

specialist help addresses more complex needs that impact on health or wellbeing, compulsory intervention ensures action to overcome adversity and risk.

learning, supports development and builds resilience, additional support works to overcome disadvantage and universal provision

everyday support and care, universal provision and community supports provide

Family and community supports

# Action Plans

Four high level action plans have been co-produced by all key stakeholders and revised through extensive consultation with the key strategic groups which make up the Children’s Services Partnership.

The Joint Strategic Needs Analysis supplies much of the required baseline data. The Wellbeing Action Plan was based on the robust and detailed baseline data made available through the Realigning Children’s Services Programme. It is therefore currently more SMART.

During the first year of the plan, each of the Strategic Groups responsible for coordinating the implementation of the action plans will revise priorities having sought out and considered evidence of the impact of COVID19 pandemic. Performance measure accordingly. Our Joint Strategic Needs Analysis will be updated annually and the national wellbeing survey tools will be utilised to systematically collate the views of children and families. This information will be used to both monitor progress and review priorities .

The regular collation, interpretation and reporting of real time data required by community planning partners locally and by national bodies such as SOLACE, in response to the pandemic will be shared with the strategic and locality planning groups, allowing for a coordinated and responsive approach to address emerging trends.

There are common principles, approaches and themes which overarch all priorities. They are:

- **Co-production and relational based approaches**  
The importance and investment in adopting a co-production approach to implement, review and further develop the plan is critical. Relational based approaches underpin this approach. The need to invest in continually improving the quality of the relationships between all stakeholders is understood by the partnership  
  
All improvement aims will be addressed by adopting a co-production approach, utilising QI methodology to develop, test and evidence impact of improvement. Locality planning processes in Moray have been developed to facilitate this process.
- **Strengths based approach**  
Inclusive, non- stigmatised approaches will be adopted which build on the strengths of all stakeholders. The language within this plan reflects this strengths based approach
- **Workforce development**  
The partnership is committed to nurturing and developing their workforce as they deliver improvements. The workforce is not limited to professionals. It is anyone who spends time with or has a responsibility for children, young people and families.
- **Whole systems approach**  
It is understood that the needs of children, young people and families remain at the centre. Services will collectively respond, working across boundaries as required.
- **Children’s Rights and Participation**  
In accordance with the Community Planning Partnership’s commitment to embedding children’s rights and participation across the partnership, a co-production approach has been adopted to develop the Children’s Services Plan. Children and young people themselves have explicitly highlighted the importance of their rights being upheld in the vision, which they created.  
  
The partnership is committed to continue investing in the engagement and participation of children and young people throughout the implementation and review phases of the plan. There is a relentless focus on seeking out and learning from the ‘lived experience’ of children and families. This has shaped the priorities and will be used to both inform actions and evaluate progress on an ongoing basis.
- **Focus on families**  
If outcomes are to be improved for children and young people there needs to be ongoing engagement with parents and carers. Specific investment in addressing the wellbeing issues for parents/carers, as well as building their capacity and confidence support their child is a key theme across all priority areas.
- **Locality focused**  
To deliver improved outcomes the approaches adopted need to be locality sensitive, flexible in terms of delivery and making best use of the resources available

The high level action plans are outlined below. It is important to note that they are not stand-alone action plans- many of the actions taken will impact on the other priority areas.

As this is a ‘live’ 3 year plan, priorities and associated improvement aims and actions are not limited to those outlined. These are the key areas of focus which stakeholder engagement activities to date have highlighted as most important. They will be reviewed and revised by all key stakeholders throughout the life of the plan.

## **PRIORITY 1 : The wellbeing of children and young people is improved**

OUTCOMES	IMPROVEMENT AIMS	HIGH LEVEL ACTIONS	HIGH LEVEL PERFORMANCE MEASURES
What are we trying to accomplish?	What change can we make that will result in improvement?		How will we know that a change is an improvement?
EMOTIONAL AND MENTAL WELLBEING			
10% more children and young people report they feel mentally well by 2023	Increase provision of universal and early intervention mental wellbeing services and supports in Moray	Co-design and resource accessible and effective universal and early intervention mental wellbeing services and supports in Moray	Improved school attainment
			Increased investment in early intervention services and supports
	Increase in the percentage of S3/4 girls reporting high life satisfaction		More young people self- report good emotional and mental wellbeing via the mental health and wellbeing survey
	Increase the confidence and skills of young people/parents/carers to address early signs of poor mental wellbeing	Design and implement supports which build parent/carer’s skills and confidence to support their child’s emotional and mental wellbeing	% of young people , parents and carers report increased confidence and skill within a 12 month period
Assess impact of existing peer led supports and build on their success			
PHYSICAL WELLBEING			
5% more primary school pupils and 10% of secondary school pupils report their physical health to be good by 2023	Improve the healthy eating habits and physical activity rates of children and young people of all ages	Overcome barriers to accessing healthy diet and increasing levels of physical activity	Evaluation of impact of interventions on health behaviours and weight of mother and child
		Co-design and resource community-based provision to improve physical wellbeing of children, young people and families	RCS questions relating to physical health are repeated in the mental health and wellbeing survey evidence improvement
	Children and young people have a healthier relationship with substances (smoking, alcohol and drug use)	Engage with children and young people to better understand their relationship with substances	RCS/SALSUS questions regarding use of substances are repeated in the health and wellbeing survey evidence improvement
		Co-design and deliver means of developing a healthier relationship with substances	
Herd immunity is achieved and sustained	Increase childhood immunisation programme uptake	Better understand and address reasons why children are not being immunised	Increased uptake of immunisations in areas whether there is no herd immunity
SOCIAL WELLBEING			
10% more secondary children report greater engagement with their communities	Increase the number of young people participating in activities within their community	Better understand and address barriers to engagement	RCS questions regarding friendship and engagement in communities repeated in the health and wellbeing survey evidence improvement
		Identify gaps in provision and address resourcing issues	
	Increase the number of children and young people who engage positively with social media	Better understand children and young people’s social media use and their understanding of impact.	Nature and impact of children’s social media use captured via the health and wellbeing survey provides base line data from which to measure improvement.
		Enable children and young people to address concerns/risks	
		Build parents confidence and skills to support their child to engage positively with social media	

**PRIORITY: 2 Children and young people are safe and free from harm**

OUTCOMES	IMPROVEMENT AIMS	HIGH LEVEL ACTIONS	HIGH LEVEL PERFORMANCE MEASURES
<i>What are we trying to accomplish?</i>	<i>What change can we make that will result in improvement?</i>		<i>How will we know that a change is an improvement?</i>
Children and young people feel safe in their community	Reduce the incidence and impact of bullying	Further investigate and address concerns raised by children of all ages regarding bullying, with a focus on building resilience and intervening early	RCS questions regarding resilience and bullying to be included within health and wellbeing survey
	Improve understanding of the factors which influence whether a child feels safe in their community	Develop spaces where children and young people feel safe in schools and communities	Increased % of children and young people who report they feel safe. Collated via Police SHANNARI data
		Co-design and implement interventions and approaches which improve children and young people's resilience and feeling of safety	Number of interventions and supports which evidence improved resilience and reduction in bullying
	Reduce the number of incidents of accidental injury	Monitor and address increasing trend of accidental injuries resulting in hospital admissions	Reduction in number of reported incidents of injury
Children live in safe and supportive families	Intervene at the earliest opportunity to minimise the impact of neglect on children and young people	Review evidenced based good practice approaches to prevent or minimise the impact of neglect, parental substance use and domestic abuse	Number of interventions and evaluation of impact
		Stakeholders co- design and deliver interventions to raise awareness, promote community ownership and influence attitudes.	
	Intervene at the earliest opportunity to minimise the impact of parental substance use on family wellbeing	Co-produce supports with and for parents which enable them to feel safe, self-respected and supported to be the best parents possible	% of parents/carers who report that their wellbeing and confidence has improved as a result of an intervention within a 12 month period
		Partnership workforce and community development plans include opportunities which increase confidence and competence to identify and address impact of neglect, parental substance use and domestic abuse	Number of workforce development opportunities and evaluation of impact
	Intervene at the earliest opportunity to minimise the impact of domestic abuse on children, young people and parents	Co-design and implement specific interventions and approaches which empower children and young people to feel safe	% of young people who report feeling safe as a result of an intervention in a 12 month period

### PRIORITY 3: The impact of poverty on children, young people and families is mitigated

OUTCOMES	IMPROVEMENT AIMS	HIGH LEVEL ACTIONS	HIGH LEVEL PERFORMANCE MEASURES
<i>What are we trying to accomplish?</i>	<i>What change can we make that will result in improvement?</i>		<i>How will we know that a change is an improvement?</i>
The voices of children, young people and families experiencing poverty are heard and acted upon	A partnership model which facilitates ongoing engagement with children, young people and families experiencing poverty is operational	Agree and resource a partnership model of engagement utilising the expertise of individual partners and success of existing arrangements	Number and range of children, young people and families sharing their experiences via agreed engagement model
	Systems, processes and practices are informed by a greater awareness of the prevalence, impact and stigma associated with poverty	Disseminate key poverty related themes from the joint strategic needs assessment across the partnership	Understanding of poverty and how staff are applying their understanding is captured via the annual staff survey
		Incorporate themes and lived experience into workforce development activities delivered across the partnership	Number and evaluation of workforce development opportunities
A co-ordinated approach to mitigating the impact of child poverty is adopted across the children's services partnership	Utilise the combined knowledge and resources to best effect	Incorporate this plan into the Moray Poverty Action Plan, agreeing a common use of terms/language and focus of actions	Partners self-evaluation of Moray Child Poverty Action Plan Annual Scottish Government feedback
		With those experiencing poverty, clarify whether existing supports meet their needs and how the partnership can work collaboratively to identify and deliver improvements	Evaluation of existing supports Increased uptake of improved supports
		As a partnership, identify gaps in early intervention supports and services and agree, as a collective, the best means of addressing/resourcing these gaps	Increase in early intervention supports and services available
The disposable income of families experiencing poverty is maximised	Prevention and early intervention pathway of financial supports to mitigate the effects of poverty is widely available and accessible to families, communities and professionals	Co-produce a pathway which provides accessible, early intervention to targeted support to families experiencing poverty or at risk of financial hardship	Pathway in place
	Partners proactively identify, engage and support families to address money worries	Families are supported to access the pathway as early as possible	Number of families accessing pathway Feedback from families accessing the pathway and those referring them
	Local solutions to mitigate the impact of poverty are co-designed by communities	Training is designed and delivered to ensure there is a consistent understanding and implementation of the pathway. This includes the review and implementation of Making Every Opportunity Count approach to ensure timeous support to families	Workforce evaluation of training Dip sample of families progress through the pathway and implementation of improvements highlighted
	Opportunities to access additional funding are maximised	Participatory budgeting approach is adopted to test and develop solutions which meet locality specific needs	Uptake of participatory budgeting opportunities
		Evaluation of impact of locality specific supports is undertaken with a view to scale and spread	Evaluation of impact of projects, utilising QI methodology

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<i>What are we trying to accomplish?</i>	<i>What change can we make that will result in improvement?</i>		<i>How will we know that a change is an improvement?</i>
No child or young person feels disadvantaged by poverty	Children and young people have equal access of opportunity irrespective of their family income	Stronger relationships with the 3 <sup>rd</sup> sector are built.	3 <sup>rd</sup> sector report increased opportunity to develop solutions in partnership with statutory services
		Work in partnership to develop and resource solutions	Value and scale of partnership initiatives developed and resourced
		Barriers to equal access are identified and better understood at a locality and partnership level	
		Solutions are co-produced by key stakeholders and resourcing implications addressed	Specific questions included in health and wellbeing survey to capture the views of young people re: equal access
	Children and young people experiencing poverty achieve expected levels of progress	Identify families experiencing poverty who need additional support to ensure that their child achieves	Attainment levels in line with those not experiencing poverty
		Co-develop supports which evidence improvements and establish best means of resourcing and delivering them	

## PRIORITY: 4 Improved outcomes for looked after and cared experienced young people \*.

(\* Deliver on the Independent Care Review Promise which is reflected in outcomes below)

OUTCOMES	IMPROVEMENT AIMS	HIGH LEVEL ACTIONS	HIGH LEVEL PERFORMANCE MEASURES
<i>What are we trying to accomplish?</i>	<i>What change can we make that will result in improvement?</i>		<i>How will we know that a change is an improvement?</i>
Children and care leavers have safe, secure, stable and nurturing homes	Increase the number of children and young people looked after in kinship or foster care	Increase the range of foster carers in Moray, particularly those who can care for children and young people with complex needs	Increased number and range of foster carers recruited Increased % of children in foster/kinship care
	Reduce the time taken and number of placements experienced before achieving permanence	Build on early indicators of success of PACE	Reduction in drift and delay as measure by PACE data Reduction in number of placement moves
	Care leavers successfully transition into appropriate accommodation	Further develop supported accommodation options, shaped by the experiences of care leavers Understand and respond to the transition needs of Care leavers	Number and range of supported accommodation options Increase in length of time tenancies are sustained Reduction in number of care leavers presenting as homeless
Looked after children and care leavers secure positive educational outcomes	Close the attainment gap for looked after and care experienced children	Better understand which supports/approaches improve attainment and upscale	Attainment levels in line with those with no experience of care Evaluation of impact of existing supports/approaches
		Increase the range and uptake of wider achievement opportunities	Increase number of care experienced young people gaining a wider achievement award which they feel is of benefit to them
		Implement and evaluate the community of schools concept (aims to ensure Children feel safe and happy in school)	Evaluation by children and young people pre and post engagement with community of schools
		Review the attendance and exclusion policies to ensure they best meet the needs of Looked after and care experienced young people	Increased attendance and reduction in exclusions
Children and care leavers enter education, training or employment after leaving school	Increase the number of children and young people entering and sustaining positive post school destinations	Provide a partnership support network through the transition and post school stages, which includes mentoring and peer led supports	Number of children entering and sustaining post school destinations
		Ensure the Moray Skills Pathway Strategy meets the needs of Care Experienced young people	
Wellbeing concerns are identified early and addressed quickly	Children and care leavers specific needs are met through engagement with the Children and Adolescent Mental Health Service (CAMHS)	Understand and address barriers to engagement with care experienced young people referred to CAHMS	Dip sample of care experienced young people referred to CAHMS
	Children and care leavers wellbeing aims are met through the delivery of the wellbeing priority action plan	The actions within the wellbeing priority action plan address the specific needs of looked after children and care experienced young people	Performance measures included in wellbeing priority
Uphold and promote children's rights	Care experienced young people and care leavers actively influence the design and implementation of the Children's Rights and Participation Strategy	Evaluate and improve effectiveness and accessibility of existing supports for looked after children to have their voices heard and influence policy, practice and the decisions which affect them Identify gaps in provision and resource appropriately	Children reporting involvement in the design and implementation Children reporting impact of Rights and Participation Strategy

OUTCOMES	IMPROVEMENT AIMS	HIGH LEVEL ACTIONS	HIGH LEVEL PERFORMANCE MEASURES
<i>What are we trying to accomplish?</i>	<i>What change can we make that will result in improvement?</i>		<i>How will we know that a change is an improvement?</i>
The number of looked after children and care leavers who enter the youth and criminal justice systems is reduced	Improve the identification and monitoring of care leavers and care experienced young people in the youth and criminal justice systems	Develop and implement a process to identify care experienced young people when they first have contact with the justice system	Process in place which is consistently adhered to
	Reduce any over representation of care leavers and care experienced young people in the youth and criminal justice systems	Criminal justice interventions are designed and implemented to meet the individual needs and circumstances of care leavers and care experienced young people	% of care experienced young people in the youth and criminal justice systems
Looked after children and care leavers are enabled to maintain positive relationships with their family, friends and other trusted adults	Children and young people feel secure and supported in their relationships	Understand how young people can be better enabled to maintain positive relationships and implement improvements	Baseline data to be collected to measure improvement