children's Service Plan – Outcomes	Getting it Right for Every Child – Outcomes	Service Plans
<p>The economy is diverse and thriving</p> <p>We have infrastructure that supports sustainable growth</p> <p>Education, skills and training maximises opportunities for all</p> <p>Children and young people have the best possible start</p> <p>People live active, healthier and independent lives</p> <p>People live in safer and stronger communities</p>	<p>All our children and young people should be protected from abuse, neglect and harm</p> <p>Safe from accidental injury and death</p> <p>Safe from bullying and harassment</p> <p>Children and young people should enjoy the highest possible attainable standards of physical and mental health</p> <p>Continue to improve the effects of substance misuse on children, young people and their families</p> <p>Children and young people should have access to positive learning environments and opportunities to develop their skills</p> <p>Children and young people should have access to learning to maximise their skill and potential</p> <p>Children and young people are valued and supported to be the best they can be</p> <p>Children and young people should live within a supportive family setting</p> <p>Children and young people feel secure and cared for</p> <p>Live in a safe and secure environment</p> <p>All our children have increased opportunities and are encouraged to participate in play, recreation and sport</p> <p>Children and young people have their voices heard and be encouraged to play an active and responsible role in their communities</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</p> <p>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</p> <p>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>

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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.

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