

Foreword

Facal san Toiseach

We are committed to giving every child and young person in Highland the best possible start in life. Helping our children to realise their potential is the key to giving them a sense of self-fulfilment and equipping them well for their future.

All of the services that support children, families and young people, play a vital part in unlocking the potential of the next generation. This new, Integrated Children's Services Plan, 'For Highland's Children 2' provides the family-friendly routemap that we shall follow over the next 3 years.

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 will be redesigned to serve a changing landscape of population and priorities more effectively.

The foundation of future Highland prosperity depends on investment in our communities, in our families, and in our children and young people. We shall ensure that Highland is widely recognised as the best place in Scotland to be young; the best place in Scotland for families - to live, to grow, to play, to be educated, to be fulfilled - and given a helping hand as and when required - to realise their full potential.

We are committed to service improvement. 'For Highland's Children 2' is structured to ensure that our children and young people are: **Safe; Nurtured; Healthy; Achieving; Active; Respected & Responsible; and Included.**

This new 3-year plan builds on success. It builds on a model of increasingly collaborative services - services that are focused on the child and her/his changing needs from birth to adulthood.

This is an evolutionary process. Front-line service delivery will become better-integrated; with services for our more vulnerable children and families better-targeted. "The right service to each child at the right time."

The Joint Committee on Children and Young People will use this plan to monitor and review progress, ensuring that "all of Highland'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."

Alison Magee, Convener
The Highland Council

Garry Coutts, Chairman
NHS Highland Board

Introduction

Ro-ràdh

For Highland's Children is the 'Integrated Children's Services Plan' for all children & families in Highland. The plan is a living document; updated, monitored and reviewed regularly - linked with all related local planning arrangements - encompassing the vision and the strategy of Highland's Joint Committee on Children and Young People.

FHC2 is a comprehensive plan, encompassing universal, as well as the more targeted, service provision for children & families - across the Highland Council, NHS Highland and partner agencies. Effectively, it is the Community Plan for Highland's Children, Young People and Families.

This leaflet version of FHC2 summarises the big picture - illustrating how all agencies in Highland have agreed to work together to provide the best possible services.

Fuller versions of FHC2 provide greater information - detailing operational plans, proposed actions, strategies and outcome targets - linked appropriately to the principal Service, Agency or Area Children's Services Forum Plans.

Strategic Framework

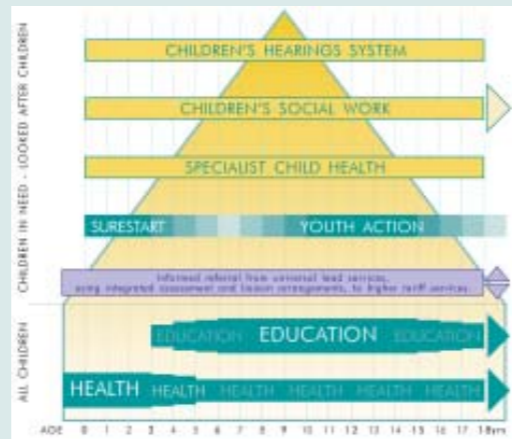
Ro-innleachd

The underpinning philosophies of For Highland's Children 1 are continued into this new plan. In particular, this involves three inter-relating concepts:

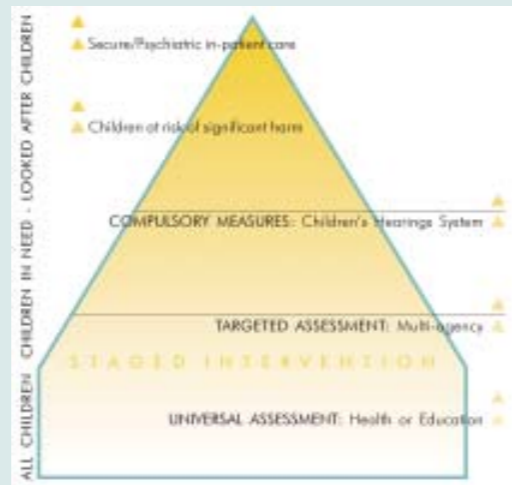
1. While the child is at the centre of our interest, we need to provide sustainable community based services that support families to best look after their own children.



2. The health service has key lead-responsibilities for the unborn and very young child, which are handed over to the education service between 3 years and 5 years of age, and through which referral routes need to be explicit to higher need specialist services.



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

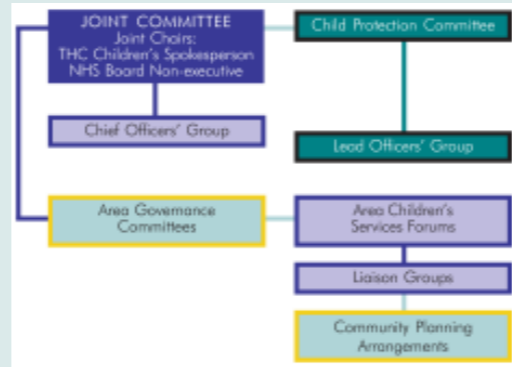


- The organisational model for FHC2 operates at 3 levels:
- A high level aspirational vision for children and young people in Highland.
 - An integrated planning and operational structure around 7 cross-cutting themes.
 - 50 Key Outcome targets that will track our progress.

The Planning & Operational Structure

The strategic framework to achieve this vision involves a joined up, multi-agency structure at all levels and a clear and explicit commitment to achieve better integration and better services.

Integrated services have developed incrementally since the late 1990s - involving strong political leadership, encouraging genuine commitment across agencies - effective at the key organisational levels and in an ever increasing number of areas of service delivery.



The Joint Committee on Children and Young People includes community planning partners in its agreed membership, and has a remit to:

"Enable children and young people to achieve their full potential, by improving services for children, young people and families and promoting their participation in decision making, paying particular attention to children in need and young people who are socially excluded."



The Area Children's Services Forums are the 'engine' at the heart of the integrated structure. They bring together the key managers in each area, supported by an Integration Manager, to implement integrated strategy, taking forward policy and practice at local level.

Inter-agency liaison arrangements around community-school boundaries ensure that policy and service developments take full account of community needs and aspirations, as well as effective operational planning for children in need.

Strategic priorities in the forthcoming three years will be:

Priomhachasan Ro-innleachdail

- Further integration in front line service delivery, particularly:
 - Early Years;
 - Out of school care and support;
 - Integrated Community School Approach;
 - Health Improvement;
 - Children affected by a disability;
 - Youth Action Service;
 - Child Protection.
- Targeting vulnerable groups and individuals, tackling deprivation and providing opportunities for improved achievement and equality of opportunity.
- Common assessment framework and information sharing across agencies, with seamless and collaborative referral processes.
- Continuing to improve the quality of services to looked after children.
- Better transition planning at all stages, including into young adulthood.
- Co-location of services and 'one-stop shops'.
- Coherence across agency procedures, protocols and business processes.
- Joined up workforce planning.
- Further pooling of budgets.
- Ensuring that Highland becomes more child, family and youth friendly by addressing the new Community Plan's key challenges:
 - Developing a Strong, Sustainable and Competitive Economy;
 - Encouraging Lifelong Learning and Developing Community Capacity;
 - Improving Health and Wellbeing;
 - Investing in Housing and its Infrastructure;
 - Improving Transport;
 - Enhancing Cultures, Heritage, the Gaelic Language and the Natural Environment; and
 - Developing Safe, Strong and Attractive Communities.

To request this publication in an alternative format e.g. large print, Braille, cd, audio tape or suitable language, please contact:

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Plana Chloinne na Gàidhealtachd Integrated Children's Plan

For Highland's Children 2

OVERVIEW 2005-2008



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VISION **FOR HIGHLAND'S CHILDREN 2005-2008: OUTCOMES FRAMEWORK** "All of Highland'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."
AIRSON CLANN NA GÀIDHEALTACHD 2005-2008: CLAR TORAIDH "Tha toiseach tòiseachaidh cho math 's a th' ann aig clann na Gàidhealtachd; tha iad a' mealtainn làithean an òige agus tha taic aca ach am fàs iad suas gu bhith misneachail, comasach agus tapaidh agus gun coilean iad na tha nan comas."

THEMES	SAFE	NURTURED	HEALTHY	ACHIEVING	ACTIVE	RESPECTED & RESPONSIBLE	INCLUDED
Aims	Highland's children and young people are Safe : protected from abuse, neglect and harm by others at home, at school and in the community.	Highland's children and young people are Nurtured : live within a supportive family setting, with additional assistance if required, or, where this is not possible, within another care setting, ensuring a positive and rewarding childhood experience.	Highland's children and young people are Healthy : enjoy the highest attainable standards of physical and mental health, with access to suitable healthcare and support for safe and healthy lifestyle choices.	Highland's children and young people are Achieving : have access to positive learning environments and opportunities to develop their skills, confidence and self esteem to the fullest potential.	Highland's children and young people are Active : and encouraged to choose rewarding play and leisure opportunities, including sport.	Highland's children and young people are Respected & Responsible : are involved in decisions that affect them, have their voices heard and are encouraged to play an active and responsible role in their communities.	Highland's children and young people are Included : have access to high quality services, when required, and are assisted to overcome the social, educational, physical, environmental, geographic and economic barriers that create inequality.
50 Key Outcome Targets	<ol style="list-style-type: none"> 1. Assessment and Planning 2. Child Protection 3. Accident Prevention 4. Bullying 	<ol style="list-style-type: none"> 5. Out of School Care 6. Respite 7. SureStart 8. Parenting Programmes 9. Parental Employment 10. Early Years Staffing 11. Permanence Planning 12. Young Carers 13. Parental Involvement 14. Housing and Homelessness 15. Demographics 	<ol style="list-style-type: none"> 16. Oral Health 17. Substance Misuse 18. Teenage Pregnancy 19. Health Promoting Schools 20. Hungry for Success 21. Birthweight 22. Smoking in pregnancy 23. Child Health surveillance 24. Breastfeeding 25. Immunisation 26. Self Harm 	<ol style="list-style-type: none"> 27. Academic Attainment 28. School Attendance 29. Achievement 30. Gaelic Learning 	<ol style="list-style-type: none"> 31. Cultural Participation 32. Sports Participation 33. Play 34. Fitness 35. High Life 	<ol style="list-style-type: none"> 36. School Exclusion 37. Youth Crime 38. Determined to Succeed 39. Youth Participation 40. Leadership 41. Volunteering & Citizenship 	<ol style="list-style-type: none"> 42. Key Workers 43. Care Leavers 44. Lowest Attaining 45. Education of Ethnic Minority Children 46. Education of Looked After Children 47. Health of Looked After Children 48. Planning for Looked After Children 49. Poverty 50. Quality Assurance
Improvement Objectives	<ol style="list-style-type: none"> 1. Help when they need it - timely and effective action to protect children. 2. Children listened to and respected. 3. Information about children is shared where this is necessary. 4. Working together to assess needs and risks and develop effective plans. 5. Competent, confident and supportive professionals. 6. Partnership with the community to protect children. 7. Leadership and accountability for child protection. 8. Implementation of the Domestic Abuse Strategy. 9. Implementation of the Community Safety Strategy. 	<ol style="list-style-type: none"> 1. Early Identification, Referral and Intervention. 2. Effective Assessment, Care Planning and Review - more integrated service delivery and more seamless transactions. 3. Enhanced support for parents. 4. Enhanced childcare and early years service provision. 5. Fewer children & families living in poverty and/or insecure housing. 6. Continued focus on services to Looked After Children. 7. Shift balance of care. 8. Enhanced throughcare arrangements and service provision. 9. Continued focus on services to children affected by disability. 	<ol style="list-style-type: none"> 1. A co-ordinated approach to pre-conception health and health during pregnancy, including multi-agency policies and practice that promote the well being of women. 2. A focus on post natal depression amongst women and suicide amongst young men who are fathers. 3. Access to good nutrition to offset obesity and related health problems and poor dental health. 4. Standardised, quality assured screening and surveillance programmes from pregnancy through to adolescence. 5. Supporting children and families to recognise and act on healthy choices regarding diet, exercise, substance misuse and sexual health. 6. Supporting key transitions into primary school, into secondary school & then through adolescence and into work/ leaving the parental home. 	<ol style="list-style-type: none"> 1. Promote the achievement of all pupils. 2. Promote achievement for children from vulnerable groups, including the lowest-performing 20% and children who are Looked After or have additional support needs. 3. Achieve integrated pupil support, within and outwith school in partnership with parents and families. 4. Improved access to learning opportunities and to meet diverse and emerging needs. 5. Recognise and celebrate achievement in all of its forms. 6. Further develop a Gaelic Strategy for all sectors and ages. 	<ol style="list-style-type: none"> 1. Support and promote well being through participation in the arts, sports and heritage. 2. Develop and implement a strategy for information management, including targeted marketing of services. 3. Implement the 21st Century School Improvement Programme. 4. Support and contribute to the development and promotion of the year of Highland Culture 2007. 5. Target resources to our most vulnerable communities whilst maintaining universal access. 6. Promote play in school and community settings. 	<ol style="list-style-type: none"> 1. Support and develop a linked network of participation mechanisms for young people at local, area, and Highland levels - that offer genuine opportunities for young people to engage and initiate change. 2. Recognise the achievements of young people in all settings. Offer learning opportunities that suit their needs. Assess their requirements, plan for their learning requirements and measure their achievement. 3. Maximise opportunities for youth work provision and informal learning opportunities for young people. 4. Build the capacity of young people in our area. Encourage them to play an active role in those communities through supporting, valuing, and recognising their contribution, and facilitate transition to adulthood. 5. Reduce the number of persistent young offenders and the number of offences committed by young people. 6. Implement the Young Carers' strategy. 	<p>There are a wide range of focused improvement objectives that relate directly to the continuous improvement of services for children who are:</p> <ul style="list-style-type: none"> • At risk of Significant Harm • "Looked After" • In Need of Permanency • Leaving Care • Young Offenders • Experiencing Social, Emotional & Behavioural Difficulties • With Mental Health Needs • Misusing Substances • Young Carers • Experiencing Bereavement • In Poverty • Experiencing Homelessness • From Minority Ethnic Communities • Gypsy/Travellers • Affected by having Additional Health Needs • Affected by Disability

For Highland's Children 2005-2008