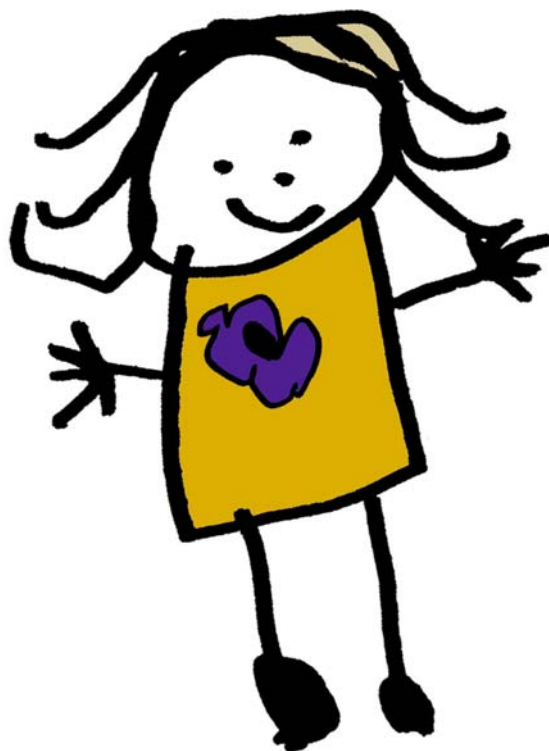




Plana Amalaichte Sheirbheisean na Cloinne Integrated Children's Services Plan

Caithness, Sutherland & Easter Ross Area Children's Service Forum

2007 - 2008



www.forhighlandchildren.org

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Introduction

Services for and care of children and families constitute a high priority for all Agencies and Voluntary Organisations in Highland. In Caithness, Sutherland & Easter Ross, we have the challenges of geography, areas of deprivation, urban issues in semi-rural communities and supersparsity. There will therefore be different and varied initiatives and solutions.

All agencies and organisations are working to improve services and care for families and it is important that this effort is co-ordinated using a partnership approach. Together, we can make a bigger and more lasting impact.

The Area Children's Service Forum (ACSF) is now well established in Caithness, Sutherland & Easter Ross to facilitate this closer working between Agencies. We are determined that the resources of all our services will be managed efficiently to meet the challenges ahead. Wherever possible, new resources will be identified to address gaps in service provision; and existing resources redesigned to serve the changing landscape of population and priorities more effectively.

We are committed to giving every child and young person in Caithness Sutherland & Easter Ross the best possible start in life. Helping our children to realize their potential is the key to giving them a sense of self-fulfillment and equipping them well for their future.

This plan will identify the priority developments of the Caithness, Sutherland & Easter Ross Area Children's Service Forum (CS&ER ACSF) to realize this vision and will outline how the Forum will foster and encourage the joint working necessary to make a difference for children, families and communities.

Review

Caithness, Sutherland & Easter Ross Area Children's Service Forum has developed services for children, young people and families in accordance with **For Scotland's Children** (Scottish Executive, 2001) Action Plan:

1. Consider children's services as a single service system
2. Establish a joint children's service plan
3. Ensure inclusive access to universal services
4. Co-ordinate needs assessment
5. Co-ordinate intervention
6. Target services

The Highland translation of this policy into practice was the New Community School Approach (For Highland's Children. New Community School Approach Guidance, 2003), which was at the heart of the development of integrated practice. It involved a range of activities, including:

- integrated assessment
- individualized approach to support for learning
- target approach for the most vulnerable
- pro-active approach from school nurses
- early intervention and support to families
- integration of youth work activities
- involvement of children, families and communities

Significantly developments have included the creation of a range of new posts to promote improved achievement and social inclusion across schools and communities:

- Senior Family Liaison Officers
- Children's Services Workers
- Pupil Support Teachers
- Community Early Years Workers
- Youth Development Workers

These, together with the Area Children's Service Forum structure that includes School Liaison Groups, have contributed to the model of service delivery that now constitutes Integrated Children's Services.

Progress

Caithness, Sutherland & Easter Ross Area Children's Service Forum welcomes the 7 Themes, the 50 Key Outcome Targets and the associated Improvement Objectives in *For Highland's Children 2* (www.forhighlandschildren.org) and will continue to work to ensure Caithness, Sutherland & Easter Ross's children have the best possible start in life; enjoy being young; and are supported to develop as confident, capable and resilient, to fully maximise their potential.

Our ambition for the children of Caithness, Sutherland & Easter Ross is that they should be ambitious for themselves and be;

- **confident individuals**
- **effective contributors**
- **successful learners**
- **responsible citizens**

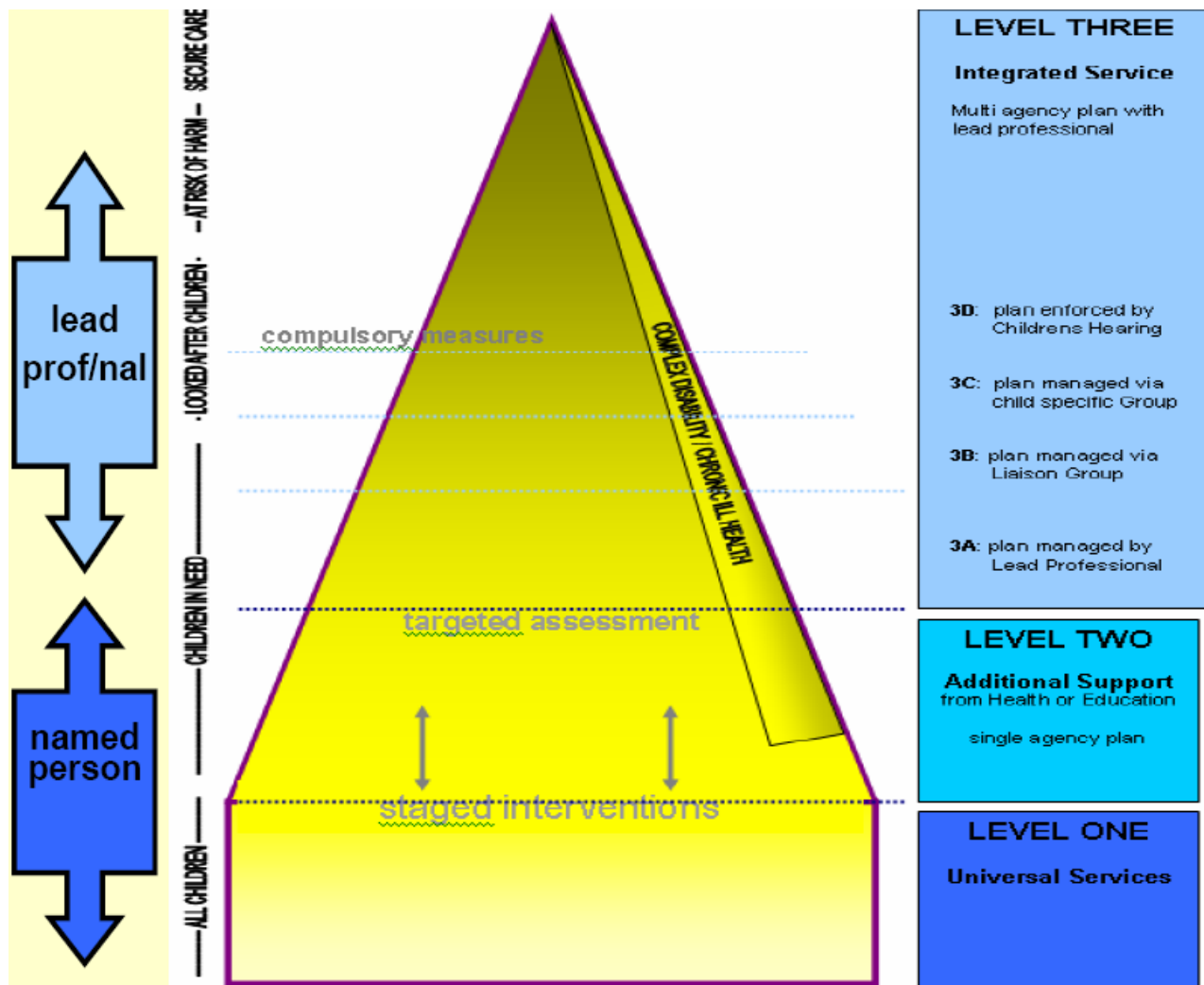
We will support schools to implement A Curriculum for Excellence to help children achieve this ambition.

Getting It Right For Every Child

We will support the Scottish Executive's priority policy of *Getting it Right for Every Child* that puts the child at the heart of children's services and the Highland agencies implementation of the *Integrated Assessment Framework* that requires agencies to tackle problems as early as possible.

Before referral to another service, agencies should take responsibility and do all they can, with the help of others, to support the child. The child should not automatically be passed to another agency

Children and young people will get the support that is determined by their needs, when they need it, and whereby there are organised processes that promote early intervention.



We will re-configure the Area Children's Service Forum structure to implement the Getting It Right For Every Child model.

Area Children's Service Forum

The Area Children's Service Forum will continue to function as the multi-agency forum for strategic development of children's services to ensure the maximum benefit from cross service working. It will plan integrated service delivery in the context of the priorities of all children's services. This will include evaluation of all posts and resources in relation to supporting children and young people with additional needs to ensure they are meeting identified objectives and that posts are deployed to meet the needs as they are presented.

The ACSF will scrutinize more rigorously all vacancies that arise in posts across Caithness Sutherland & Easter Ross to ensure maximum and most efficient benefit from the resources available. Resources and posts may then be redeployed to meet the needs of children and young people when they need them and where they need them.

We will continue to support multi-agency working among practitioners to ensure children's needs are met. Everyone working with children and young people should use one consistent and equitable approach, actively share information to agreed protocols and work more effectively together to improve outcomes for them.

Service Managers Group

This group will only address the needs of children and young people in very specific circumstances:

- Where disagreement between professionals, agencies, or children and their families cannot be resolved by following the conflict resolution policy, or through single agency management structures.
- Where the requirements of the plan cannot be achieved from within area resources (e.g. Bridge/BIEC or external or specialist services).
- Where allocation of a significant resource needs to be sanctioned.
- Those tasks currently fulfilled at the Youth Offender Forum
 - Young people who are considered to be persistent offenders
 - Those for whom an ASBO might be an option
 - Where an application for a Parenting Order may need to be made
 - Where possible use of an ISMS needs to be considered

In order to enhance these discussions (YOF related) at the Service Manager's Group, the Children's Reporter should attend with the Area Housing Manager and Police representation being invited to that group as required.

The **Service Managers Group** should be made up of Area Manager's in Health, Education and Social Work with Police and Housing representatives attending as required and should be accessed via the Assessment Co-ordinator who should be able to ensure that

those cases being discussed and managed at this level should not be managed at, for example, the Liaison Group

Liaison Group

The **Liaison Group** should function to meet the needs of those children who have a multi-agency plan at level 3a, which needs to be reviewed because of any of the following:

- Complexity is increasing despite the provisions of the existing plan.
- Concerns are not reducing despite the plan and Lead Professional being in place for 6 months.
- Referral to the Children's reporter is being considered
- When the Lead Professional responsibility may need to change
- Where capacity exceeds agency ability to deliver a plan

Alternatively, the Initial Assessment of a child's difficulties may suggest a level of complexity that cannot be managed in universal services, and there should be immediate consideration at the **Liaison Group**.

The **Liaison Group** will be made up of those professionals from within their agencies who:

- are able to agree to allocation of resources and staff to meet the terms of any plan agreed at that meeting.

In so doing they represent, and have delegated authority, on the group from the local Service Managers.

To assist with immediate solutions to short-term needs, the Assessment Co-ordinator will be able to allocate existing ACSF short-term funding should the requirement have been assessed and agreed at a group.

The **Liaison Group** is likely to be populated by:

- Team Leaders from NHS Highland who have their own budgets and delegated authority to deliver services and to reconfigure staff as most appropriate.
- Team Managers and Senior Family Liaison Officers from Social Work who will have knowledge of the cases being considered as well as resources (CSW; CEYW(S); Family Support Workers) to deploy as required.
- Head Teachers appropriate to any case.
- Education Officer and/or Area based ASN staff from Education Culture & Sport
- Childcare & Family Resource Officer to access childcare resources.

The Liaison Group should serve a cluster of Associated School Groups that reflect the Social Work Teams:

- Alness and Invergordon
- Caithness & NE Sutherland
- Tain and the rest of Sutherland

- Strategic development
- Service priority planning



Area
Children's Service
Forum

- Level 3c
- Child specific cases
- Conflict resolution
- Additional resources
- Youth Offender Forum
 - ASBO
 - Parenting
 - ISMS



Service
Managers
Group

- Level 3b
- Increasing complexity
- Concerns not reducing
- Referral to Reporter
- Additional resources



Liaison
Meetings

- Universal provision
- Solution focused
- Parental involvement

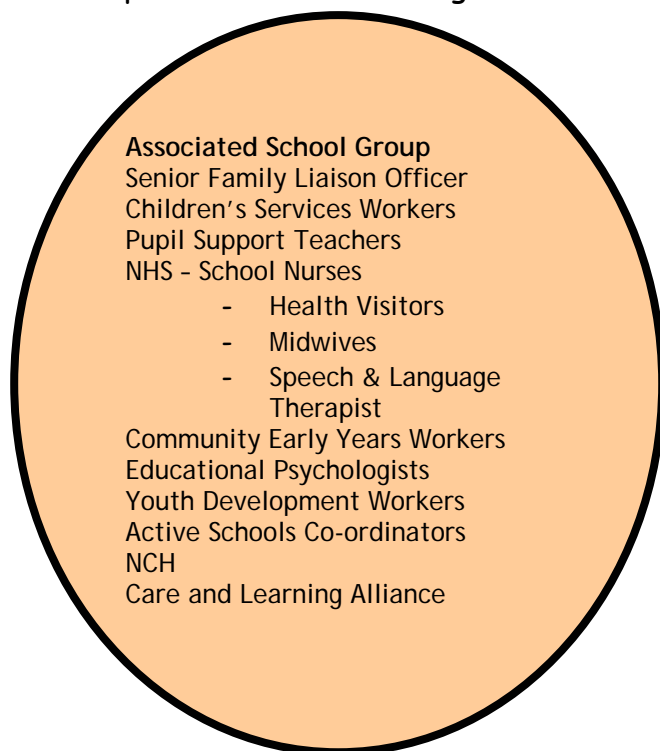


Associated
School Group
Liaison
Arrangements

Associated School Group

We will continue local multi-agency Liaison Arrangements around the 9 Associated School Groups (ASG) - communities based around Secondary Schools and their associated Primary Schools and Nurseries.

Although co-location of staff from all of the agencies will not be possible in each ASG, modern Information Technology Communications should enable the effective functioning of virtual inter-agency teams. They may augment this by periodically gathering at the same location to consider preventative interventions and innovative developments. These meetings will promote cross-fertilisation of ideas that include perspectives from a wide variety of experienced professionals and a regular multi-lateral flow of information.



The virtual inter-agency teams will be co-ordinated by Senior Family Liaison Officers (SFLO) - in partnership with Head Teachers and Health Visitors - who will maintain an overview of the needs of children aged from 0 to 16 years and their families and access the most appropriate resources from the inter-agency range available. This should reduce the number of formal School Liaison Group (SLG) meetings required.

SLG meetings will still be arranged where it is considered important to utilize the Solution Focused Approach and include parents (and children where appropriate) in a forum to consider supportive interventions.

This will require the SFLO's taking a **lead co-ordinating role** for children's services (excluding Statutory and Child Protection work) across the designated Associated School Groups in relation to pre-school as well as school-age children and their families.

Financial Plan

<u>ASG</u>		<u>LG</u> <u>funds</u>		
Alness	Alness Ac	1500	CSW (1.0)	22000
	Coulhill	700	CSW (1.0)	23000
	Obsdale	350	CSW (0.6)	13600
			PST (0.4)	15500
Assynt			CSW (0.15)	3000
Dornoch	Dornoch Ac	2000	CSW (0.5)	12000
Farr		2000		
Golspie	Golspie High	2000	CSW (1.0)	23000
Invergordon	Invergordon			
	Ac	1500	CSW (0.8)	18200
			PST (0.4)	15500
	Milton	350	PST (0.4)	15400
	Park	700	CSW (0.6)	13300
			PST (0.4)	15700
	South Lodge	350	PST (0.4)	15700
KLB		2000		
Tain	Tain Royal Ac	1500	CSW (1.0)	21800
			PST (0.6)	23000
	Craighill	700	CSW (0.6)	13600
			PST (0.4)	15500
Thurso	Hilton of			
	Cadbol	350	PST (0.4)	15500
	Thurso High		PST	17500
			CSW (1.0)	22000
Wick	Primaries		CSW (1.0)	21000
	Wick High		PST	17500
			CSW (1.0)	22000
			Counselling	2800
	North		Aux	2800
	South		Aux	2800
	Primaries		CSW (0.7)	16000
	Caithness Primaries		ASLT	11000
	SFLO role		Teen	15000
	CSW funds			4500
	Scool Nurses			58093
	Parenting			9000
	Tackling Obesity			2000
Drop Zones			2500	
Mental Health Training			500	
Family				
Support			10000	
LG Funds		16000		16000
Contingency				14857
				£ 563,150