

PERTH AND KINROSS COUNCIL**Lifelong Learning Committee
29 October 2014****INTEGRATED CHILDREN'S SERVICES PLAN 2013 – 2018****Report by Executive Director (Education and Children's Services)****PURPOSE OF REPORT**

The Integrated Children's Services Plan (ICSP) is the Community Planning Partnership (CPP) delivery plan for children and young people. The ownership and monitoring of this plan has been delegated by the CPP to the Children and Young People's Strategic Group.

This is the third ICSP for Perth and Kinross, building on a strong platform of partnership work and joint priorities.

The plan reflects the areas of priority identified through strategic discussion and self-evaluation. This work identified seven key priority areas for partnership actions within Perth and Kinross. These are: Getting it Right for Every Child (GIRFEC) Participation and Engagement; Early Years; Parenting; Corporate Parenting; Child Protection and Learning and Achievement.

1. BACKGROUND/MAIN ISSUES

- 1.1 The Integrated Children's Services Plan (ICSP) conveys the Community Planning Partnership's vision, aims and values and provides strategic direction for the delivery of integrated services.
- 1.2 Following development of the Single Outcome Agreement for Perth and Kinross 2008-2009 (SOA), the ICSP for 2006-2009 was written to ensure the priorities of the SOA were reflected and to provide a clearer line of sight between these two strategic documents. A further version of the ICSP from 2009-2012 was then agreed by the Integrated Children's Services Planning Group and ratified by the Children and Young People's Strategic Partnership (CYPSP). This was subsequently updated for a further year until legislation within the Children and Young People (Scotland) 2014 Act was passed, which included, the requirement for Integrated Children's Service Plans to be produced.
- 1.3 The Children and Young People (Scotland) Act 2014 will require each Local Authority and relevant Health Board to jointly prepare an ICSP, in consultation with all relevant services as defined by the Act. The plan should then be submitted to Scottish Government and circulated to all other service providers and published as deemed appropriate by the local authority and relevant health board.
- 1.4 The Act notes that a local authority and the relevant health board must give each of the other service providers (consistent with the extent to which the

services they provide are to be the subject of the children's services plan) the opportunity to participate in, or contribute to, the preparation of the plan.

- 1.5 Over the next 2 months, further extensive consultation in line with the Act will require to be undertaken with:
- Organisations that represent the interests of persons who use, or are likely to use, any children's service or related service in the area of the local authority; or
 - Provide a service in the area, which, if it were provided by the local authority, the relevant health board, any of the other service providers or the Scottish Ministers, would be a children's service or related service; and;
 - Such social landlords as appear to provide housing in the area of the local authority; and
 - Such other persons as the Scottish Minister may, by direction, specify.
- 1.6 Two consultations with Voluntary Organisations have already taken place, as part of the preparation of the plan. A further consultation in November 2014 is planned.
- 1.7 The implementation of the plan will be the responsibility of the themed partnership planning groups, for each of the priority theme areas. These are detailed within the ICSP (page 67). The planning groups will report on the impact of the implementation of the ICSP on a regular basis to the CYPSPG, and specifically on a six monthly basis, submit an update of the ICSP.
- 1.8 The Children and Young People's Strategic Group will report annually on the impact of the implementation of the Integrated Children's Services Plan to the Community Planning Partnership.
- 1.9 We will continue to develop our integrated resource framework approach with the intention of developing a Joint Strategic Commissioning Strategy to support our shared priorities for children, young people and families. This will co-ordinate and support our integrated approach to planning and delivering services and support for children, young people and their families in a new way.
- 1.10 This work will include identifying the needs of individuals and communities, enabling people to decide what will best address those needs and working together with agencies to put the right services and support in place within localities.

2. PROPOSALS

- 2.1 The ICSP is the key partnership plan for children and young people's services. This plan will enable the Community Planning Partnership to monitor and review the progress against the outcomes identified within the plan.

2.2 The Children and Young People’s Strategic Group approved the plan and agreed a programme of consultation. The Plan will now be reported to the Community Planning Partnership Board.

3. CONCLUSION AND RECOMMENDATION

3.1 The ICSP sets out the strategic outcomes and priority actions for Perth and Kinross. The impact of the plan will be monitored through the Community Planning Partnership through the delegated role of Children and Young People’s Strategic Group.

3.2 It is recommended that the Committee:

- (i) Endorse the Integrated Children’s Services Plan for 2013-2018.

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1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

Strategic Implications	Yes / None
Community Plan / Single Outcome Agreement	Yes
Corporate Plan	Yes
Resource Implications	
Financial	Yes
Workforce	Yes
Asset Management (land, property, IST)	n/a
Assessments	
Equality Impact Assessment	n/a
Strategic Environmental Assessment	n/a
Sustainability (community, economic, environmental)	n/a
Legal and Governance	n/a
Risk	n/a
Consultation	
Internal	Yes
External	Yes
Communication	
Communications Plan	Yes

1. Strategic Implications

Community Plan/Single Outcome Agreement

1.1 This section should set out how the proposals relate to the delivery of the Perth and Kinross Community Plan/Single Outcome Agreement in terms of the following priorities:

- (i) Giving every child the best start in life
- (ii) Developing educated, responsible and informed citizens
- (iii) Promoting a prosperous, inclusive and sustainable economy
- (iv) Supporting people to lead independent, healthy and active lives
- (v) Creating a safe and sustainable place for future generations

This report relates to Objective No (i, ii, iv).

Corporate Plan

1.2 The Perth and Kinross Community Plan 2013-2023 and Perth and Kinross Council Corporate Plan 2013/2018 set out five strategic objectives:

- (i) Giving every child the best start in life;
- (ii) Developing educated, responsible and informed citizens;
- (iii) Promoting a prosperous, inclusive and sustainable economy;
- (iv) Supporting people to lead independent, healthy and active lives; and
- (v) Creating a safe and sustainable place for future generations.

This report relates to Objective No (i, ii, iv).

1.3 The report also links to the Education & Children's Services Policy Framework in respect of the following key policy area:

- Change and Improvement

2. Resource Implications

Financial

2.1 This report has no additional financial implications.

Workforce

2.2 Not applicable

Asset Management (land, property, IT)

2.3 There are no asset management implications.

3. Assessments

Equality Impact Assessment

3.1 Assessed as **not relevant** for the purposes of EqIA

Strategic Environmental Assessment

3.2 The Environmental Assessment (Scotland) Act 2005 places a duty on the Council to identify and assess the environmental consequences of its proposals.

No further action is required as it does not qualify as a PPS as defined by the Act and is therefore exempt.

3.3 Sustainability

Not applicable

Legal and Governance

3.4 Not applicable

Risk

3.5 Not Applicable

4. Consultation

Internal

- 4.1 Consultation with the Children and Young People's Strategic Group has taken place.

External

- 4.2 Consultation was undertaken with NHS; Police Scotland; Perth and Kinross Voluntary Sector.

5. Communication

- 5.1 To be agreed with the Children and Young People's Strategic Group.

2. BACKGROUND PAPERS

No background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information) were relied on to any material extent in preparing the above report.

3. APPENDICES

Draft Integrated Children's Services Plan 2013 – 2018

Final DRAFT Version
Updated 25.09.14



Perth & Kinross Integrated Children's Services Plan 2013 - 2018

**Getting it Right
 in Perth and Kinross**
 Helping children be the best they can be



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Guardian/Keeper:	Perth and Kinross Integrated Children’s Services Plan 2013/2018
Version Number:	1.0
Approved by C&YPSG	03.10.14
Publication Date:	
Effective From:	
Review Date:	
ECHR Compliant:	Yes
Diversity Compliant:	Yes
Data Protection Compliant:	Yes
FOI Compliant:	Yes
Health & Safety Compliant:	Yes

Preface by the Children and Young People’s Strategic Group

The Chief Officers of the public sector organisations in Perth and Kinross and Elected Members of Perth and Kinross Council are pleased to support the Perth and Kinross Integrated Children’s Services Plan 2013 – 2018.

Our individual and collective commitment to enable the children and young people of Perth and Kinross to be the best they can be, through our services in Perth and Kinross, remains a priority. We are determined to support all children and young people to be the best they can be.

We continue to deliver all our services within the wider Getting it Right for Every Child (GIRFEC) policy framework; our Children’s Services framework and the Community Planning Partnership (CPP) arrangements.

The Children and Young People’s Strategic Group (C&YPSG) continues to provide robust leadership, direction, governance, scrutiny and support to the implementation of the Integrated Children’s Services Plan. We are supported in this by Elected Members and our respective agency Boards.

We are, as a partnership group, committed to continuous improvement through self-evaluation and to ensuring that our capacity for improvement is fully realised.

We wish to take this opportunity to recognise and acknowledge the efforts of the Children and Young People’s Strategic Group members and all staff across the public, private, voluntary/third and independent sectors in Perth and Kinross, whose commitment, dedication and hard work continues to provide better outcomes for vulnerable children and their families.

Bernadette Malone CBE
Chief Executive
Perth & Kinross Council



Lesley McLay
Chief Executive
NHS Tayside



Eddie Smith
Chief Superintendent
Police Scotland –
Tayside Division



Anne Gerry
Locality Reporter
Manager Scottish
Children’s Reporter
Administration



Our vision

In Perth and Kinross, our Community Planning Partnership is well established, and over the last decade, partners have worked together to form strong relationships. Our shared vision is: “**enabling all children and young people to be the best they can be**”. Our collective ambition is to realise the best possible outcomes for our families and communities, placing the child at the centre. This strong vision underpins all of our work with children, young people and their families.

We are striving to develop the life skills and attributes our children and young people need to be the best they can be; to become successful learners; confident individuals; responsible citizens and effective contributors.

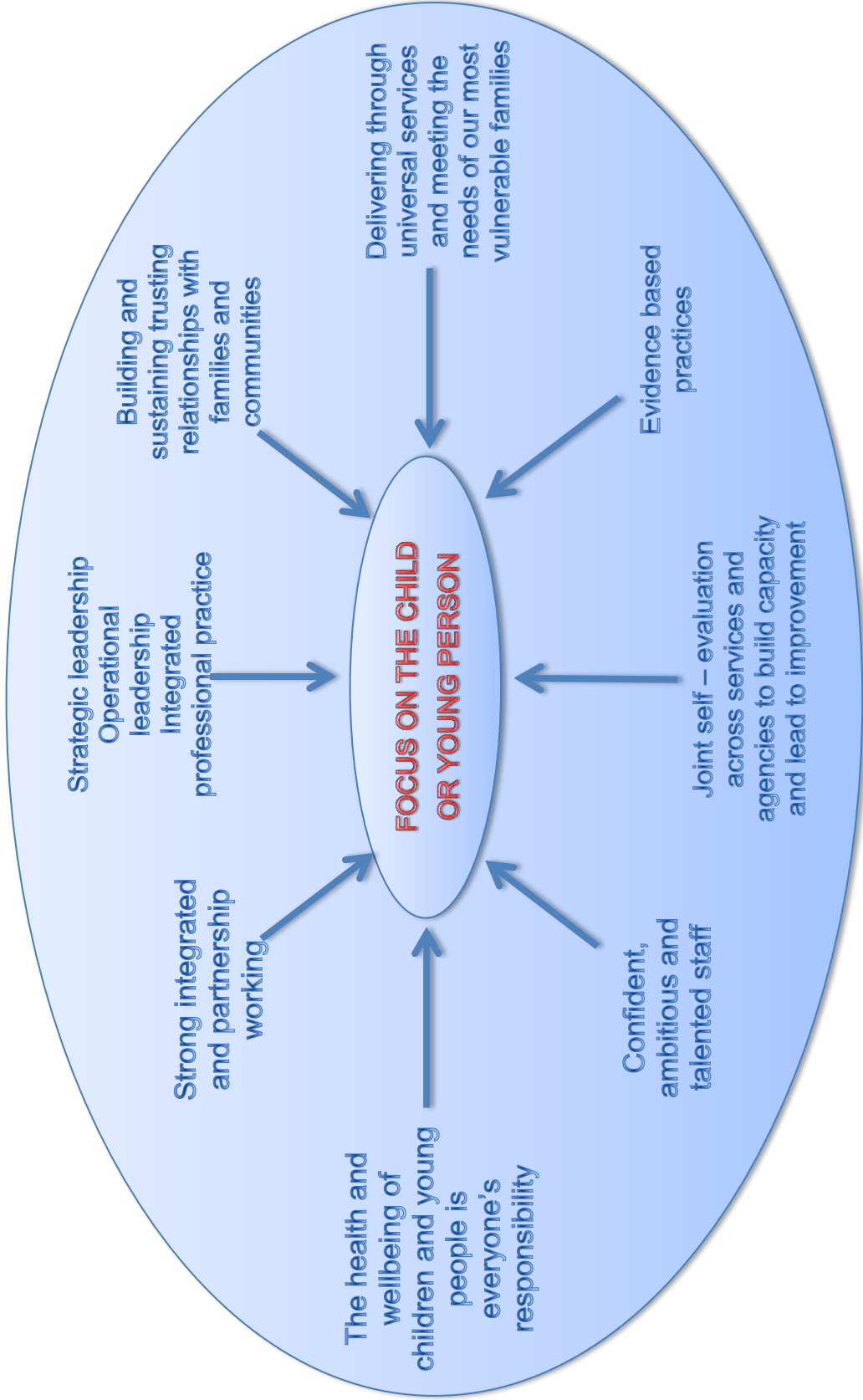
We recognise the importance of experiences pre-birth and in the first few years of life and together partners are focusing our efforts on early intervention. By giving children the best start in life we aim to enhance their life chances and increase their opportunities to enjoy positive futures.

We aim to support the ethos of Getting It Right For Every Child (GIRFEC) by ensuring that it is everyone’s responsibility to promote the wellbeing of all children and young people in Perth and Kinross by keeping them Safe, Healthy, Active, Nurtured, Achieving, Respected, Responsible and Included. We continue to make strides to embed the GIRFEC approach fully across all relevant services and our commitment to developing increasingly integrated services for children, young people and families. We are continuing to embed a strong integrated service approach and support around the child and young person by ensuring that they and their families are listened to, understood and respected. They get the help they need; when they need it; for as long as they need it. We ensure our vision and priorities are understood across all services and agencies by working strategically across the Partnership at all levels.

We have set out our aspirations for our partnership in the diagram below;

Services for our children and young people in Perth & Kinross

ENABLING ALL CHILDREN AND YOUNG PEOPLE TO BE THE BEST THEY CAN BE



ENABLING OUR STAFF TO MAKE A POSITIVE DIFFERENCE

Our partnership strives for excellence and together we provide the strong leadership, direction and scrutiny necessary to drive forward our services for children, young people and families. Our performance in delivering local outcomes is strong, and significant progress continues to be made. We have many examples of where we have improved the services we provide to the public as individual organisations and through joint working. This is reflected in our performance for example; in the early years, child protection, education attainment, and youth offending.

This is supported by our commitment to meaningful community engagement; building community capacity and confidence; promoting evidence-based practices; developing our workforce; and building and sustaining positive relationships with children, young people, and families.

This plan prioritises preventative approaches to prevent negative outcomes from arising. We will do this through strong collaborative working, and by responding to the needs of individuals and communities. This is demonstrated by the strong emphasis towards children in their early years and the shift in focus and resources toward strengthening families and increasing individual and community resilience. We will, over time, become increasingly efficient by reducing duplication, and sharing services wherever possible.

We will develop six locality-based integrated teams in the Autumn of 2014. These locality teams will provide an infrastructure for meaningful engagement with communities and assist the design of services to meet local need and reduce duplication, in line with each locality plan. The plans will be live and responsive documents, reviewed and updated quarterly as our understanding of each locality's priorities improves.

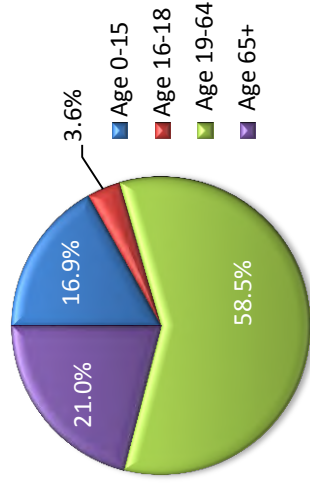
Local context



Perth and Kinross Council covers an area of around 5286km² and is the fifth largest local authority by geographical area in Scotland. The area is largely rural with the major urban centre being Perth City. The estimated population of the area in 2012 was 147,740 with around 24,924 (16.9%) of those being Children aged 0-15. A further 5,326 (3.6%) of the population is young people aged 16-18. The population of Perth and Kinross grew by 10.8% between 2001 and 2011 which was 2.8 times the national average and it is projected to increase to over 183,000 by 2037 a 24% increase. This unique geography and continued population growth provides a wealth of opportunities for people living and working in the area to invest and prosper.

Population information for Perth & Kinross

The latest population projections indicate that there will be considerable growth in Perth and Kinross over the next 25 years. In particular, there is a 28.7% growth projected for those aged 65+ and a 26% growth for children aged 0-15. The growth predicted for children is considerably above the growth projected for Scotland (5.5%). If this projection is correct then it will have a considerable impact on delivery of services for children.



The increased growth has also led to changes in the diversity of the population. In 2001 0.9% of the population was from an ethnic minority background with that figure rising to 2% in 2011. The largest single group of in-migrants has been from the A8 accession countries in particular Poland. There was a rise in new Polish residents from 115 in 2001 to 2,244 in 2011.

Perth and Kinross is an affluent area with only 5.7% of the population living within the 20% most deprived areas in Scotland. However, the few areas of deprivation highlight that there are still inequalities within the community and services are targeted to support affected people. Overall unemployment within Perth and Kinross is low with only 1.7% of the population claiming Jobseekers Allowance (May 2014) compared to a Scottish average of 2.9%. Despite the low level of unemployment, average wages in the area are lower than the Scottish average and poverty is a concern for the area.

Educational attainment within Perth and Kinross is high. In 2013, 88.5% of the working age population had a qualification above SCQF level 4 and the attainment results within schools were at the highest level achieved in the previous 10 years. The school population has a small number of children and young people with additional support needs (1.7% of school population) and a wide range of support is in place to ensure we can deliver the best possible outcomes for them.

The rural nature and fast growing population within Perth and Kinross provide unique challenges and opportunities for the area. A wide range of programmes and interventions are in place to continually improve and a particular focus is ensuring children and young people are protected and supported to reach their full potential.

Our journey so far

Within Perth and Kinross there is a very strong history of productive; effective; creative; innovative and highly evaluated partnership working across both statutory and voluntary services to support children, young people and their families.

Perth and Kinross has a long, well established and positively evaluated approach to Community Planning and has led some of the developments across Scotland. We work collaboratively across the partnership to drive reform across all services based on outcomes, improved performance and continue to address inequalities.

Our Community Plan for 2013 – 2023 shows our journey of improvement over the last 10 years and our aspirations for the next 10 years. It sets out a vision of a confident and ambitious Perth and Kinross to which everyone can contribute and in which all can share. Through our shared strategic objectives we aim to maximise the opportunities available to our citizens to achieve their potential at every stage. Our shared strategic objectives are based on consensus of the specific local needs and how we will work together to deliver real improvement.

The focus of our integrated working is to provide better outcomes for adults, children and their families. Increasingly, our joint working is informed by a strengthened evidence-based approach. In services for children and families this is gathered through innovative and sector leading engagement processes such as Evidence2Success and through this we are basing our priorities and integrated service delivery on robust evidence of what is needed and what works to prevent negative outcomes and improve lives.

A number of strategic objectives drive our approach to providing better outcomes for people in Perth and Kinross. Our overall priority actions are planned so that they:

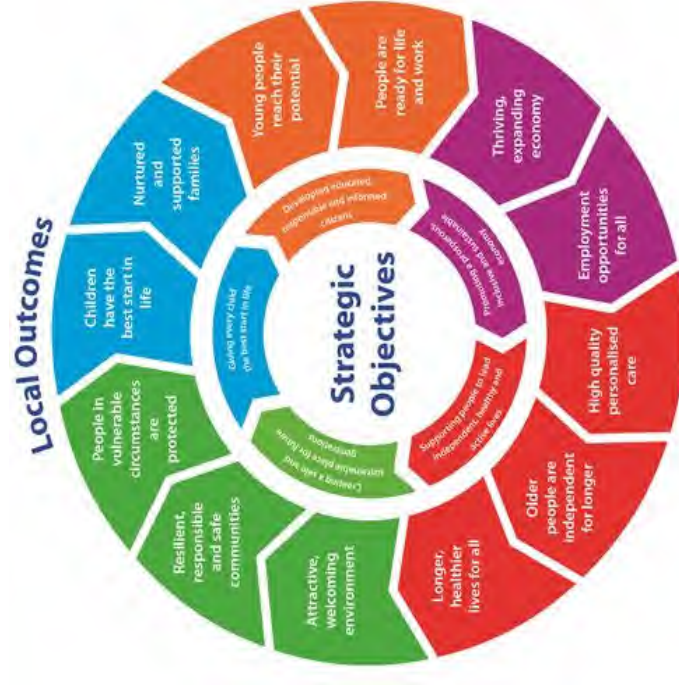
- Are integrated from the point of view of children, young people, families and communities;
- Take account of the particular needs of individuals and families in the different localities across Perth and Kinross;
- Are planned and led locally in a way which engages with the community and local professionals;
- Best anticipate needs and prevent them arising; and
- Make the best use of the available facilities, people and resources.

Through the Community Planning Partnership (CPP) responsibility has been delegated for the Integrated Children’s Services Plan to one of the delivery groups; the Children and Young People’s Strategic Group. We have clear accountability and governance for integrated children’s services through this group. The collective efforts of the Children and Young People’s Group and all of the staff involved in partner organisations has delivered consistently improved outcomes for children, young people and families. Year on year our Single Outcome Agreement Annual Reports and Standards and Quality Reports have documented the successes through strong leadership, highly effective partnership working and our approach towards integration.

The Integrated Children’s Services Plan is one of four CPP delivery plans that show the work that will be undertaken to achieve the Local Outcomes. Within the ICSP we show how our strategic priorities for children, young people and their families will help to achieve eight of these Local Outcomes.

The relevant Local Outcomes are:

- Children have the best start in life;
- Nurtured and supported families;
- Young people reach their potential;
- People are ready for life and work;
- Employment opportunities for all;
- Longer healthier lives for all;
- Resilient, responsible and safe communities; and
- People in vulnerable circumstances are protected

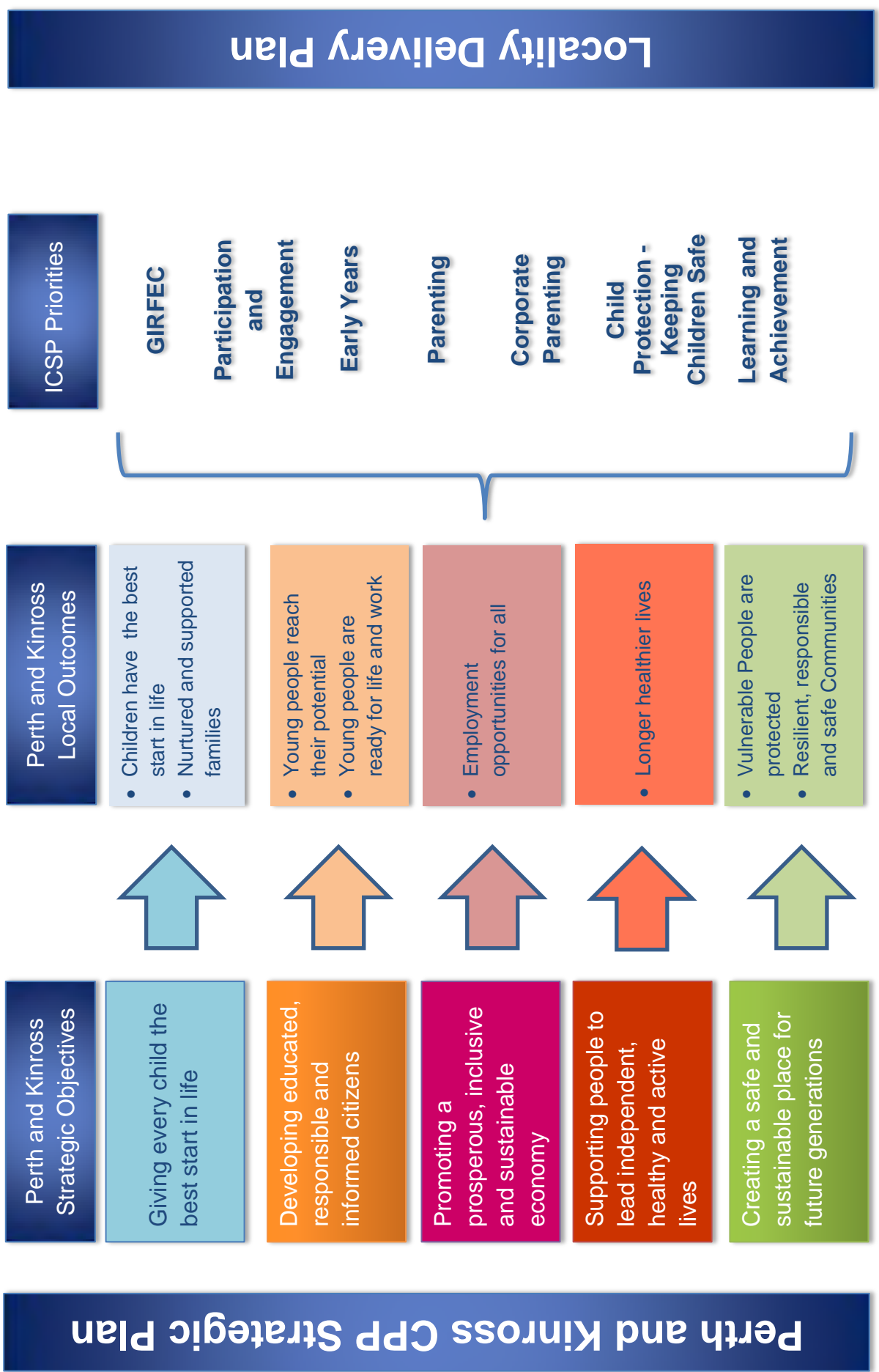


Our Community Planning Partnership Framework remains strong and robust, strengthened by good partnership working. This is built on strong working relationships between Elected Members and Chief Officers supported by themed groups and bespoke Partnerships. This includes the Children and Young People's Strategic Group (CYPSSG), Alcohol and Drug Partnership (ADP), Adult Protection Committee (APC), Child Protection Committee (CPC), Violence Against Women Partnership (VAWP), GIRFEC Strategic Group, Child Health Strategy Group, and the Early Years Project Team.

Our Community Planning approach is very firmly focussed on vulnerability and need, as well as risk. It is particularly focussed on frontline services to all vulnerable people and in making a difference to the health and wellbeing of vulnerable people. Narrowing the inequality gap and supporting community capacity is a key challenge. Deprivation and disadvantage is concentrated in areas of North Perth such as Letham/Hillyland, Fairfield and Muirton and in Rattray in Eastern Perthshire and we will continue to address this.

Despite the economic challenges currently facing the public sector as a whole and changes such as the Department of Work and Pensions' welfare benefit reforms our strong leadership and direction, together with our strong partnership approach, our commitment to best value, transformational change and exploring new ways of working has allowed us to develop and enhance our frontline services for vulnerable people. This remains our shared and collective commitment as a partnership.

Our Golden Thread



All of the actions set out in the ICSP relate closely to one or more of the **Local Outcomes** set out in the Community Plan. The ICSP priorities are the key approaches we are deploying to integrate our work to lead to better outcomes and for improving the lives of children, young people and families.

Getting It Right For Every Child –GIRFEC threads through and underpins all of our work to improve the wellbeing of children, young people and families. In Perth and Kinross, we are continuing to embed the principles of GIRFEC and ensure a consistent approach for our people to work with all children and young people. It is the bedrock for our services for children and young people as well as for practitioners who work with adults who are parents or carers. GIRFEC helps practitioners focus on what makes a positive difference for children and young people and what they need to do make that difference. GIRFEC continues to be an area of priority as we thread it through all our policies, practice and strategies affecting children, young people and their families. GIRFEC will help to secure the best start in life for our children and nurtured and supported families. **Through Getting It Right for Every Child we will make a positive difference to the lives of more children, young people and their families in Perth and Kinross.**

Participation and Engagement – Children, young people and their families are at the heart of the services we provide. We involve them in care planning, the development of services and the review of the services that we provide. Their experiences, opinions and comments help us to gather clear evidence of what our localities need and to use this to plan for the future. We will embed community participation in the design and delivery of services. We have utilised the information gathered through Evidence2Success to guide our development of strategic priority actions for this plan. We believe we can continue to improve this area of work across all services and organisations in the partnership to ensure that we have an integrated and valued system of engagement. **Through meaningful participation and engagement we will help to create resilient, responsible and safe communities and build capacity at family and community level to improve outcomes for all children, young people and their families.**

Early Years – Building on the intensive research and local information gathered from the aligned work of the Early Years Collaborative, Evidence2Success and Early Years Strategy, a significant investment has been made to support the development of early years/early intervention opportunities. This work is sector leading and will ensure the children and families of Perth and Kinross have access to evidence based programmes based on local need. We also place particular emphasis on parenting as the key influence on healthy physical and emotional development of children. **By giving children the best start in life in their early years we will enhance their life chances and increase their opportunities to enjoy positive futures.**

Parenting – The Parenting Strategy (2014) is at the heart of our approach to early intervention and prevention; because effective parenting is the key influence on healthy physical and emotional development in children. The Parenting Strategy recognises the importance of appropriate support for all families and that different families have different needs at different times. Although clearly linked to our Early Years’ work, the Parenting Strategy supports early intervention opportunities throughout a child’s life into adolescence. We understand the positive difference parents make to their child’s development and want to ensure that we engage with parents through a range of initiatives designed to encourage warm responsible parenting, healthy attachment and resilience. We aim to support a framework of universal services which will respond to local need while addressing priority groups identified as requiring more targeted support. **Through the Parenting Strategy we will ensure that parents are confident in their parenting skills; families are part of a wider caring community with opportunities to engage in learning; and children and young people have improved life chances within a nurturing and safe family environment.**

Corporate Parenting – The number of children and young people who are looked after in Perth and Kinross has increased significantly over the last five years. Our children and young people who are looked after experience outcomes gaps and do not always do as well as their peers. Through the implementation of the Children and Young People (Scotland) Act 2014, there will be notable developments in policy and practice in relation to continuing care and increased corporate responsibilities for our children and young people who are looked after. New regulations and guidance will direct local service development over the next two years. However, we recognise that being good corporate parents is more than fulfilling our statutory duties, it is about accepting responsibility for our children and young people who are looked after or who have left our care, making them a priority and seeking the same outcomes any good parent would want for their own children. **Through our approach to Corporate Parenting, we will ensure that young people who have experienced the care system are successful learners, confident individuals, responsible citizens and effective contributors and that their life outcomes mirror those of their peers.**

Child Protection - Keeping Children Safe – Building on a well-established partnership approach to keeping children safe through joint working and integrated team work, we continue to see the numbers of children and young people in need of protection and who are at risk of abuse and neglect rising and the demands on services across Perth and Kinross increasing. This is an area of work that continues to be a priority for all services and organisations who work with children and young people. We believe it’s everyone’s job to keep the children and young people of Perth and Kinross safe. **We will continue to make the protection of children and young people a priority and strive to sustain our excellent performance in keeping children and young people safe.**

Learning and Achievement – We want all our children and young people to be prepared for life, work and learning and to have aspirations for their future. We believe that every child has a right to be the best they can be and to be able to live without poverty. We will continue to work towards reducing the gap between the lowest and highest achievers in our education system as our overall academic attainment rate within Perth and Kinross continues to improve. We promote and support our young people to achieve a wide variety of positive destinations through modern apprenticeships, Career Academy, and vocational training. **Through high quality learning and educational experiences we will assist children and young people to reach their potential and be ready for life and work.**

How we work together to deliver services in Perth and Kinross

Children, young people and their families benefit from a wide range of high quality universal services which are flexible and accessible. These services provide a solid foundation to ensure that all children and young people are supported to be the best they can be. We continue to build upon this foundation by undertaking further service developments, identifying improvements and maximising access to these services for all children, young people and their families in line with Getting It Right For Every Child. This supports our approach to identify, at the earliest possible opportunity, any issue that may impact upon a child or young person's wellbeing, and to provide early intervention options to engage with children, young people and their parents and carers if required.

With strong integrated leadership across the CYPSSG we encourage and support all staff through integrated team working, to share information to support good decision making and if required timely intervention. This is evidenced on a daily basis through integrated practice, which supports effective and productive partnerships.

Across the partnership we have developed joint Child Protection Guidelines and a nationally recognised Joint Information Sharing Policy to give clear guidance to all staff working with children, young people and their families. We have developed a joint approach to commissioning and procuring services such as the jointly commissioned Evidence2Success programme, a sector leading and internationally recognised piece of work in collaboration with Dartington Social Research Unit, to assess wellbeing and development of children and young people across Perth and Kinross. The analysis of the responses gathered directly from children, young people and their families, have guided our strategic priority setting for the next five years.

CHILDREN AND YOUNG PEOPLE'S STRATEGIC GROUP (CYPSSG)

The Children and Young People's Strategic Group is Chaired by the Chief Executive of Perth and Kinross Council, with Elected Members and Senior Management from across all partnership agencies and organisations who work to promote the principles and values of Getting It Right For Every Child (GIRFEC) within Perth and Kinross. Providing strong and clear strategic leadership, the group provides direction, support and governance of ongoing work towards the outcomes within the Community Plan.

As a result of a recent self-evaluation in 2013, the group were able to evidence strong leadership, clear strategic direction, ownership of key policies and commitment to improving outcomes for children and young people in Perth and Kinross.

1 - GIRFEC 'Getting it Right for Every Child'

In Perth and Kinross we are confident that we provide high quality services for children, young people and their families across the partnership of statutory and voluntary organisations and in collaboration with our communities. We work within localities, in line with national Government policies and initiatives that aim to address inequalities; improve health and wellbeing, and maximise achievements. We have increased our emphasis on maximising early intervention and prevention of negative outcomes across all ages and stages of a child/young person's life.

We have identified the needs of our children, young people and their families through intensive engagement and analysis of responses which has supported our plans for future service provision. We invest in evidence based programmes such as; Family Nurse Partnership; Strengthening Families and Incredible Years, to enable our children, young people and their families to be Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible and Included.

As we continue to embed GIRFEC across all services we will contribute towards all the Local Outcomes within the Perth and Kinross Community Plan that relate to children, young people and their families. These are:



GIRFEC is a consistent way for our people to work with all children and young people that puts the child or young person at the centre and ensures that their wellbeing is at the heart of any decisions made. In Perth and Kinross it is the foundation on which all services who are involved with children, young people and their families are built. We are continuing to work on systems change, practice change and cultural change through our GIRFEC implementation plan.

We are confident that GIRFEC is understood, and embedded by all services who work with children, young people and their families. We are confident that all agencies and organisations working with parents and carers are aware; have a good understanding of GIRFEC and have started to embed GIRFEC within their work approach. We recognise that there is further work to be done to ensure consistency of understanding and practice across all services.

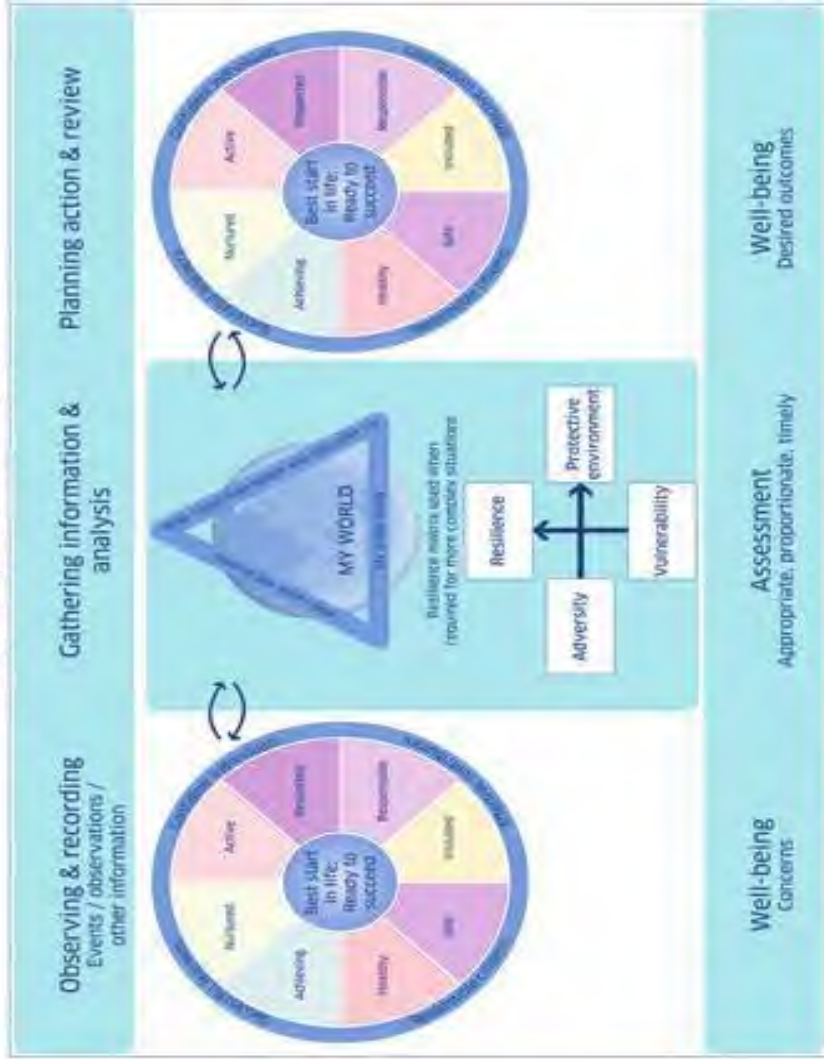
We are undertaking further work with the National Third Sector GIRFEC pilot to build upon the knowledge of GIRFEC across voluntary organisations locally and to ensure consistent understanding and use.

This consistent service wide approach helps to ensure focus on what makes a positive difference for children and young people – and how all services can act to deliver these improvements.

In Perth and Kinross, we believe that whatever their needs, children, young people and their families should always know where they can find help, what support might be available and whether that help is right for them. Our existing and developing policies practice and strategies that relate to children, young people and their families are all built around Getting It Right for Every Child (GIRFEC).

In Perth and Kinross we are confident that our Getting It Right For Every Child (GIRFEC) approach ensures that anyone providing support to a child or young person – and their family – puts the child or young person at the centre. We have aligned our working practices with the national practice model, and integrated this into all areas of work within services for children, young people and their families, for example through Curriculum for Excellence as shown below.

National practice model



We work collaboratively to support families, and where appropriate, take early action at the first signs of any difficulty. We work across organisational boundaries, and put children, and their families at the heart of decision making – giving all our children and young people the best possible start in life.

KEY DEVELOPMENTS

Through our collaborative approach to Getting It Right for Every Child we have over the last 3 years;

- Supported and embedded a significant culture change towards child-centred planning and care;
- Embedded a comprehensive understanding of GIRFEC across children and family services supported by Multi Agency training;
- Embedded an appropriate and proportionate approach by services to support children and young people to develop as fully as possible across each of the well-being Indicators;
- Published a quarterly multi-agency GIRFEC newsletter;
- Developed local processes and guidance to support practitioners; and
- Agreed a prioritised joint GIRFEC action plan.

Summary of GIRFEC Priority Actions to meet the following Local Outcomes :-

- Children have the best start in life
- Young people reach their potential
- Employment opportunities for all
- Resilient, responsible and safe communities
- Nurtured and supported families
- People are ready for life and work
- Longer healthier lives for all
- People in vulnerable circumstances are protected

PRIORITY	ACTION	TIMESCALE	RELEVANT PLAN AND GROUP RESPONSIBLE
Getting It Right For Every Child is at the centre of our workforce culture	Identifying a Named Person for every child and young person in the universal services Embed the Named Person responsibilities in Practice across all agencies and services Participation in the National Third Sector GIRFEC project	2014/15	GIRFEC Strategic Group GIRFEC Action Plan
Embed Lead Professional	Identify local protocols and governance for Lead Professional Redesign of Integrated Team Meetings in school to strengthen locality approach to early intervention and identification of Lead Professional	2014/15	GIRFEC Strategic Group GIRFEC Action Plan
Through embedding the use of the Child's Plan we are able to evidence improved outcomes	Redesign business processes to secure a single planning process for all children and young people supporting a single plan Evaluate use of National Practice Model across services and identify further training requirements	2015	GIRFEC Strategic Group GIRFEC Action Plan

2 - Participation and Engagement

As we continue to embed our participation and engagement approaches across all services we will contribute towards all the Local Outcomes within the Perth and Kinross Community Plan that relate to children, young people and their families. These are:

Children have the best start in life

Nurtured and supported families

Young people reach their potential

People are ready for life and work

Employment opportunities for all

Longer healthier lives for all

Resilient, responsible and safe communities

People in vulnerable circumstances are protected

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Participation and engagement of children and young people is at the heart of how we provide our current services and design our future services. We have undertaken an innovative and sector leading consultation and engagement within Perth & Kinross through the Evidence2Success collaborative.

Evidence2Success (E2S) is a joint project between Perth and Kinross Community Planning Partnership (CPP) and the Darlington Social Research Unit (SRU) that aims to enhance the safe and healthy development of children and young people in Perth and Kinross.

Wellbeing surveys were carried out in schools and local communities between January-March 2013. Pupils, expectant mothers and parents of children up to eight years of age gave their views on a wide range of topics. 89.1% of all eligible school pupils responded and over 800 parents gave interviews. We are actively utilising the outputs from E2S across our services to inform service design and to identify validated programmes.

We have a strong foundation of Community Link staff engaged in training for some of the validated engagement programmes that have proven outcomes identified through E2S. Incredible Years is the first to be undertaken and will be rolled out across Perth and Kinross as training is cascaded. The initiative is a set of interlocking training programmes for parents, teachers and children that target key

developmental stages from ages 0 - 12, emotional skills and problem solving, parent interpersonal problems and teacher classroom management.

The second programme, Strengthening Families, is aimed at reducing alcohol and drug use, behavioural problems in adolescence and strengthening the parent/carer child relationship. It helps young people aged 10 - 14 to avoid problems with drugs and alcohol, resist peer pressure and communicate better with parents/caregivers. Through discussions and fun games and activities, families solve problems together, learn about rules and consequences and explore ways to show love and support, strengthening family communication.

The Community Empowerment and Renewal Bill sets a clear agenda to build on our experience of working with communities to support them to achieve their own goals and aspirations through taking independent action and by having their voices heard in the decisions that affect their area. Linked to this, personalisation is driving the shape of all public services and the Service recognises the need to engage individuals, families and communities and to work in new ways with other parts of the public sector to improve services.

We ensure good engagement with children and young people across all our schools in Perth and Kinross, which all have some form of Pupil Council to involve them in school improvement. Their views are represented to senior management and they have an opportunity to influence decision making in the school.

We have a robust and comprehensive Parental Involvement Strategy, which is actively used, both as part of formal consultations, such as a new school being built at Bertha Park as a result of the anticipated increase in school age children in the area, and in relation to catchment area changes.

KEY DEVELOPMENTS

We have been at the forefront of engaging young people in the opportunities presented by the Scottish referendum. Working with a range of partners, the Perth and Kinross Youth Council has planned and delivered two large scale 'Question Time' events for young people. These have engaged pupils from Perth and Kinross secondary schools in the debate around the referendum and supported their understanding around processes for registering to vote and making use of their right to vote. The scale and quality of the work in Perth and Kinross has been recognised nationally as a leading example of best practice.

The Children's Rights Officer and Who Cares? Scotland have undertaken work in 2014 to support the establishment of a young people's Champions' Board for Looked After Children. As a result of the partnership approach with Who Cares? Scotland, an increasing number of children and young people are being represented at CPCCs, Children's hearings, Looked after children's reviews and Network meetings. Additionally, the Children and Youth Rights officer has a remit to provide advocacy to children/young people who are not 'looked after' or involved in child protection.

We have regular consultation events with the local Young Carers' group and organise activities such as cookery lessons at Let's Cook, to engage informally with them.

Aligned with Curriculum for Excellence, Perth and Kinross Youth Services continues to promote and recognise the achievement of young people through a variety of Awards, with an emphasis on the development of young people to be successful learners, confident individuals, effective contributors and responsible citizens. Perth and Kinross is now recognised by The Duke of Edinburgh's Award as being the leading provider in Scotland and the sector leader for this provision for young people with additional support needs.

@Scott Street continues to evolve as a facility that integrates a range of professional practices which benefit young people. As yet it remains unique in Scotland in that both youth and social work practice are seamlessly integrated around the principles of GIRFEC. The facility and practice within it enable young people to access support around health, housing, dependency issues, employability, and personal development. It has been the launch pad for an increasing number of vulnerable young people who have established new foundations for their lives and moved on to participate in a range of local, national and international opportunities.

We undertook 'The Big Listen' in 2011 and in 2013, to engage with service users, and gather their experience of our cultural services including libraries, museums and galleries, arts development and instrumental music services to inform our future service provision.

We have established The North Perth Partnership to ensure engagement of young people, parents and community members to influence service delivery and decision making and ultimately to improve outcomes for children in their locality.

We have raised awareness of Self Directed Support through engagement with children, young people and their families and developed a training programme for staff to support this in conjunction with Housing and Community Care.

We have established the Community Empowerment Group (April 2014) as an advisory group of the CPP to discuss and advise on how the public sector involves and engages with communities and involve communities in public service planning, delivery, monitoring and reporting. The group comprises senior officers and elected members. As part of the group's work the key themes that will be taken forward over the next 3 years are:-

- The need to be inclusive of all thematic and geographical communities
- The need for meaningful engagement and conversations with communities
- Development of participatory decision making structures

Summary of Participation and Engagement Priority Actions to meet the following Local Outcomes:-

- Children have the best start in life
- Young people reach their potential
- Employment opportunities for all
- Resilient, responsible and safe communities
- Nurtured and supported families
- People are ready for life and work
- Longer healthier lives for all
- People in vulnerable circumstances are protected

PRIORITY	ACTION	TIMESCALE	RELEVANT PLAN AND / OR GROUP RESPONSIBLE
Co-ordinate existing work in line with the Community Empowerment and Renewal Bill requirements	<p>Develop a partnership Service User Participation Strategy that will include;</p> <ul style="list-style-type: none"> • a sustainable and multi-agency consultation and engagement approach • Children and young people's views will be heard and included in key decision making and service development through improved advocacy and feedback mechanisms 	<p>2015</p> <p>2015/16</p>	Community Empowerment Group
Ensure our participation and engagement practice is compliant with the strategic requirements that are encompassed within the new Children and Young People (Scotland) Act 201/4	<p>Review existing practice</p>	2014	Community Empowerment Group
Development of Locality planning to support engagement	<p>Communities Service to develop locality action plans.</p> <p>Communities Service to deliver locality action plans</p> <p>Communities Service to develop locality profiles</p>	July 2014	To be developed

PRIORITY	ACTION	TIMESCALE	RELEVANT PLAN AND / OR GROUP RESPONSIBLE
	<p>“Stories of Place” Communities Service to re-model into integrated locality working.</p>	<p>August 2014 Sept 2014 Oct 2014</p>	
<p>Provide health and wellbeing support to girls and young women to empower and enable them to reach their full potential</p>	<p>Launch the Accept and Respect campaign</p>	<p>2014</p>	
<p>Embed our commitment to engage with ethnic minorities across Perth and Kinross</p>	<p>In conjunction with MEAD continue to implement our local plan</p>	<p>2016</p>	<p>MEAD</p>

3 – Early Years

We are confident we provide a wide variety of high quality services for children in early years across Perth and Kinross, through statutory and voluntary organisations. Building on our partnership work locally in line with national Government policies and initiatives that aim to address inequalities in the early years across all children and young people, we have increased our emphasis on maximising early intervention and prevention of negative outcomes.

We have invested over several years in the development of early years' services to work in partnership towards the Local Outcomes within the Perth and Kinross Community Plan that relate to Early Years. These are:

Children have
the best start in
life

Nurtured and
supported
families

We want the children of Perth and Kinross to have the best start in life. This will ensure that they grow up in a nurtured and supported environment and are able to reach their full potential at all future stages of their life.

We provide all parents and carers of children with opportunities to access services from pre-birth onwards within Perth and Kinross; through Perth and Kinross Council, NHS Tayside, Police Scotland and Voluntary partner organisations to ensure that they have the support, skills and resources required to be a parent. We recognise that all families benefit from being able to easily contact services that could provide early advice and support and our Childcare and Family Information Service provides a vital link to services. A range of key targeted programmes underpin this work such as Incredible Years, Nurture in Nursery and Primary classes and Family Nurse Partnership.

We work collaboratively across the partnership towards achieving the objective of the Early Years Collaborative (EYC)

“to accelerate the conversion of the high level principles set out in Getting it Right for Every Child and the Early Years Framework into practical action.”

We have identified the cross cutting themes of this work across early years, at a local level, and through this approach we will maximise our resources and ensure our decisions are evidence based and locality driven.

The early years are critical in shaping health and wellbeing throughout life. Improving outcomes for children, families and communities, as well as creating services that provide better access and experience. In line with all Scottish Government policy relating to early years, the roles of Midwives, Health Visitors (HV) and School Nurses (SN) are highlighted as paramount in ensuring proactive, early identification, assessment and intervention for all women, families and children aged 0-19 years.

All partners contribute to address the wider public health agenda. As evidence of the benefits of early intervention grows, Health Visitors and School Nurses in their role as leaders of the Hall 4 Child Development Screening Programme (CDSP) are vital to identifying needs and working with other partners to ensure prompt preventative care is provided. As Public Health Practitioners, Health Visitors and School Nurses also contribute to health needs analysis and work with local communities to improve health and reduce inequalities.

We recognise that over the next few years there will be a significant programme of change and development of Health Visiting and School Nursing Services. This local agenda reflects national work recently completed and reported to the Scottish Government by the national Children Young People and Families Advisory Group.

The Early Years Strategy provides a foundation that we continue to build on, to move towards prevention and early intervention. The opportunities for shared governance, shared networks and their learning have led to improved integration and ultimately improved practice and services. Integral to this work is continuing to develop a shared knowledge of the communities we work with and agreeing priorities with them.

We continue to invest in the Early Years demonstrated through alignment of Evidence2Success (E2S) and the Early Years Collaborative. We are confident that this innovative and unique approach maximises our opportunities to identify early intervention opportunities and ensures our resources are matched to the identified local need. We are implementing evidence based programmes at scale to improve key outcomes for children, such as Family Nurse Partnership and Incredible Years Pre School Parenting Programme.

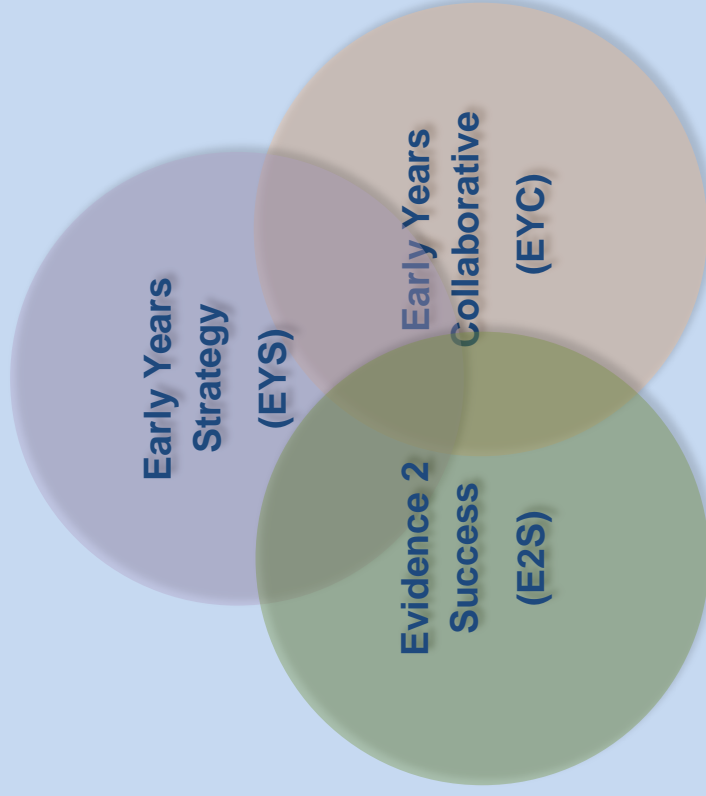
We have a strong focus on working with communities to identify and build on their strengths in order to enhance parenting capacity to support children to reach their potential. This is a key element of E2S and EYC and is articulated within the Parenting Strategy 2014.

The integration of the workforce through shared priorities and workforce development opportunities underpins the delivery of improvements in outcomes for children in their early years and their families.

We recognise the synergy and overlap of the work within these three areas, as depicted below, which strengthens greatly the drive towards early intervention. Through the combined focus of the three streams of work we have now aligned our priorities and actions within the Early Years Project Plan to maximise the collaborative work within early years.

Early Years Support Workers have now been integrated into the health service, their overall aim is to provide early intervention and support to all children and their families by encouraging children's holistic development and stimulating parents' awareness, through health advice and play activities.

Early Years Strategy (EYS) + Evidence to Success (E2S) + Early Years Collaborative (EYC)
= Better Outcomes



Over the next five years as we work towards addressing our strategic priorities, strong community engagement with communities will be key and all services will play a role in this. This will ensure a continuing understanding of changing local needs to inform future service delivery.

Hyperlinks
[Evidence to Success \(E2S\)](#)
Early Years Collaborative (EYC), Perth and Kinross Parenting Strategy

KEY DEVELOPMENTS

Through maximising this collaborative approach to improving early intervention in the lives of children in their early years and their families, over the past 3 years we have;

- Created a further 64 full time places in 8 nurseries and we are about to introduce a further 16 full time places in Coupar Angus and Oakbank;
- Increased the provision for vulnerable two year olds in City of Perth Early Childhood Centre to offer 40 part time places;
- Created a further 11 nursery provisions for 2 year olds in line with the Children and Young People (Scotland) Act 2014
- Extended flexibility and choice for parents around the increase in nursery hours from 475 to 600 hours annually
- Responded to the needs identified through E2S by introducing evidence based programmes such as Incredible Years
- Established Family Nurse Partnership which is offered to every eligible young mum
- Developed Time2Play opportunities to enhance the quality of play for children in schools and their local communities
- Provided a wide range of parenting and family learning support to improve communication between parents and children through programmes such as Infant Massage, Small Talk, SPACE, Family Learning Clubs and working with homeless parents at Rio House;
- Increased engagement and support for families with English as an additional language;
- Embedded Childsmile across all preschool/nursery facilities in Perth and Kinross;
- Introduced 27-30 month health screening for all children; and
- Developed the North Perth Partnership.

Summary of Early Years' Priority Actions to meet the following Local Outcomes:-

- Children have the best start in life
- Nurtured and supported families

PRIORITY	ACTION	TIMESCALE	RELEVANT PLAN AND / OR GROUP RESPONSIBLE
<p>Cycles of poverty, inequality and poor outcomes in and through early years are reduced</p>	<ul style="list-style-type: none"> • Healthy Gestation and Birth - Improve maternal and infant health in the ante-natal and immediate post-natal period and reduce inequalities in maternal and infant health outcomes 	2015/16	<p>Maternal and Infant Nutrition Framework (NHS Tayside) Perth and Kinross Joint Mental Health and Wellbeing Strategy (PKC) Refreshed Framework for Maternity Services (MHS Tayside)</p>
	<ul style="list-style-type: none"> • Further develop enhanced support for children aged pre birth – 3 and their families across Perth and Kinross • Extend services to support parents, such as support to access employment and further education • Support access into employment and training through further development of wider access to childcare • Ensure parents and families are receiving information and support to access appropriate benefits to increase household income and reduce poverty • Evaluate and learn from work with parents affected by substance misuse – “Change is a Must” project • School Readiness - Improving Parents’ physical and mental health 	<p>2015</p> <p>2015</p>	<p>Early Years Strategy - Action Plan</p> <p>Perth and Kinross Early Years Collaborative Early Years Strategy - Action Plan</p> <p>P + K Mental Health Strategy</p>

PRIORITY	ACTION	TIMESCALE	RELEVANT PLAN AND / OR GROUP RESPONSIBLE
<p>Increased focus on engagement and empowerment of children, families and communities</p>	<ul style="list-style-type: none"> • Develop and implement support networks for parents with young children to enable families and communities to help themselves • Develop projects with Secondary Schools which focus on sexual health and parenting and provide opportunities for Skills for Work • Good Parenting skills and attachment –develop and implement support networks for parents with young children to enable families and communities to help themselves 	2015	<p>Early Years Collaborative P+K Parenting Strategy P + K Sexual Health and Blood Bourne Virus Strategy</p>
<p>Delivery of prevention and early interventions has maximised the use of universal services</p>	<ul style="list-style-type: none"> • Early literacy, speech and language • Evaluate and learn from work with parents affected by substance misuse 'Change is a Must' project 	2015	<p>Early Years Collaborative P+K Parenting Strategy Early Years Strategy Action Plan</p>
<p>Services meet the needs of children and families</p>	<p>Develop wider opportunities for improved quality play experiences in the early years</p>	2015	<p>Early Years Collaborative P+K Parenting Strategy Early Years Strategy Action Plan</p>
<p>Improved community and service user engagement in service development and delivery</p>	<p>Integrate Early Years planning into wider locality based planning structures</p>	2015	<p>Early Years Collaborative P+K Parenting Strategy Early Years Strategy Action Plan</p>

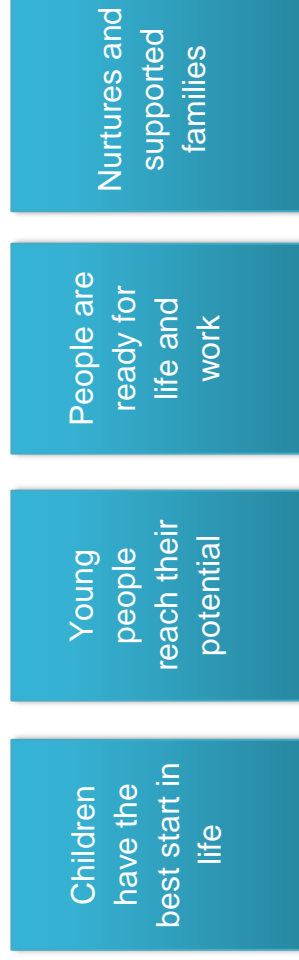
PRIORITY	ACTION	TIMESCALE	RELEVANT PLAN AND / OR GROUP RESPONSIBLE
Enhanced delivery and improvement in quality of service	Develop a common approach to evaluation against key outcomes across all partners	2015	Early Years Collaborative P+K Parenting Strategy Early Years Strategy Action Plan

4 - Parenting

We continue to ensure the wellbeing of our children, young people and families through support for parenting that meets the needs of all our parents in a way that suits their lifestyle. We will increase parental confidence and parenting skills to address these needs and to prepare for all the development stages and needs of their children or young people. We are confident we provide a wide variety of evidence based high quality parenting support across Perth and Kinross, through statutory and voluntary organisations.

Building on our previous Parenting Strategy, we have increased our emphasis on maximising early intervention and prevention of negative outcomes.

We have invested over several years in the development of parenting activities and programmes to deliver the Local Outcomes within the Perth and Kinross Community Plan that relate to Parenting. These are:



The refreshed Parenting Strategy (2014 – 2019) is based on wide consultation with parents, carers and practitioners and is informed by E2S, the local Early Years' Strategy and the Early Years' Collaborative. It aims to deliver the following key outcomes:

- Children achieve their potential in a nurturing and safe family environment
- Parents are confident in their skills to bring up their children
- Families are part of a wider, caring community with opportunities to engage in learning
- Children are resilient and have improved life chances with increased wellbeing

The Strategy builds on existing good practice and further develops positive joint working between all partners and parents. It includes an action plan with a range of outcomes to champion parenting for all ages from pre-birth to 18. Parenting is supported in all communities and plays a key preventative role in making a difference to outcomes for children.

The Strategy supports a framework of universal services which respond to local need while addressing priority groups requiring more targeted support.

The success of the Strategy is dependent on parents being seen as their children's main educators. Within communities, parents and other community members can influence and deliver services for local families and as such the Strategy needs to focus on strengthening community engagement and community capacity building. Building individual capacity with parents includes increasing engagement, providing easy access to parenting information and advice, and training opportunities to build parent's capacity to support each other.

We are focused on the delivery of evidence based parenting programmes for parents and families with children at different ages including Family Nurse Partnerships, Infant Messages, PEEP (Parent Early Education Partnership), Incredible Years and Strengthening Families.

We recognise the synergy of both actions and outcomes within our Parenting Strategy with our work in Early Years and Corporate Parenting. Our developments around parenting over the last 3 years have been heavily influenced by work within Early Years, Evidence2Success and the Early Years Collaborative.

KEY DEVELOPMENTS

Over the past 3 years, our work around parenting support in conjunction with work in Early Years, Evidence2Success and the Early Years Collaborative has successfully:

Developed and implemented an externally evaluated Family Learning Framework ensuring expansion of family learning opportunities in localities and integrated approaches highlighted as a model of good practice in Scotland;

Produced two information resources; the Perth & Kinross Parenting Handbook and Childcare and Family Information Directories for local areas provide families and professionals with easy access to clear, concise information on local activities, services and support;

Developed a range of provision in partnership with HMP Perth such as leaflets to support fathers to communicate with their children, family play experiences and the delivery of Handling Children's Behaviour Programmes within the prison;

Developed Supporting Parents and Children Early (SPACE) groups linked to Nursery Hubs and in Rio House providing parenting and family learning opportunities;

Set up Men and Kids and Men and Children Matter community groups and activities;

Supported Playstart crèches to enable partnership working with parents - a key factor in breaking down barriers to participation and successfully delivering parenting programmes and family learning;

Undertaken Men in Childcare training; a free childcare course for men over 16 has enabled 10 men between January – March 2014 to gain an SQA award, "The Process of Play";

Removed barriers to employment for low income families and parents/carers of children in need at Muirton Community Nursery has;

Worked in partnership with The Cedar programme is a therapeutic group work programme for children and mothers which has brought transformational change in beginning to heal the effects of exposure to domestic abuse;

Developed our approach to complex and intensive parenting assessments undertaken by Change is a Must;

Shared information, assessed and intervened to improve outcomes for children and families through development of Children affected by Parental Substance Misuse (CAPSM), a multi-agency group;

Provided families in North Perth with an opportunity to have a positive learning experience together, while gaining Family John Muir Awards through Family Residentials. The residentials involve many families in communicating skills, improved relationships and activities to continue at home; Enabled opportunities for new parents to improve communication and attachment with their babies through play using the Treasure Pouch resource;

Developed innovative approaches to improve learning outcomes for the children of parents with English as a Second Language at Muirton Nursery and enabled parents to access services

Summary of Parenting Priority Actions to meet the following Local Outcomes:-

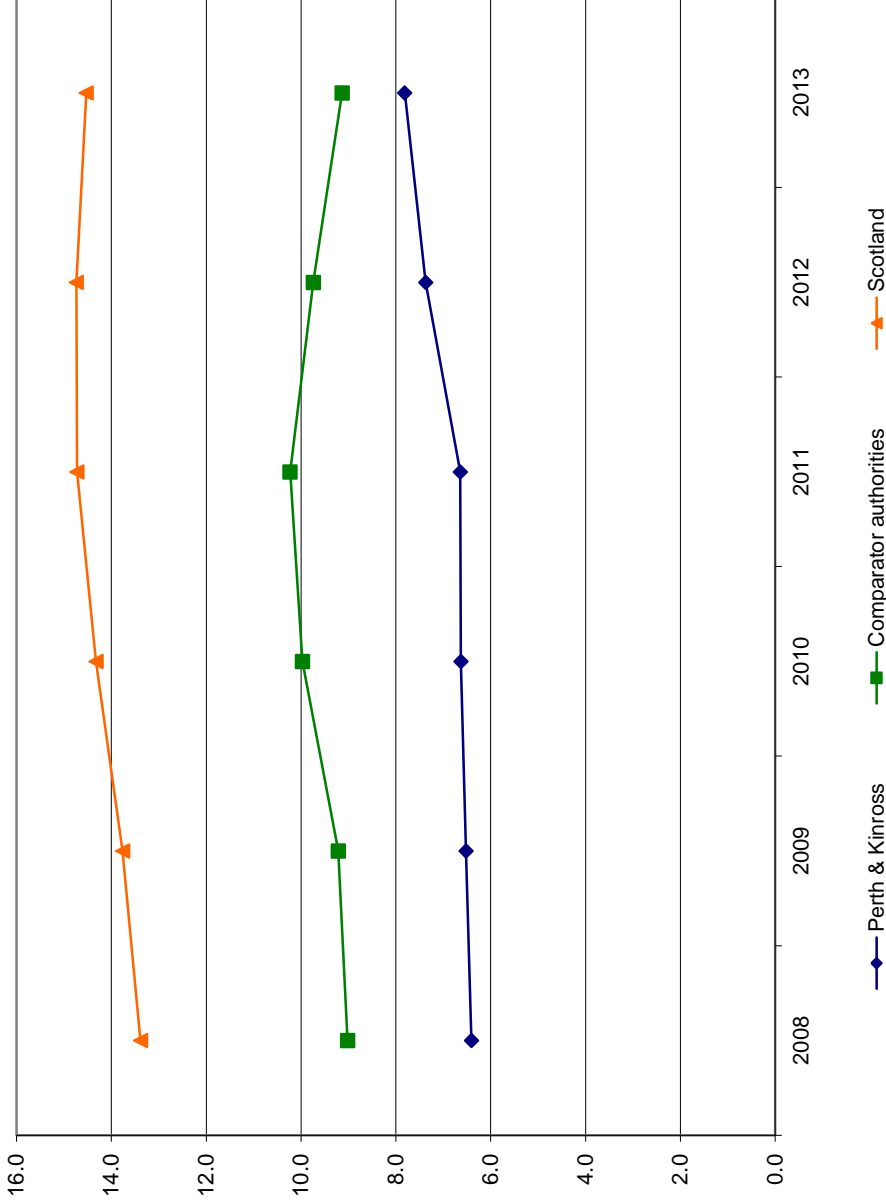
- Children have the best start in life
- Young people reach their potential
- Nurtured and supported families
- People are ready for life and work

PRIORITY	ACTION	TIMESCALE	RELEVANT PLAN AND / OR GROUP RESPONSIBLE
<p>Parents are confident in their skills to bring up their children</p>	<ul style="list-style-type: none"> • Increase delivery of evidence based parenting and family learning programmes • Ensure a continuum of opportunity to access parenting skills at all ages of child development • Implement the Scottish Government framework to address early teenage conception and support young parents (due to be published 2015) 	<p>March 2015</p> <p>July 2016</p>	<p>Perth and Kinross Parenting Strategy Early Years Strategy</p> <p>Perth and Kinross Sexual Health and Blood Borne Virus Strategy</p>
<p>Families are part of a wider caring community with opportunities to engage in learning</p>	<ul style="list-style-type: none"> • Improve engagement with parents and families • Improve access to information for parents and families • Improve involvement of parents in peer delivery 	<p>January 2016</p>	<p>Perth and Kinross Parenting Strategy Early Years Strategy</p>
<p>Children and young people achieve their potential in a nurturing and safe family</p>	<p>Improve support and joint provision to;</p> <ul style="list-style-type: none"> • Young parents and Carers • Fathers and Male Carers • Families affected by poverty 	<p>March 2015</p>	<p>Perth and Kinross Parenting Strategy Early Years Strategy</p>

PRIORITY	ACTION	TIMESCALE	RELEVANT PLAN AND / OR GROUP RESPONSIBLE
<p>environment</p> <p>Children are resilient and have improved life chances with increased well being</p>	<ul style="list-style-type: none"> • Vulnerable families affected by substance misuse, mental health, learning disabilities or domestic violence • Families supporting children with additional support needs • Families affected by offending behaviour 		

5 - Corporate Parenting

Number of Children Looked After (per 1,000 of 0-18 population)



The number of Looked after children in Perth and Kinross remained consistent for a number of years but has increased year on year since 2008 and more significantly since 2011.

This increase is particularly focussed on early years and is a result of improved prevention and intervention processes being implemented.

The graph illustrates the trend in numbers of looked after children for the past 6 years compared to Scotland and our comparator authorities. In March 2014 there were 236 looked after children in Perth and Kinross with 199 of those looked after away from home, and 37 looked after at home

Through strong strategic leadership and support of the Community Planning Partnership, we are confident that we prioritise and develop our services for children and young people who are looked after across Perth and Kinross. We are confident that we assess systematically and support the needs of children and young people who become looked after. We strive to place children and young people within the community to meet their needs.

We undertake our Corporate Parent responsibilities for children who are looked after across the partnership, through formal strategic and operational partnerships, such as the Children and Young People's Strategic Group and the Multi Agency Looked After Children group. This is supported through our strong partnership approach between services and associated agencies, who are collectively responsible for meeting the needs of looked after children and young people and care leavers.

We are good at providing objective individual support to a wide range of looked after children and young people who require it through our established Corporate Parent Advocates scheme. Corporate Parent Advocates are recruited from across partner agencies and the scheme is embedded across the partnership.

We are confident that we are able to appoint a corporate parent advocate to children and young people who would benefit from this service to support and champion their needs. We will continue to actively promote and recruit from across the wider partnership to meet the needs of the children and young people locally.

We will update and refresh our local corporate parent advocate scheme in line with the Children and Young People's Act (2014) Scotland, to reflect the increased agencies and organisations with Corporate Parent responsibilities and the changes to regulations and provisions for children and young people who are looked after.

We are confident that we undertake our statutory duty across both local authority and other agencies to promote the welfare of children and young people who are looked after.

We are confident that we take a strategic, child-centred approach to providing services for children and young people who are or have been looked after.

We believe that corporate parenting is not just a responsibility it is also a real opportunity for us to improve the futures of looked after children and young people. We recognise that we all have a critical contribution to promote and support the physical, emotional, social and cognitive development of a child who is looked after from infancy to adulthood.

As good corporate parents we want the same outcomes for our looked after children as any good parent would want for their own children. We accept responsibility for them and we make their needs a priority.

On 13th March 2014, the Children and Young People (Scotland) Act was passed by Parliament, expanding the list of public bodies who are corporate parents and identifying specific legislative duties for all Corporate Parents. These duties will be enacted from April 2015 and we will prepare an action plan to support this.

The Children and Young People (Scotland) Act 2014 introduces the concept of Corporate Parenting to the statute books for the first time. A range of public bodies will become “Corporate Parent” under the Act. This will include Local Authorities; Health Boards; Children’s Hearing Scotland, the Principal Reporter, Chief Constable Police Scotland and the various inspection bodies amongst other. The Act will now significantly extend the number of public bodies subject to a legal duty in relation to looked after/ formerly looked after children.

We are currently undertaking a review of our Corporate Parenting governance, planning and monitoring to ensure that we comply with the requirements of the new Children and Young People (Scotland) Act 2014 Act. It is anticipated that a Corporate Parent sub group of the Children and Young People’s Strategic Group will be set up which will include representation of young people.

We are committed to improving life outcomes for all children, and we have a special responsibility for those who are Looked After. We are aspirational for all of our looked after children.

KEY DEVELOPMENTS

We have embedded a positively evaluated Corporate Parent Advocate scheme for children and young people who are looked after

As a result of effective planning, with the child at the centre, and our shared focus on early and effective intervention, we have improved the pre-birth planning and parenting assessments, leading to much quicker decisions to move towards permanency planning

We have increased advocacy provision for children and young people who are looked after, in partnership with the Children's Rights Officer and Who Cares? Scotland.

Summary of Corporate Parenting Priority Actions to meet the following Local Outcomes:-

- Young people reach their potential
- Employment opportunities for all
- People are ready for life and work
- People in vulnerable circumstances are protected

PRIORITY	ACTION	TIMESCALE	RELEVANT PLAN AND / OR GROUP RESPONSIBLE
Increase Advocacy opportunities for children and young people who are looked after	Develop sustainable Champions' Board	2015	Multi Agency Looked After Children Group
Support delivery and training across Perth and Kinross for all agencies with Corporate Parent responsibilities	Develop training resources to meet all levels of local requirements	2015/2016	Multi Agency Looked After Children Group Development of a workstream for corporate parenting is underway as part of the overall Project Management of the implementation of Children and Young People (Scotland) Act 2014
Develop local Kinship Care Assistance procedures	Implement the regulations supporting Kinship Care Assistance in the Children and Young People (Scotland) Act 2014	2015/16	Development of a workstream for corporate parenting is underway as part of the overall Project Management of the implementation of Children and Young People (Scotland) Act 2014
Provision of continuing care: looked after children	Implement the regulations supporting Continuing Care in the Children and Young People (Scotland) Act 2014	2015/16	Development of a workstream for corporate parenting is underway as part of the overall Project Management of the implementation of Children and Young People (Scotland) Act 2014

PRIORITY	ACTION	TIMESCALE	RELEVANT PLAN AND / OR GROUP RESPONSIBLE
Provision of Aftercare to young people	Implement the regulations supporting Aftercare in the Children and Young People (Scotland) Act 2014	2015/16	Development of a workstream for corporate parenting is underway as part of the overall Project Management of the implementation of Children and Young People (Scotland) Act 2014

6 - Child Protection – Keeping children safe

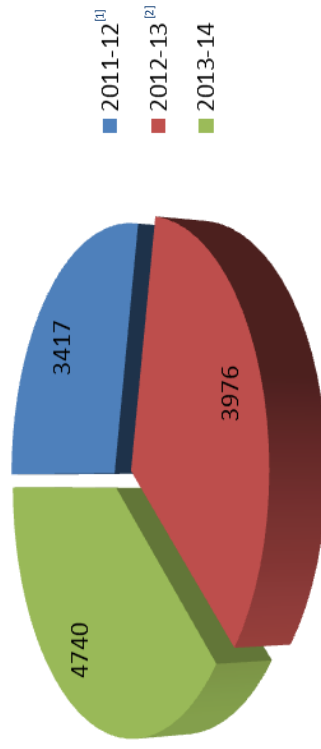
We are confident that in terms of our overall performance, children and young people in need of care and protection are getting the help they need; when they need it; for as long as they need it and that we are improving their life-chances.

We recognise the need to develop a more robust and systematic approach to aggregating qualitative information. We plan to develop and use a set of outcome indicators, which would further help us to demonstrate the overall improvements in child safety and wellbeing and evidence the impact of our work.

The statistical data in this report shows that the numbers of children and young people in whose safety and wellbeing may be at risk in Perth and Kinross are growing. This means we cannot afford to be complacent and it presents us with a constant challenge to respond not only to those children and young people whose circumstances place them at immediate risk, but to ensure that we provide advice, support and assistance at sufficiently early a stage to prevent their difficulties from getting worse. We continue to see an increasing number of children and young people who require child protection services.

Over the last academic year (2013/2014) there has been an additional 828 child concern reports received. This equates to a 21% increase compared to the previous academic year (2012/2013). The details since 2011 are shown below.

Total number of Child Concern Reports received



- Over the last academic year (2013/2014) there has been an additional 828 child concern reports received. This equates to a 21% increase compared to the previous academic year (2012/2013);
- 2404 (51% of all child concern reports received) child concern reports and 62 unborn baby referrals were considered and screened by the Multi-Agency Screening Group (MASG) between 01 August 2013 and 31 July 2014;
- The 4740 child concern reports relate to 3821¹ children;
- The police continue to submit the largest number of child concern reports. In 2013/2014, the police submitted 2693 child concern reports, this represents 57% of the total child concern reports received. The number of child concern reports submitted by the police has increased by 24% compared to the previous academic year (2012/2013);
- The number of child concern reports received from other local authorities has increased by 91% from 65 child concern reports in 2012/2013 to 124 in 2013/2014;
- Child concern reports relating to children and young people aged 16 and over experienced the biggest percentage increase compared to the same time period in the previous academic year;
- In 2013/2014 there were 138 Child Protection Investigations completed, compared to 102 in 2012/2013, representing a 35% annual increase²;
- 129 children/young people were considered at Initial Child Protection Case Conferences in 2013/2014, compared to 92 in 2012/2013, representing a 40% annual increase;
- 88 children/young people were registered and/or placed on the Child Protection Register (CPR) in 2013/2014, compared to 68 in 2012/2013. Although all age groups and both genders have experienced an increase, the increase is greater in unborn babies and females aged 0-4 years;
- 37 (42%) of the children/young people registered and/or placed on the Child Protection Register) CPR throughout 2013/2014 were aged 4 or under;

¹ Estimated figure, may include duplicates due to multiple SWIFT records for an individual.

² Variations in the results may appear extreme, due to fluctuations in generally smaller numbers.

- For those children placed on the Child Protection Register, the most common area of concern was emotional abuse, this is consistent with 2012/2013;
- For those children placed on the Child Protection Register, the most common household characteristic was domestic violence. This was also the second highest area of concern cited;
- 11 Child Protection Orders (CPOS) were granted by the Sheriff in 2013/2014, compared to 17 in 2012/2013. These applications are made in partnership with Legal Services.

We provide a range of services across Perth and Kinross through all services, agencies and partners to support some of our most vulnerable children, young people and their families. To ensure that the services we provide continue to meet the needs of vulnerable families, we undertake robust self-evaluation at service level, agency level and in partnership.

We are confident that we are listening to, understanding and respecting children, young people and their families; that we are helping them to keep safe from harm; that we have in place a range of responses, interventions, and supports, including advocacy; that we are protecting their wellbeing; and meeting their immediate and longer term needs.

We are confident that children, young people and their families are getting the help they need; when they need it; for as long as they need it.

Our child protection services are robust and effective; and help to improve the life chances of children and young people. Good practice is being enabled by evidence-based policy and process improvements; all supported by staff training and development opportunities across Perth and Kinross.

We are confident that our services are very effective and efficient; working within a learning environment that supports continuous improvement through self-evaluation. We are confident that our individual and collective strategic approach to leadership, direction, scrutiny and integrated partnership working is robust and providing better outcomes for children, young people and families across Perth and Kinross.

KEY DEVELOPMENTS

Through our self-evaluation processes, we can clearly evidence key strengths, which include:

Very good engagement with children and young people, who are reporting that they feel listened to, understood, supported and respected;

Very good information sharing; assessment and planning (including contingency planning); meeting short, medium and longer term needs of children and young people;

Ongoing initiatives in schools promoting child wellbeing in keeping with Getting it Right for Every Child (GIRFEC) Wellbeing Indicators – SHANARRI, resulting in high levels of self-awareness by children and young people themselves;

Change in focus from child protection to child concern and/or wellbeing (in keeping with a lower threshold for referral and Getting it Right for Every Child);

We support the workforce through robust inter-agency child protection staff training and development opportunities to promote a good understanding of child wellbeing across all services and agencies;

We are confident that we are developing a competent and confident workforce; which is highly motivated and committed; is supported by research, robust evidence-based policy and practice developments and staff training and development opportunities; which we are striving to disseminate and embed across children's services, adult services and other sectors across Perth and Kinross;

We are confident that the Child Protection Committee (CPC) is providing public information that is accurate, relevant, highly evaluated and which is meeting the needs of our communities. We are confident that our approach is evidence-based and that we are continually improving through self-evaluation;

We are confident that our child protection services are improving; there is capacity for further improvement; and we are continuing to deliver better outcomes for children and families across Perth and Kinross.

Summary of Child Protection Priority Actions to meet the following Local Outcomes:-

- Children have the best start in life
- Young people reach their potential
- Employment opportunities for all
- Resilient, responsible and safe communities
- Nurtured and supported families
- People are ready for life and work
- Longer healthier lives for all
- People in vulnerable circumstances are protected

PRIORITY	ACTION	TIMESCALE	RELEVANT PLAN AND / OR GROUP RESPONSIBLE
Ensure a robust and systematic performance management system is in place	Develop an information and statistical reporting framework on key child protection practices; processes; patterns and trends	December 2014	Child Protection Committee (CPC) CPC Improvement Plan
Improve joint working	Develop and implement effective joint working between staff in children's services and adult services	August 2015	Child Protection Committee CPC Improvement Plan
Increase Staff confidence and competence	Raise and increase practitioner, service and agency awareness and understanding of identified priorities	December 2014	Child Protection Committee CPC Improvement Plan
Early and effective screening of all police concern reports and unborn baby referrals is robust	Review the Multi-Agency Screening Group (MASG) arrangements for Police Concern Reports and Unborn Baby Referrals	December 2014	Child Protection Committee CPC Improvement Plan
Joint self-evaluation of services to protect children and young people is systematic	Develop a common approach to self-evaluation	March 2015	Child Protection Committee Improvement Plan

PRIORITY	ACTION	TIMESCALE	RELEVANT PLAN AND / OR GROUP RESPONSIBLE
Staff are confident that the right decisions, are being made at the right time	Review the use of and efficacy of Voluntary Measures (advice and guidance) between Social Work and the Scottish Children's Reporter Administration	December 2014	Child Protection Committee Improvement Plan
Staff are aware of and understand the impact of DWP Benefit Welfare Reforms	Review and report on the impact of DWP Benefit Reforms and/or Welfare Reforms on Children and Families	November 2014	Child Protection Committee Improvement Plan
Address practice concerns raised by staff	Review, publish and implement a revised CPC Significant Case Review (SCR) Protocol	November 2014	Child Protection Committee Improvement Plan
Staff across services have access to child protection guidelines	Review, revise and publish the CPC Inter-Agency Child Protection Guidelines	March 2015	Child Protection Committee Improvement Plan
The views and feedback from children and young people are gathered	Develop and implement a robust and consistent approach to involving children, young people and their families meaningfully in key child protection processes and self-evaluation	August 2015	Child Protection Committee Improvement Plan
Basic awareness, understanding and knowledge of how to keep children and young people safe from harm and abuse is high	Establish a CPC Public Information, Communication, Participation and Engagement Sub Group Develop and implement a Communications Plan	December 2014	Child Protection Committee Improvement Plan Child Protection Committee CPC Improvement Plan

PRIORITY	ACTION	TIMESCALE	RELEVANT PLAN AND / OR GROUP RESPONSIBLE
<p>Children, young people and families at risk and in need of care and protection are involved meaningfully in the work of the Child Protection Committee</p>	<p>Develop and implement a strategy for involving children, young people and families</p>		<p>Child Protection Committee CPC Improvement Plan</p>

7 - Learning and Achievement

Across Perth and Kinross there are 6 secondary, 4 all through schools, 73 primary, one special school (nursery, primary and secondary) and one early learning and child care centre. We also provide services through One Neighbourhood Centre at Fairfield, a Community Learning Centre in Letham and the Learning Curve Literacies Centre in AK Bell. Our six community campuses offer gyms, fitness classes and sports facilities, meeting and conference venues, libraries and catering services.

We provide a wide range of services across Perth and Kinross to support the development of core skills for life, to meet the learning and education needs of our children and young people. We believe in learning and achievement in the broadest sense – with clear focus on high quality and accessible education through our schools and the Creating a Curriculum for Excellence Strategy, the choice of training opportunities such as Skills for Work courses, vocational skills courses, and a variety of opportunities offered through Community Learning.

In 2012/13 a total of 88% of S4 pupils attained five or more awards at Intermediate 1/Standard Grade General (Level 4) or better; a 5% increase since 2010/11. Last year was the first time that performance was above the comparator average at this level.

Performance for 2012/13 is well above both the comparator and national average. Similarly the results for Intermediate 2/Standard Grade Credit (Level 5) show an improvement of 6% over last year's results. For the first time in over five years the percentage of S4 pupils attaining five or more awards at this level is significantly above the comparator as well as the national average. A key focus for improvement will be maintaining this level of attainment with the transition to National 4 and 5 qualifications.

Educational attainment in Perth and Kinross remains high, particularly in S4 and S6.

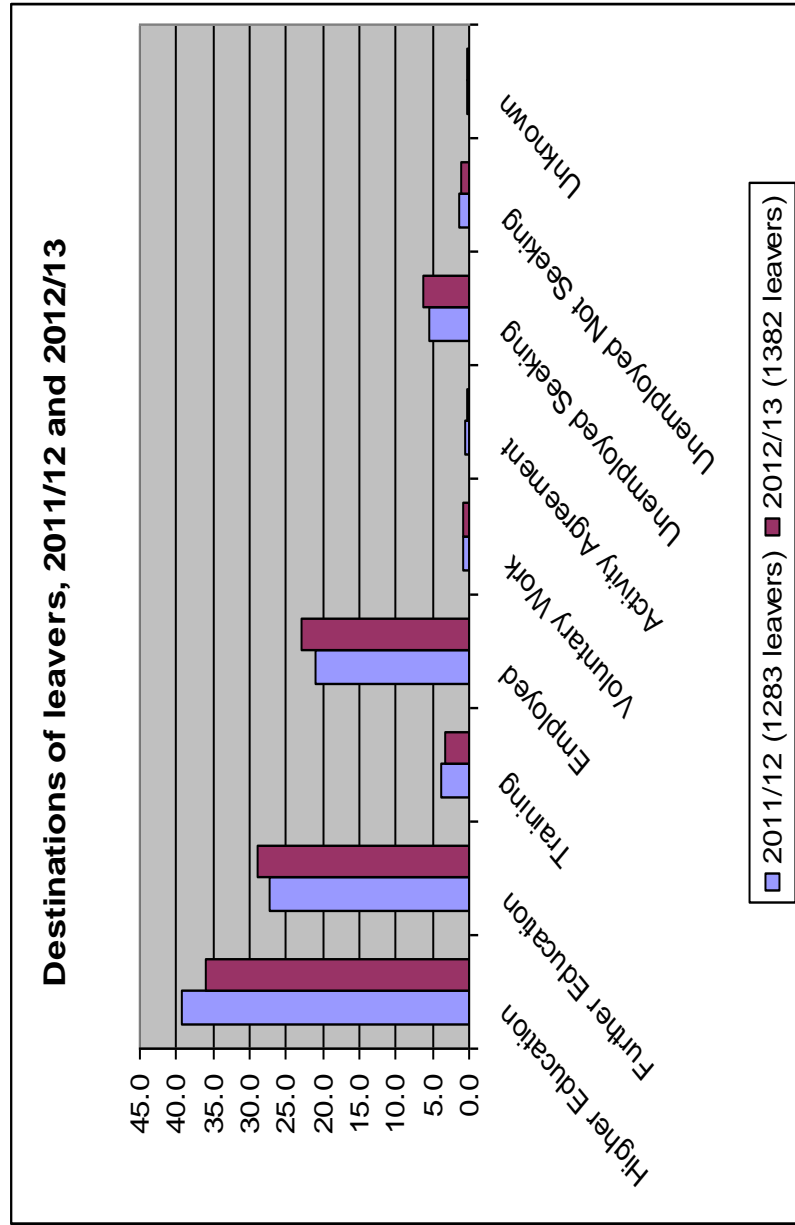
Overall attainment of looked after children can be variable within Perth and Kinross as the number of children in the cohort is very small year on year. We recognise this as one of our areas for improvement. We want all children to be successful and to reach their potential and to ultimately reduce the gap between the lowest and highest achievers in Perth and Kinross.

The table below shows the results of looked after children on two key measures of attainment.

% children leaving care who achieved English and Maths at foundation level or equivalent	
AY 11/12	64%
AY 12/13	73%

% children leaving care, who achieved at least one subject at standard Grade foundation level or equivalent	
AY 11/12:	82%
AY 12/13	82%

We continue to have a strong focus on all young people moving on to positive destinations. A snapshot of destinations as at October 2013 is noted below for Perth & Kinross schools:



- 92.3% went into positive destinations, compared to 92.8% in 2011/12. The proportion of leavers entering Higher Education decreased by 3.1 percentage points, to 35.9%. The proportion entering Further Education and Employment increased by 1.7 and 2.1 percentage points respectively
- The proportions of leavers entering Training, Activity Agreements and voluntary Work remained very low
- The destinations of 6 leavers were unknown at the time of the School Leaver Destination Return

In line with our attainment performance, we continue to improve the number of young people going on to positive destinations. In particular, there has been an increase in the number of young people going on to Higher and Further Education from 63% in 2010/11 to 65% in 12/13.

We are committed to a policy of including children and young people who have additional support needs within local schools wherever possible, and enable them to access local services. There are over 300 children and young people with additional support needs in specialist provision.

We ensure that provision is made for children and young people with additional support needs within mainstream or designated nursery places, nursery schools, supported primary or secondary school places and special schools. We are good at supporting this provision by providing mobile teaching, ancillary staff and health staff, adaptation of school buildings, staff development and availability of technology aids and equipment.

Sustained provision and partnership working continues to underpin the delivery of our services. We recognise the importance of making connections across all services and the contribution of our services to a wide range of outcomes for children and young people.

We continue to provide well planned, proportionate support and challenge to schools, through the School Improvement Framework and community learning services inspections, leading to many positive evaluations in external inspection.

We continue to provide a wide range of community activities for young people to help them to develop personally, socially and to play an active role in their community. This is supported through a wide range of positively evaluated achievement awards such as Duke of Edinburgh, Youth achievement, John Muir Award, Dynamic Youth, the Saltire Awards and Munro Awards. Participation continues to increase year on year.

KEY DEVELOPMENTS

- Within Perth and Kinross the Inclusion Service works in partnership with others, provides assessment and intervention strategies, opportunities for consultation, support for the curriculum, to promote and enrich learning, development and wellbeing for all
- We support learning communities by building on strengths to support schools, families and communities through universal, targeted and specialist models of delivery.
- We continue to make a positive impact on the wellbeing of children and young people who have additional support needs;
- We continue to make good progress with implementation of Curriculum for Excellence in line with our strategic framework Creating a Curriculum for Excellence;
- The SQA results for 2013 demonstrate that we continue to make very good progress in raising the attainment of pupils in Perth and Kinross;
- We continue to provide a good range of wider achievement opportunities for young people by supporting them to gain awards and participate in activities that build their self-confidence and personal resilience;
- A range of support is provided to children and their families to enable them to attend school;
- Through the Perth and Kinross Guarantee we continue to offer a range of approaches which help develop skills for learning, life and work;
- All nine of our six-year secondaries now engage with employers through the Career Academies development to enhance the career aspirations of targeted pupils; this involves young people being linked with a professional mentor from a workplace and being given a four week paid internship in a partner organisation
- We provide increased choice and opportunity for young people through the development of Perth City Campus, increasing the range and number of Advanced Higher and online courses available to Senior pupils;
- We ensure effective community engagement in the Community Planning process opportunities and are improving access to informal and accredited learning in all localities;
- We deliver a broad range of activities within our learning and achievement services which help children, young people and families make positive choices in relation to their health and wellbeing; and
- Our Sport and Active Recreation services have a key role in supporting people to live longer, healthier lives. Participation in sport and active recreation is very good and generally increasing.

Summary of Learning and Achievement Priority Actions to meet the following Local Outcomes:-

- Children have the best start in life
- Young people reach their potential
- Employment opportunities for all
- Resilient, responsible and safe communities
- Nurtured and supported families
- People are ready for life and work
- Longer healthier lives for all
- People in vulnerable circumstances are protected

PRIORITY	ACTION	TIMESCALE	RELEVANT PLAN AND / OR GROUP RESPONSIBLE
<p>Support young people to reach their full potential by improving attainment and achievement for all</p>	<p>Improving the quality of teaching and learning in all schools through training and support developing Teacher Learning communities</p>	<p>June 2015</p>	<p>Education Services Plan</p>
	<p>Enhancing provision for secondary pupils with social, emotional and behavioural needs through Navigate</p>	<p>June 2015</p>	<p>Navigate – Service Improvement Plan / Quality Improvement Officer, Centre Leader and Centre Staff</p>
<p>Support children and young people with additional support needs</p>	<p>Extending the range and quality of provision for children and young people with significant additional support needs</p>	<p>2024</p>	<p>All Age Autism Strategy and Action Plan / AAASG</p>
		<p>2016</p>	<p>Inclusion Services Improvement Plan / Inclusion Management Team</p>

PRIORITY	ACTION	TIMESCALE	RELEVANT PLAN AND / OR GROUP RESPONSIBLE
	Improving transition support for those children identified as having enduring and complex disabilities to maximise independence within their own communities		Autism Strategy ECS Plan 2017 ECS Management Team
Providing increased choice and opportunity for young people through the development of Perth City Campus incorporating a virtual learning environment	Increase availability of Advanced Higher Courses for Perth City pupils by sharing school resources and providing travel plans between schools further developing independent learning and life skills. Provide access to Perth College and Open University Online courses	March 2015	Lifelong Learning Committee Paper 15 August 2012

8 - Workforce Development

Across the partnership in Perth and Kinross, we have a workforce of over 7000 people.

We have a dedicated and competent workforce, who provides a wide variety of services across Perth and Kinross. We value our workforce and continue to invest and support at all levels through training, keeping up to date with developments, identifying at team, service and interagency level opportunities to increase skill levels and knowledge/awareness.

We recognise both the similarities of training needs and development where we have the opportunity to work in partnership and the unique to each service skills required.

By working together to support our workforce, we will enable them to be confident, ambitious and talented staff. To do this we have developed on-line training, a programme of multi-agency/multi-disciplinary opportunities for training and specific events to share our thinking and good practice such as Better Outcomes annual conference.

We work actively in partnership to identify and address training needs for all partner agencies' workforce. We have a strong history of partnership working to develop our workforce through Early Years' work across both the national collaborative priorities and the implementation of the programmes identified through the work of Evidence2Success.

We routinely identify joint training needs through the CPC Multi Agency Training group, the Multi-Agency LAC group and surveys within individual organisations and services.

Opportunities to devise joint training courses are maximised, with internal trainers or commissioned external trainers providing the training input.

We continue to invest in both national and regional training opportunities, and have maximised the multi-agency/multi-disciplinary attendance at the Early Years Collaborative events to ensure Perth and Kinross is fully engaged in national training around this area.

KEY DEVELOPMENTS

- We have jointly developed on line training courses, such as Child Protection modules, to maximise workforce access to training;
- We have significantly increased the number and variety of courses offered to the partnership around child and protection; and
- We have developed well received local training events to support the work around the Early Years Collaborative.

Summary of Workforce Development Priority Actions

PRIORITY	ACTION	TIMESCALE	RELEVANT PLAN AND / OR GROUP RESPONSIBLE
Staff report being confident and prepared	Complete GIRFEC On Line Training Module	2014/15	GIRFEC Strategic Group
	Develop training provision to support implementation of Children and Young People (Scotland) Act 2014	2014 – 2016	
	Embed GIRFEC and Child Protection in Adult Services through training events	2014/15	Early Years Collaborative
	Improve and increase the knowledge, skills, confidence and attitudes of all those working with nutritionally vulnerable women of childbearing age and infants	2015/16	Maternal and Infant Nutrition Framework Refreshed Framework for Maternity Care
Our staff will understand and support the additional Corporate Parent responsibilities	With the development of staff guidance and training, staff will be empowered and practice improved. This will be measured by staff surveys, and training exit surveys	2015	Multi agency LAC Group (Review of reporting structure for Corporate Parenting underway)
Development of safe and secure mobile working across all agencies to support our workforces	Develop partnership opportunities for improving digital inclusion.	2016/17	

Integrated resource and funding arrangements

As part of the work to support Evidence2Success, NHS Tayside and Perth and Kinross Council undertook an exercise to identify how much resource was spent on children, young people and families, and what this resource supported.

This was undertaken by calculating the percentage of time frontline staff spent on identified groupings of clients, the cost of this to the organisation and the tasks undertaken.

Once this information was collated a financial model was produced showing the total amount of money invested in supporting children, young people and families. Breakdown and analysis of the model will enable reallocation of resources to meet evidenced need and this work is underway as part of an Integrated Resource Framework approach.

This work aligns with the Christie Commission report on the Future Delivery of Public Services (2011), placing a clear emphasis on the importance of moving towards prevention and reinvesting monies from high end services.

We will continue to develop our integrated resource framework approach with the intention of developing a Joint Strategic Commissioning Strategy to support our shared priorities for children young people and families. This will co-ordinate and support our integrated approach to planning and delivering services and support for children, young people and their families.

This work will include identifying the needs of individuals and communities, enabling people to decide what will best address those needs and working together with agencies to put the right services and support in place within localities.

The work already started to develop an integrated resource framework will also take into consideration the Joint Scottish Government/COSLA agreement in Joint Resourcing (Sept 2013). The national agreement states that CPPs should:

- Share budget, investment and resource planning information at an early stage in the decision-making process, including setting out the broad financial parameters they are working to, key milestones, and how resources can further support SOA delivery;
- Agree how total resources can most effectively be deployed and aligned between partners to achieve the outcomes set out in the agreed Community Plan/SOA; and ensure that deployment and alignment happens in practice; and
- Demonstrate commitment and adherence to the national Agreement through engagement in Community Planning and in relevant governance and budget making processes, including in final budget documents, delivery plans and subsequent accountability arrangements.

How will we enable our children and young people to be the best they can be? Evaluation and Monitoring of the Integrated Children's Services Plan

The Integrated Children's Services Plan for Perth and Kinross has set a clear and ambitious vision for improving the lives of children, young people and their families. With strong strategic leadership and a clear focus on early intervention and early years, we will through implementation of the plan, continue to work towards achieving our vision to enable every child and young person in Perth and Kinross to be the best they can be.

We will build upon a strong track record of success in areas such as Child Protection and Early Years, and through planned self – evaluation, we are able to routinely identify improvements, and a plan of action to address these. We will continue to work together to achieve better outcomes for children, young people and their families.

Within the plan we have identified clear strategic actions which are delivered through the action/improvement plans of the Planning Group responsible for each theme. We are in the process of reviewing the planning and reporting structures for two themes - Engagement and Participation and Corporate Parenting.

Monitoring and evaluation of the impact of the Integrated Children's Services Plan will be undertaken through the Children and Young People's Strategic Group as required, using the governance arrangements illustrated below:

Our monitoring and reporting structure

