
Report To:	Health & Social Care Committee	Date: 27 August 2009
Report By:	Robert Murphy Acting Corporate Director, Social Care	Report No: SW/29/09/WB/BK
Contact Officer:	Robert Murphy	Contact No: 714072
Subject:	Inverclyde Integrated Children's Services Plan 2009-11	

1.0 PURPOSE

- 1.1 To seek approval from Committee for the Integrated Children's Services Plan 2009-11.
- 1.2 To highlight the key achievements of the project and areas of work that require continuing attention to improve integrated service delivery that secures better outcomes for children, young people and families.

2.0 SUMMARY

- 2.1 Section 19 of the Children (Scotland) Act 1995 requires local authorities, in consultation with their partners in the public and voluntary sectors, to prepare and publish strategic plans for children's services.
- 2.2 The most recent national guidance was issued in 2004 and provided a change of emphasis to integrated children's services plans that should incorporate Statements of Improvement in Educational Objectives, child health elements of Local Health Plans and Joint Health Improvement Plans, Plans for Children in Need, and Youth Justice Plans. It also emphasised the need to align with the national policy document 'Getting It Right For Every Child'.
- 2.3 At the end of 2007 the Scottish Government intimated that they would no longer be calling in plans for scrutiny and comment, reflecting the other changes in the relationship between central and local government including the advent of Single Outcome Agreements.
- 2.4 The development and oversight of the Integrated Children's Services Plan is led by a Core Group chaired by the Acting Corporate Director, Social Care. Below this are a range of thematic groups which support its work and contribute to the identification of priorities, actions and measures – the exact configuration of these groups is currently under review.

3.0 RECOMMENDATION

- 3.1 That Committee approve the Integrated Children's Services Plan 2009-11 and authorise its publication as a web-only document on the Council website and those of the planning partners.

4.0 BACKGROUND

- 4.1 Children's Services Plans became a requirement on local authorities through the Children (Scotland) Act 1995, which was implemented from 1997. The guidance on the Act specified that plans should cover three-year periods, the first being from 1998-2001.
- 4.2 Since then national guidance has been revised, most recently in 2004 when a move to Integrated Children's Services Plans was stipulated.
- 4.3 The last full plan published for Inverclyde covered the period 2005-08. In 2008 the Integrated Children's Services Plan Core Group decided to roll forward that plan for a further year to allow further time to align the plan and planning processes with the new requirements of the Single Outcome Agreement. This is explained in the foreword of the plan being presented to Committee, who will note that the 2009-11 timescale is aligned with that of the most recent SOA.
- 4.4 The plan is formulated and its implementation overseen on a partnership basis involving Education and Social Work Services, Health Services including the Community Health Partnership, the Children's Reporter Administration, Strathclyde Police and the voluntary sector through Inverclyde CVS and some of the service providers.
- 4.5 In preparing this plan for 2009-11 a conscious decision was made to make the document less weighty and more focused on high-level priorities and objectives, leaving more detailed work to thematic and operational groups.
- 4.6 The plan very strongly reflects the framework of 'Getting It Right For Every Child', with the strategic objectives being organised around that policy's 8 Indicators of Well-Being, which are that our children and young people should be:
 - ◆ Safe
 - ◆ Healthy
 - ◆ Achieving
 - ◆ Nurtured
 - ◆ Active
 - ◆ Respected
 - ◆ Responsible; and
 - ◆ Included
- 4.7 In a further departure to our previous practice it is proposed that the plan be published as web-only document rather than distributed as hard copy. This is becoming more common practice in many realms, including in the Scottish Government. Taking this approach would enable us to revise and update the plan in response to new local and national developments and in response to feedback or issues being raised. This would create a more dynamic and interactive model for planning and service response.
- 4.8 The text of the plan includes a number of hyperlinks which would enable the reader to be directed to other websites, including the Inverclyde Council's, where more detailed information can be viewed in relation to specific topics. For example, the topic of 'Safe' includes a link to the Inverclyde Child Protection Committee website.
- 4.9 Notwithstanding the capacity to amend and update the plan on a regular basis via the medium of the web, the Core Group is committed to publishing an Annual Update in 2010, which would be brought to Committee at an appropriate time.

5.0 PROPOSALS

- 5.1 That Committee approve the Integrated Children's Services Plan for 2009-11 and remit the Acting Corporate Director, Social Care as chair of the Core Group to instruct work to ensure it is published.
- 5.2 It is also intended that other partners be asked, where applicable, to take this through their own governance arrangements for approval. For example this would include the Community Health Partnership.
- 5.3 It is proposed that the plan be published as a web-only document for the reasons outlined in sections 4.7 and 4.8 above.

6.0 IMPLICATIONS

- 6.1 **Legal:**
Approval and publication of the Integrated Children's Plan will ensure that the Council's meets its obligations under Section 19 of the Children (Scotland) Act 1995.
- 6.2 **Finance:**
All the commitments made in the plan have been made in the context of the existing resources of Council Services and the planning partners. No additional funding is sought or required to implement the plan.
- 6.3 **Personnel:**
None
- 6.4 **Equalities:**
Equal Opportunities processes and procedures are embedded within the plan. One aspect that has been introduced is the prefacing of each strategic objective with a reference to specific articles of the UN Convention on the Rights of the Child.

7.0 CONSULTATION

- 7.1 The plan has been produce through partnership working and extensive consultation within services.

In revising the configuration of the supporting thematic groups, each will be required to give specific consideration to promoting consultation and participation for services users.

The plan provides contact details for those wishing to give feedback and the new approach of a web-only publication offers the opportunity for the planning partners to respond and indeed revise and update the plan on the basis of feedback received where this is merited.

8.0 LIST OF BACKGROUND PAPERS

- 8.1 Inverclyde Integrated Children's Services Plan 2009–11

APPENDIX

INVERCLYDE INTEGRATED SERVICES PLAN FOR CHILDREN AND YOUNG PEOPLE

2009 - 2011

Inverclyde
council

NHS
Greater Glasgow
and Clyde


SCOTTISH
CHILDREN'S REPORTER
ADMINISTRATION


STRATHCLYDE
POLICE

NEED CVS

CONTENTS	Page
Foreword	3
About Inverclyde	4
About Children's and Young People's Services	6
What We Spend on Our Services	8
Children's Services Planning	10
Our Vision	11
Strategic Objectives:	
• Safe	12
• Healthy	17
• Achieving	22
• Nurtured	30
• Active	35
• Respected	39
• Responsible	43
• Included	46
Appendix – Summary of Key National Policies	54
Your Comments	57

Foreword

On behalf of the planning partners in Inverclyde I am pleased to introduce our Integrated Children's Services Plan for 2009-11.

This is our fourth full plan, with many annual reviews and updates having been published in between.

Our last full three-year plan was in fact for the period 2005-08, but in 2008 we took the decision to carry that plan forward for a further year to allow us time to take full account of significant changes in the national policy environment.

In May 2007 the change of administration to the current Scottish Government heralded a major step-change in the relationship between national and local government, and indeed all public sector services and their voluntary sector partners.

The most significant change was the introduction of the Single Outcome Agreement (SOA), effectively a 'contract' between central and local government specifying how our resources and services would be utilised and targeted to meet clearly defined national and local objectives and outcomes. The greater emphasis on outcomes challenges us to be much more specific about what difference we aim to make for the community and individuals we serve.

Inverclyde produced an interim SOA for 2008-09 and has followed this up with a full partnership SOA for 2009-11. Taking some further time to produce this plan has enabled us to become more familiar with this new strategic framework and ensure alignment with it, though further work is needed to develop a more robust link to it over the next two years.

In developing this Integrated Children's Services Plan we have modified our approach to the process and the final document. Our plan is much leaner than previous plans, seeking to focus on key high level priorities and the actions that attaché to them, acknowledging that much more detailed work is undertaken on a day-to-day basis by a range of strategic and operational groups.

We have also opted to move to a web-only publication of the plan, which we believe will provide a more dynamic means to reflect the constantly evolving context in which we plan and deliver services to children and young people in Inverclyde. Embracing new technology as the basis for publishing our plan enables us to provide dynamic links to related plans, strategies and websites that will allow readers to delve further into specific areas or issues if they choose to.

I commend the plan to you as a reflection of the strong commitment we have in Inverclyde to partnership working that aims to improve the lives of children and young people, offering protection, care and additional support whenever the need arises.

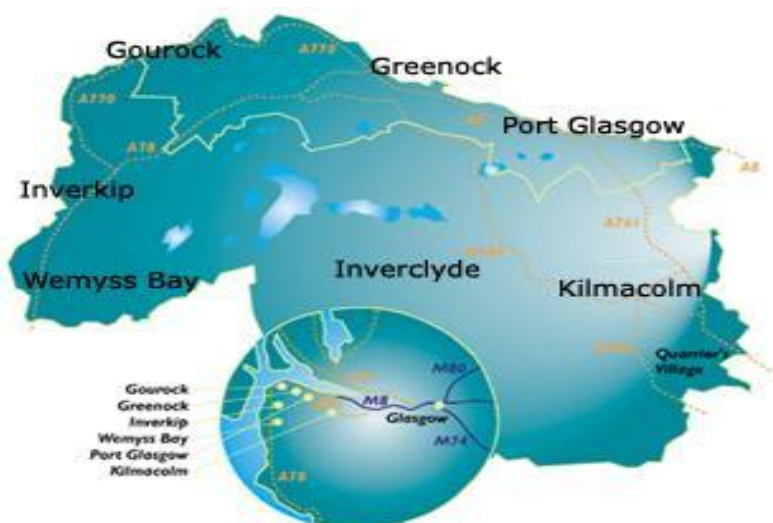
We would be pleased to hear your views on the plan, and details of how you can do this are given at the end of the document. An annual update will be published in 2010.

Robert Murphy

**Acting Corporate Director, Social Care - Inverclyde Council
Chair of the Integrated Children's Services Plan Core Group**

About Inverclyde

Inverclyde is one of Scotland's smallest local authority areas, falling within the geographical boundaries of Greater Glasgow and Clyde Health Board and Strathclyde Police. The authority borders Renfrewshire Council to the east and North Ayrshire council to the west. It encompasses the towns of Gourock, Greenock, Port Glasgow, Wemyss Bay, Inverkip and the villages of Kilmacolm and Quarrier's. The area is one of contrasts with relatively deprived social housing estates which cling to the North-facing hills of Greenock and Port Glasgow, and the wealthy rural villages in other parts.



Population Figures and Demographic Change

Inverclyde has a population of approximately 81,500, of whom 18% are children, 65% are young and middle aged adults and 17% are older people.

Table 1: Estimated population of children and young people by gender and broad age group 2006

	Total	Males	Females	% of population
All ages	81,540	38,901	42,639	100%
0-4	4,175	2,147	2,028	5.1%
5-11	6,389	3,303	3,086	7.8%
12-16	5,246	2,667	2,579	6.4%
17-19	3,245	1,699	1,546	4.0%
Total aged 0-19	19,055	9,816	9,239	23.4%

There has been a drop of 5,500 in the size of the overall population in the last ten years. The main reasons for this have been falls in the numbers of children under 16 and young adults (aged 16-44). Current projections are that these trends will continue over the next few years.

The proportion of the population from a minority ethnic community (0.9%) is half the Scottish average.

There were around 840 live births in 2006.

Family Structure at the time of the 2001 Census

Approximately a third of households in Inverclyde have children. The 2001 census information yielded the following information on those households:

- Total Number of Parents – **10,742**
- Two Parent Households - **57%**
- Single Parents – **29%**
- Other (including Parent & Step-parent, Parent & Others) – **14%**

Economic Factors

Inverclyde is one of the most economically deprived local authority areas in Scotland. Over 15,800 people, 19.3% of the population, are defined as income deprived and 9,500 adults, 18.8% of the working age population, are employment deprived.

There are over 1,930 workplaces, employing 32,700 people.

Scottish Index of Multiple Deprivation (SIMD)

The SIMD is based on small areas statistical geography called data zones each of which contain around 769 residents. Scotland has been divided into 6505 data zones with each given a ranking on a scale from most deprived (ranked 1) to least deprived (ranked 6505)

The SIMD is made up of a series of different 'domains' representing different subject areas and consist of a number of indicators chosen to efficiently capture deprivation for each particular domain. The 2006 domains are: current income; employment; health; education; geographic access to services; and housing and crime.

Inverclyde has been split into 110 data zones which it should be noted do not represent recognised local communities or ward boundaries but are built from the 2001 Census output areas.

Key information on Inverclyde's share of data zones is:

- ◆ 5% of Inverclyde's population live in areas defined as being the most deprived 5% in Scotland
- ◆ 22% live in areas defined as being the most deprived 10%
- ◆ 33% live in areas defined as being the most deprived 15%
- ◆ 42% live in areas defined as being the most deprived 20%

Social Factors

Education

Given Inverclyde's socio-economic standing it would normally be expected to rank amongst the lowest for educational achievement of all the Scottish Local Authority areas. Instead, Inverclyde ranks 8th for attainment and 1st for leaver destination (i.e. to training, work or further/higher education).

More detail and analysis of this is provided in the section headed **Achieving**.

Housing

In Inverclyde the current housing profile 61% are Owner Occupied; 31% is in the Social Rented sector; and 8% in the Private Rented sector.

Recently there have been profound changes with changes in tenancy, demolitions and new builds led by Riverside Inverclyde, the local regeneration company.

Other changes that have taken place are the transfer of local authority housing stock to River Clyde Homes which was completed in late 2007. In order to meet national housing standards there is to be planned demolition of 2,400 houses, refurbishment of the remaining 5,000 houses and new build of 1,100 houses within the next 7 years.

Riverside Inverclyde has commissioned houses and flats for almost 5,000 people as part of the overall regeneration of the riverfront, combined with commercial, office and leisure developments.

About Children and Young People's Services

There are a number of key pieces of legislation and national policies and priorities that inform our approach to developing and delivering children's services in Inverclyde. These are summarised below, with a more detailed explanation provided in the table in Appendix 1.

Legislation

- Children (Scotland) Act 1995
- Education (Additional Support for Learning) Act 2004

Policy

- United Nations Convention on the Rights of the Child (1990) [UNCRC]¹
- For Scotland's Children (2002)
- Getting it Right for Every Child (2005)
- A Curriculum for Excellence (2004)
- More Choices, More Chances (2006)
- Looked After Children & Young People: We Can and Must Do Better (2007)
- These Are Our Bairns: a guide for community planning partnerships on being a good corporate parent (2008)
- Delivering a Healthy Future: An Action Framework for Children and Young People's Health in Scotland (2007)
- Getting it right for every child in Kinship and Foster Care (2007)
- Equally Well (2008)
- The Early Years Framework (2008)
- The Mental Health of Children and Young People: A Framework for Promotion, Prevention and Care (2006)

¹ Each of the eight sections that follow in this plan is prefaced with a summary of the relevant UNCRC articles adapted from a version published by UNICEF.

Single Outcome Agreements (SOA's)

In May 2007 there was a change of government in Scotland. The new administration introduced a new framework for the partnership between central and local government. This was set within the context of 5 strategic objectives, 15 national outcomes and 45 national indicators.

The 5 strategic objectives are that Scotland is to be:

Wealthier & Fairer;

Smarter;

Healthier;

Safer & Stronger; and

Greener.

All of these have an impact on the lives of children and young people, as do all the 15 national outcomes, with the following having specific relevance:

- 4. Our young people are successful learners, confident individuals, effective contributors and responsible citizens.**
- 5. Our children have the best start in life and are ready to succeed.**
- 8. We have improved the life chances for children, young people and families at risk.**

The new partnership approach also involved a major reconfiguration and streamlining of financial arrangements, with a reduction in the number of time-limited specific grants. It was also underpinned by the introduction of Single Outcome Agreements, which represent an agreement between each local authority and the Scottish Government on what will be delivered locally within the context of the funding provided and the strategic objectives, national outcomes, and national indicators.

The first Single Outcome Agreement (SOA) for Inverclyde agreed with the Scottish Government, covered the period 2008-09. A second partnership SOA has now been prepared and covers the period 2009-11, the same timescale as for the this plan.

Both of these SOA's specify 8 local outcomes:

1. Inverclyde's population is stable with a good balance of socio-economic groups.
2. Communities are stronger, responsible and more able to identify, articulate and take action on their needs and aspirations to bring about an improvement in the quality of community life.
3. The area's economic regeneration is secured.
4. Economic activity in Inverclyde is higher, and skills development enables both those in work and those furthest from the labour market to realize their full potential.
5. The health of local people is improved, combating health inequality and promoting healthy lifestyles.
6. A positive culture change will have taken place in attitudes to alcohol, resulting in fewer associated health problems and reduced crime rates.
7. All our young people have the best start in life.
8. Inverclyde is a place where people want to live now whilst at the same time safeguarding the environment for future generations.

In this plan we will highlight how sections relate to the Single Outcome Agreement for Inverclyde with this symbol:



The number next to **SOA** denotes the number relating to the **8 Local Priorities** described above. The number next to **NO** denotes the number relating to the **15 National Outcomes** set out by the Scottish Government.

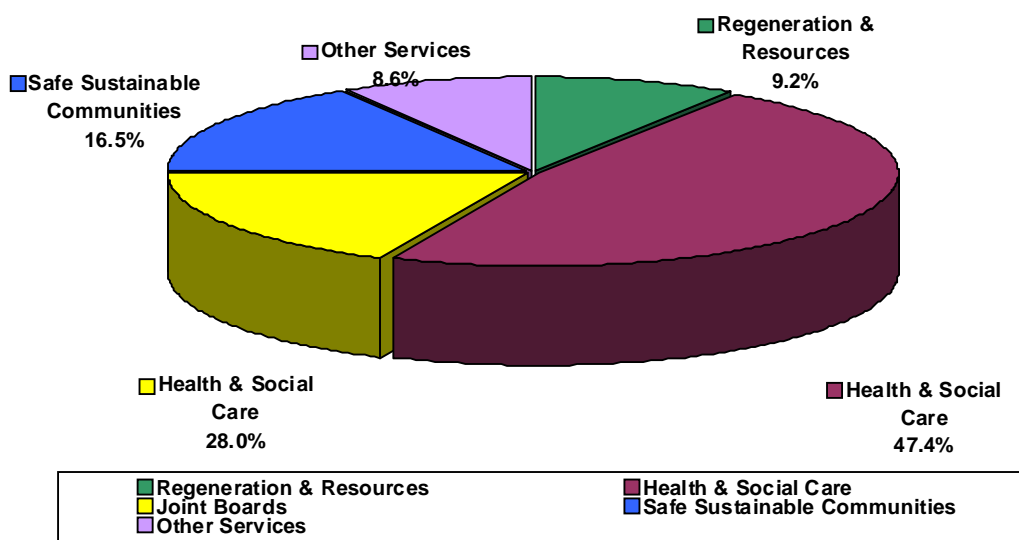
The full Inverclyde SOA for 2009-11 can be accessed on the Inverclyde council website using the following link: [Inverclyde Council • Inverclyde Council Single Outcome Agreement 2009-2011](#).

What we spend on our services

Inverclyde Council

Figure 1 presents a breakdown of Inverclyde Council's budget in 2008/09 by Council Committee and the Joint Boards (including Strathclyde Police and Strathclyde Fire and Rescue) to which it makes a funding contribution. The total budget was £176.8 million.

Figure 1: Breakdown of Inverclyde Council budget as a Percentage of Total and by Committee 2008/09



Source: Inverclyde Council.

Tables 1, 2 and 3 below show Inverclyde Council's Education and Social Work Services budgets 2008/09 for children's services. Other services of the Council spend substantial amounts on services that children and young people use but as they are not provided exclusively for children and young people and it is not possible to identify amounts or proportions of that expenditure.

Education Services

Table 1: 2008/09 Budgets for Inverclyde Council Education Services

Sector	Revenue Budget 2008/09	% of Total
Early Years Service	£5,996,050	8.1%
Primary Schools	£23,074,030	31.0%
Secondary Schools	£28,204,370	37.9%
Special Schools	£4,149,580	5.6%
Community Learning & Development	£1,141,200	1.5%
Development Services	£1,138,910	1.5%
ASN Placements	£748,110	1.0%
Psychological Services	£642,540	0.9%
Integrated Community Schools	£554,190	0.8%
School Estates Team	£3,085,530	4.1%
Other (balance)	£5,641,440	7.6%
Total	£74,375,950	100%

The budgets within the above table include the following:

- Special Needs Auxiliaries - £1,850,504
- Network Teaching Staff - £1,079,180
- School Transport - £1,874,880
- Clothing Grants - £136,450
- Music Instruction - £428,490

Social Work Services

From a total service budget of over £50.9m, over £10.7m (21%) is dedicated to services for children and young people. Further detail is given in the table below.

Table 2: 2008/09 Budgets for Inverclyde Council Social Work Services

Service Type	Budget 2008/09
Residential Units (Local authority & voluntary sector)	£2,044,155
Residential schools (including secure care and resource centres)	£2,480,445
Family Support & Child Protection Services (not including staffing)	£330,770
Youth Support Services (including Youth Justice)	£933,281
Services for those affected by disability (incl. staffing and respite provision)	£920,873
Fostering & Adoption Services (including external placements)	£1,326,460
Support for Young People Leaving Care	£247,310
Staffing for Children and Families Teams	£1,900,322
Administrative Support to all Children and Families Services	£540,809
Total	£10,724,425

NHS Greater Glasgow and Clyde

From 1 April 2006 the new health authority of NHS Greater Glasgow and Clyde came into being and assumed responsibility for health care provision in this area. Children, young people and their families obviously benefit from the range of universal and generic community health services such as GP's, Health Visitors, and School Nursing. It is therefore difficult to separate out precisely spend on services for children and young people, except for specific children's services. Acute care paediatric services are now provided outwith the area at the Royal Alexandra Hospital in Paisley, and in some instances specialist regional or national services such as Yorkhill Hospital in Glasgow.

The following are some key points about health service expenditure in Inverclyde for 2008/09:

- * The total Community Health Partnership (CHP) budget was just under £53.7m, of which:
 - o Just over £2.4m is for specific children and family services
 - o Just under £3.7m is for Health & Community Services
 - o Just under £16m is for Family Health Services

- * In addition to the above there is other health service expenditure in the area related to:
 - o Acute care services
 - o Specific funding, such as the Fairer Scotland Fund, which includes allocations for specific health projects.

Children's Services Planning

The strategic planning of children's services is led by the ***Children's Services Plan Core Group***.

This group is chaired by the Head of Social Work Services for Inverclyde Council, and is comprised of senior managers from Education, Social Work, Health, and representatives from key Voluntary Sector Organisations. It confirms plans for the development and delivery of children's services in Inverclyde, agrees the actions to progress the integration agenda, and determines the monitoring and performance framework underpinning this to secure set targets.

The Core Group is supported by sub-groups which undertake more detailed work in relation to strategic planning, monitoring and implementation. The nature of these groups is currently under review and our new structure will be described in the next annual update of this plan.

Our Vision

In planning and delivering our services, and in particular by working together effectively to translate national policy into local action, our joint vision is that all of Inverclyde's children and young people should develop to be:

Confident Individuals who have belief in themselves and their potential, with ambition to strive and to achieve;

Effective Contributors with the ability to be active participants in issues concerning both their own circumstances and the life of the wider community;

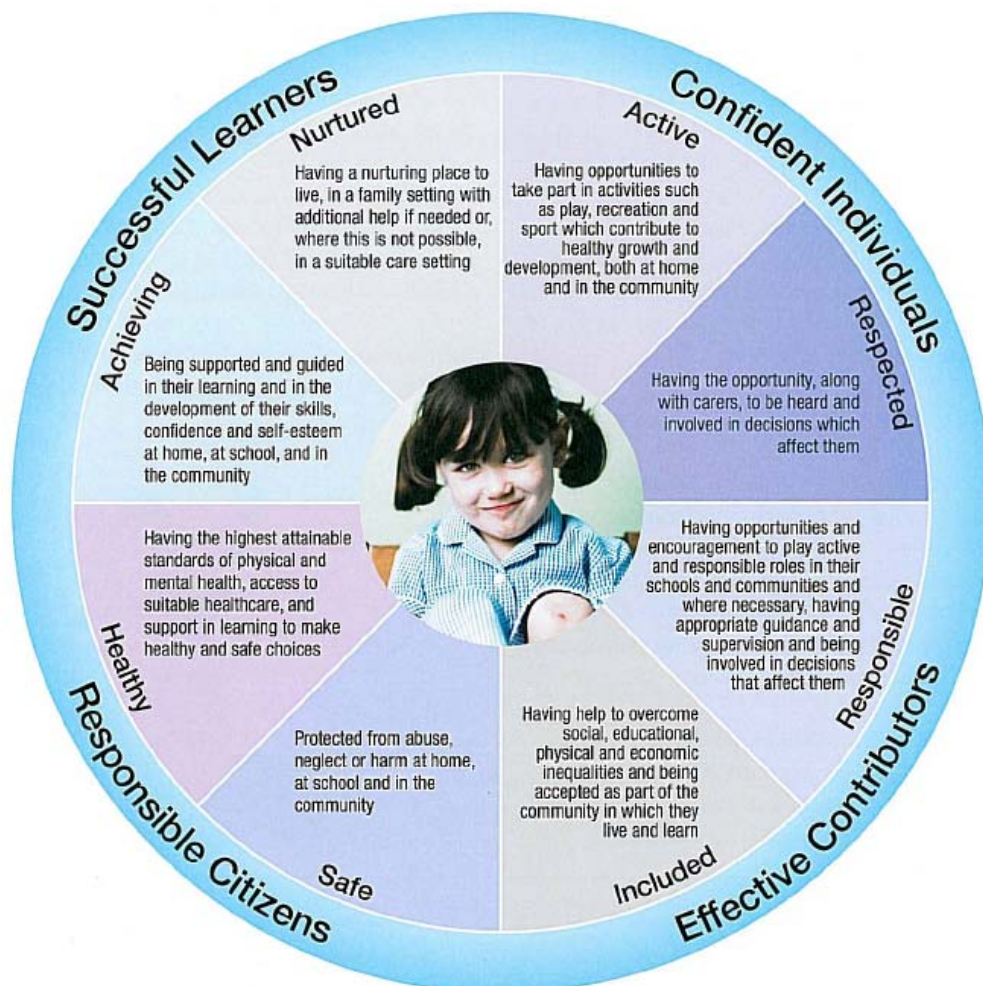
Successful Learners during their childhood years and throughout their lives as adults; and

Responsible Citizens who demonstrate respect and concern for other individuals, groups and the community of Inverclyde.

Agencies and services in Inverclyde will work together and in partnership with the community to ensure that our children are:

SAFE HEALTHY ACHIEVING NURTURED
ACTIVE RESPECTED RESPONSIBLE INCLUDED

These four Capacities and eight Indicators of Well-Being are illustrated in the diagram below which is taken from 'A Guide to **Getting it right for every child**'.



SAFE

Strategic Objective 1: To ensure that our children and young people are protected from abuse, neglect or harm at home, at school and throughout our community

SOA 7
NO 8,9

Children and Young People have the right to be:

Properly cared for, protected from violence, abuse including sexual abuse, and neglect by their parents, or anyone else who looks after them; and from any activities that could harm their development

WHAT ARE THE KEY ISSUES AND CHALLENGES?

Ensuring that our children and young people are safe and protected from harm in all areas of our community is an absolute priority for all agencies and services in Inverclyde.

Multi-agency commitment to ensure this is achieved encompasses highly specialised work in respect of the formal child protection system, promoting greater public awareness about child protection and everyone can contribute to keeping children safe, and taking a range of actions to make our communities safer places to live in.

Child Protection

Partnership working to ensure that we have a highly effective child protection system is overseen by Inverclyde Child Protection Committee. The committee publishes an Annual Report for the previous year and a Business Plan for the year ahead.

An HMIE inspection of our joint child protection work was completed by autumn of 2008, and the report was published in February 2009. The overall report was very positive about child protection services and practice in Inverclyde, concluding that Inspectors were very confident that vulnerable children were known to services and that staff across the agencies acted quickly to provide immediate help and protection when needed.

One of the key priorities for the Child Protection Committee over the next three years will be to build on its findings and respond to any recommendations of the inspection report as part of the process of continuing to promote excellence in service provision and practice.

The demand for formal child protection work in Inverclyde is high, reflecting the significant levels of deprivation in our area and key factors such as the incidence of drug and alcohol misuse.

Some of the key contextual information from statistics for 2007/08 can be summarised as follows:

- ◆ Between April 2007 and March 2008 the number of Child Protection referrals in Inverclyde was 243, an increase of 36% on the previous year's figure.
- ◆ The number of children on the Child Protection Register in Inverclyde on 31st March 2008 was 32
- ◆ The above figure represented a rate of 2.2 per 1,000 of the 0-15 population:
- ◆ 56% of children were registered under the category of Physical Neglect; 34% under the category of Physical Injury, and 9% of children under the categories of Emotional Abuse or Sexual Abuse.
- ◆ Between 1st April 2007 and 31st March 2008 a total of 81 Child Protection Investigations were initiated in respect of 135 children.

One challenge for the Committee has been the delay in the revision and publication of new West of Scotland inter-agency procedures, which means that authority-wide implementation and the revision of single-agency procedures will now take place in 2009/10.

Domestic Abuse

In Inverclyde domestic abuse incidences have increased from the 5 year average from 575 to 700 according to Vulnerable Person Statistics from Strathclyde Police (December 2007). This is being addressed through a partnership approach led by Safer Communities which aims to challenge attitudes and raise awareness; co-ordinate and develop services that encourage and improve the reporting of domestic abuse; and help partner agencies support vulnerable people affected by abuse.

Locally, there is a well-established Domestic Violence Screening Group involving the Police, Children's Reporter, and Social Work Services that considers all cases of domestic abuse where there are children and young people in the family and decides on the appropriate action. In 2007/08, this group considered over 600 cases of domestic abuse where there were families with children. Whilst only a small proportion of these resulted in statutory intervention in relation to the children concerned, this gives an indication of the scale of the problem in Inverclyde.

Safety in the Community

Wider community safety issues are taken forward jointly through the Community Safety Partnership. This partnership involves Inverclyde Council Services including Safer Communities, Education and Social Care and Economic Regeneration; Strathclyde Police; Strathclyde Fire and Rescue; James Watt College, Greenock Prison; and the Voluntary and Community Sectors.

The five community safety outcomes are:

1. Violence Reduction and Prevention
2. Promoting Safety and Preventing Accidents in the Community
3. Reducing Hate Crime
4. Reducing Acquisition Crime
5. Reducing Anti Social Behaviour

Some of the issues being tackled by the Community Safety Partnership and the actions being taken are described in this section, with others described in the strategic priority of Responsible in section 7.

WHAT WILL WE DO IN 2009-11?

Child Protection

Inverclyde Child Protection Committee's Business Plan for 2008-09 focused on 10 key areas with objectives and actions attached to each:

- ✓ **Public Information** - To improve awareness of Child Protection with children and young people, families and the wider community through the provision of information.
- ✓ **Policies, Procedures and Protocols** - To ensure single and multi agency policies, procedures and protocols are regularly reviewed and updated; the development and implementation of policies, procedures and protocols around key issues; and that relevant staff are aware of multi-agency child protection policies, protocols, procedures and guidance issued by the Committee and understand the implications for their practice.
- ✓ **Management Information** - To analyse child protection related management information from all agencies and identify the implications for practice.
- ✓ **Quality Assurance** - To audit routinely the quality of multi-agency practice and take action to improve practice where necessary.
- ✓ **Promotion of Good Practice** - To identify and promote good practice, address issues of poor practice and encourage learning from practice.
- ✓ **Training and Staff Development** - To ensure a program of inter-agency training is planned, delivered, evaluated and reviewed; and maintain an overview of single agency child protection training.
- ✓ **Communication and Co-operation** - To ensure opportunities for communication and co-operation between departments and agencies in Inverclyde and with other Child Protection Committees are developed; raise awareness of child protection issues amongst those whose work brings them in contact with children, young people and their families; and further raise the profile of Chief Officers' Group and the Child Protection Committee within agencies.
- ✓ **Planning and Connections** - To ensure effective representation on the CPC structures and effective connection to related structures.
- ✓ **Listening to Young People and Families** - To ensure that child protection policy and practice is informed by the perspective of children, young people and their families; and maximise the involvement of children and young people in decision making regarding their care and protection.
- ✓ **Evaluation and Inspection** - Complete the HMIE Inspection of Services to Protect Children Inspection process.

Further detail of the actions associated with the above is given in Inverclyde Child Protection Committee's Annual Report for 2007-08 and Business Plan for 2008-09.

An Annual Report for 2008/09 and Business Plan for 2009/10 will be published by August 2009.

Domestic Abuse

- ✓ Continue to promote zero tolerance, support victims and encourage reporting of domestic abuse
- ✓ We will ensure that there are accredited programmes established that will work with perpetrators of domestic abuse and their families.
- ✓ Identify and co-ordinate a range of services that will provide intensive work for victims of domestic abuse with alcohol related problems and their families.
- ✓ Review our procedures for the sharing of information between partner agencies to ensure that we have improved the life chances of children, young people and families at risk of domestic and sexual abuse.
- ✓ Following a review of the organisation and operation of the Domestic Abuse Screening Group, extend its scope to ensure the involvement of education and health in the process.

Safety in the Community

- ✓ Implement the Local Authority Road Safety Officers recommendations for School Crossing Patrol Services by March 2009.
- ✓ Ensure that all primary schools and 50% of secondary schools have school travel plans published by March 2009 and all others thereafter.
- ✓ Continue to provide road and bicycle training at primary schools.
- ✓ Develop multi agency actions to promote and support home safety
- ✓ Promote diversity education during early years within schools to reinforce positive attitudes to minority groups.
- ✓ Develop a programme to encourage acceptable alcohol use and explore ways to reduce alcohol fueled violence.
- ✓ Work with partners to highlight the consequences of fire-raising through schools as part of a sustained education programme.
- ✓ Continue to support the work of the Juvenile Intervention Group (further detail on this is given in section 7).

HOW WILL WE KNOW WE HAVE DELIVERED?

Child Protection

- Inverclyde Child Protection Committee's Business Plan for 2008-09 provides detail of specific actions related to the objectives for the key areas described above. Each of these has target timescales, identification of who is responsible, the resources required and detail of how outcomes will be measured. Further detail can be obtained on the Committee's website by clicking on this link: [ICPC Annual Report 2007/08 & Business Plan 2008/2009](#)
- A summary of the above report and other information, for example on training and further annual reports and business plans as they are published, can also be accessed on Inverclyde Child Protection Committee's website by following this link: [Inverclyde Child Protection Committee](#)

Domestic Abuse

- We will have in place accredited programmes that work with perpetrators of domestic abuse and their families by March 2011.
- We will have established a co-ordinated range of services providing intensive work for victims of domestic abuse with alcohol related problems and their families by March 2009.
- A review of our procedures for the sharing of information between partner agencies in relation to families at risk of domestic and sexual abuse will be completed by September 2009.
- The review of the organisation and operation of the Domestic Abuse Steering Group will be completed by September 2009.

Safety in the Community

- Inverclyde Community Safety Partnership will provide details of the delivery programmes annually within the strategic assessment. Further details of the Strategic Assessment will be available in the early summer of 2009.

HEALTHY

Strategic Objective 2: To ensure Inverclyde's children and young people enjoy the highest attainable standards of physical and mental health, access to suitable healthcare, and support in learning to make healthy and safe choices

SOA 5,6
NO 6,7

Children and Young People have the right to:

Live and develop healthily, with the availability of good quality health care, to clean water, nutritious food, and a clean environment so that they will stay healthy

WHAT ARE THE KEY ISSUES AND CHALLENGES?

Promoting the highest attainable standards of health for our children and young people is fundamental to giving them the best possible start in life, enables them to develop and achieve to their fullest potential, and creates the basis for enjoying good health throughout life.

Our approach in Inverclyde is set against the backdrop of key national policies, board-wide policies, strategies, and initiatives formulated by NHS Greater Glasgow and Clyde in partnership with others including local authorities; and locally-led partnership arrangements for health promotion and health care in Inverclyde.

The health and wellbeing statistics for Inverclyde as a whole are concerning, and a key issue is that of health inequalities, which *Equally Well* examines from a national perspective. This general trend for poor health in our area has particular implications for our children and young people. Tackling these inequalities is a key priority for Inverclyde Alliance, and requires action on a number of fronts.

Some of the health facts and statistical data which illustrate the above issues are:

- ◆ **Rates of smoking during pregnancy:**
 - 27.7% of woman in Inverclyde smoke during pregnancy – 14% above the national average.
- ◆ **Low birth weight:**
 - the proportion of babies born with low birth weight remains at around 7% compared with the Scottish rate of 6%.
- ◆ **Low rates of breastfeeding:**
 - on average only 23.8% of babies in Inverclyde are breastfed at 6 weeks post birth – well below the average of 34.1% for the Greater Glasgow and Clyde area and the national target of 50%.

- ◆ **Poor diet, low uptake of physical activity and childhood obesity:**
 - there is an increase in childhood obesity in our area in line with the national trend, although the proportion of pre-school who are overweight or obese at 20.4% is 4% below the Scottish average
- ◆ **Dental health:**
 - 67% of primary one school children in 2006 had some evidence of dental decay compared to a national average of 45.9%. The national target for 2010 is that less than 40% of 5 year olds should have dental decay. On average 180 children are admitted to hospital for dental conditions annually.
- ◆ **Teenage pregnancies:**
 - the incidence of teenage pregnancies in Inverclyde tends to be higher than the Scottish average – in 2007 there were 59 babies born to teenage mothers, none of whom were under 16 years.
- ◆ **Smoking and alcohol use:**
 - in the 2006 SALSUS (Scottish Schools Adolescent Lifestyles & Substance Use Survey) report for Inverclyde:
 - 8% of 13 year olds and 14% of 15 year olds reported they were regular smokers [national averages 4% and 15% for the two ages]
 - 14% of 13 year olds and 35% of 15 year olds in Inverclyde reported that they had had an alcoholic drink in the last week
 - 14% of 13 year olds and 27% of 15 year olds reported they had used drugs. For the 13 year olds this is double the national average.
- ◆ **Drug misuse:**
 - Until recently, Inverclyde had one of the highest rates in Scotland for drug use among 15-24 year olds
- ◆ **Mental health:**
 - As at 31 August 2008 the Child and Adolescent Mental Health Service (CAMHS) had 330 open cases. The waiting time for CAMHS was 13 weeks.
- ◆ **Accidents, injuries and emergencies:**
 - Between October 2007 and September 2008 a total of 5,011 children and young people under the age of 16 attended the Accident and Emergency services at Inverclyde Royal Hospital, an average of just under 14 per day with 9% of these cases resulting in hospital admission.

Information Sources include: *Health and Wellbeing Profiles completed by the Glasgow Centre for Population Health; the SALSUS (Scottish Schools Adolescent Lifestyles & Substance Use Survey) report for Inverclyde; and the NHS Greater Glasgow & Clyde Director of Public Health Annual Report 2007.*

One significant challenge facing the health service locally is delivering the Human Papilloma Virus (HPV) Immunisation Programme for young women aged 12-18. High risk types of HPV are known to be associated with higher incidences of cervical cancer. The programme will be taken forward by the School Nursing Services, supported by the Community Children's Nursing Service.

Despite some of the depressing health statistics for this area there are positive achievements and progress to report, and there are really encouraging opportunities for improving this group's health and wellbeing.

- Primary immunisation rates for children in Inverclyde are slightly above the Scottish average
- Figures in the 2006 SALSUS report for smoking, drinking alcohol and using drugs are all down on the last report from 2004.
- The prevalence of drinking among young people, for example, is lower in Inverclyde than in some other areas.
- Interventions such as youth smoking cessation services are having an impact, with more and more young people saying they wish to stop smoking where they have already started.
- There is also a high uptake of sexual health screening amongst our young people, particularly for Chlamydia.

The process of compiling an information profile for Children and Young People's health and wellbeing was begun in November 2007, alongside the launch of a health improvement framework for children and young people's health to be used across NHS Greater Glasgow and Clyde.

Both of these give us an opportunity to focus in on the health needs of our children and young people and have a framework within which to target support and intervention.

WHAT WILL WE DO IN 2009-11?

Tackling health inequalities and ensuring that children and young people lead healthy lives, with appropriate health care when required, is not solely the province of the health service. Crucial to all of this, and particularly to health improvement, is the involvement of others such as Education Services and Voluntary Sector services.

There is a real opportunity to increase youth participation in health and health services via the creation of a Youth Health Forum for the area, using funding from the Scottish Health Council. It is intended that this will operate as a sub-group of the wider Youth Council we intend to develop in Inverclyde.

For the next two year period we have identified 4 key priority areas for action:

✓ Promoting breastfeeding through our local implementation of the Health Board-wide infant feeding strategy

The aim of the Infant Feeding Strategy 2008 to 2012 is to promote and support optimal nutrition for all babies and infants in the 0-2 year range.

Inverclyde plans to increase exclusive breast feeding for a minimum of six weeks from 26.6% (the 2006/2007 rate) to 33.3%.

In order to promote breast feeding, Inverclyde CHP are adopting an evidence based 'Baby Friendly' approach, in order to achieve best practice.

We plan to work together to support mothers through the challenges of early breast feeding to allow them to sustain this feeding method to six weeks and beyond, feeling confident and supported with their choice to breast feed their baby.

In order to support initiation rates, the local Infant Feeding Strategy Group in developing an action plan to outline a range of actions, and these include:

- Rolling out the Peer Support Model
- Ante-natal Fayres
- Development of the Baby Café Model (currently 2 cafes are in existence, each within a SIMD area).
- Creative use of CEL 36 funds, specific funding from the Scottish Government to support breastfeeding and healthy start initiatives.
- Integrated staff training and development.

✓ **Promoting healthy weight among children and young people**

This includes attention to physical activity and nutrition and will involve local translation of the board-wide approach to promoting child healthy weight that has been developed by NHS Greater Glasgow and Clyde.

✓ **Promoting mental well-being for children and young people**

This includes targeted actions that aim to promote self-esteem, self-confidence, assertiveness, and reduce the incidence of self-harm and other indicators of mental distress.

The Child and Adolescent Mental Health Service (CAMHS) Framework implementation plan includes the support of mothers in the perinatal² period. During 2009–11, CAMHS will develop links with midwifery staff to provide training in parenting support for new mothers.

Part of the action on this priority involves improving access to CAMHS in Inverclyde by:

- The introduction of an 18 week referral to treatment HEAT target will be introduced in 2010. Work is currently underway to ensure that this information is gathered and reported on a quarterly basis. It is expected that this will impact positively waiting times for CAMHS. As of April 2009, there are 25 patients waiting + 18 weeks for assessment. During 2009 /10 – this figure will be reduced by 50 % and a further 25 % in 2011.
- The introduction of a Primary Mental Health Worker post, aligned to School Nursing, (funded by the Fairer Scotland Fund),effective April 2009 – 2010, will further support access to CAMHS. This will be evaluated during 2009.

✓ **Reducing harmful behaviours by children and young people**

This includes continued attention to reducing the incidence of smoking and the use of alcohol and drugs. Where harmful behaviours are in evidence we will work with young people to reduce harmful effects and promote positive behavioural change.

In addition to the services already in place funding has been secured for 2009-10 through the Fairer Scotland Fund for:

- The Young People's Alcohol Team, which will provide enhanced educative work through 2 dedicated schools workers and direct work with individual young people by a counsellor.

² The perinatal period is that from the 22nd completed week of gestation to 7 completed days after birth

HOW WILL WE KNOW WE HAVE DELIVERED?

The detailed Action Plan that will be developed will identify performance measures for each specific action that we agree under the 4 priority areas described above.

These will include information provided from external sources, for example the SALSUS survey that is undertaken every two years, together with measures that have been developed and defined locally (some of which will link to the priorities of Inverclyde Alliance and the Single Outcome Agreement).

More detail of these specific measures and annual reports on progress will be published separately.

It is important to note that nationally the health service has specified a set of targets, the HEAT targets (Health improvement, Efficiency and governance, Access to a services, and Treatment appropriate to individuals).

Many of the 30 targets have a bearing on the lives of children and young people, with the first three below being specific examples against which we will measure our progress:

- We will have made progress towards increasing the proportion of newborn children exclusively breastfed at 6-8 weeks to 33.3% by 2010/11.
- 80% of all 3-5 year old children will be registered with an NHS dentist by 2010/11.
- We will have achieved agreed completion rates for our child healthy weight intervention programme by 2010/11.
- The School Nursing Service, with assistance from the Community Children's Nursing Service and other health professionals will have completed the initial phase of the HPV Immunisation Programme and will have in place arrangements for the continuation of this over the longer term.
- We will meet our targets for 2009/10 and 2010/11 for reducing the number of patients who wait more than 18 weeks from referral to treatment in the Child and Adolescent Mental Health Service.
- The work and impact of the Primary Mental Health Worker post will be evaluated during 2009/10 and decisions made about its future thereafter.

ACHIEVING

Strategic Objective 3: To ensure children and young people are supported and guided in their learning and in the development of their skills, confidence and self-esteem at home, at school and in the community

SOA 7
NO 3,4,5,7

Children and Young People have the right to:

Encouragement to reach the highest level they are capable of through education that develops each child's personality and talents to the full, and encourages them to respect their parents, and their own and other cultures.

WHAT ARE THE KEY ISSUES AND CHALLENGES?

Our schools and education services in Inverclyde perform consistently well with levels of achievement significantly above what might be expected given the demographic profile of the area. Over the last three years a number of our education establishments have undergone external evaluation of their standards and quality in partnership with HMIE and the Care Commission resulting in excellent, and in other cases very good, reports on the provision within the majority of establishments visited.

We are committed to continuous improvement and delivering excellence in education by modernising our service and the environments in which it is delivered, driving up standards and setting ourselves challenging targets.

National Priorities for Education

There are 5 national priorities for education:

1. Achievement and Attainment
2. Framework for Learning
3. Inclusion and Equality
4. Values and Citizenship
5. Learning for Life

In this section of our plan we focus on Priorities One, Two and Five. Priority Three is considered under the section on **Inclusion** and Priority Four is addressed under the section on **Responsible**. In addition to the 5 national priorities, the 2008/09 Service Plan for Inverclyde Council Education Services specified 14 Local Priorities, which are mapped below and in the other two sections against the national priorities.

The information below includes key points about our performance during the academic session 2007/08.

National Priority One: Achievement and Attainment

To raise standards of educational attainment for all in schools, especially in the core skills of literacy and numeracy, and to achieve better levels in national measures of achievement including examination results.

Inverclyde Priorities

- * Improve the attainment and achievement of all children and young people with a particular focus on literacy and numeracy skills

5-14 Attainment

Attainment in stages Primary 1 to Secondary 2 is measured using national assessment materials for Reading, Writing and Mathematics.

Key points for 2007/08 include:

- ◆ **Reading:** Over the last three years there has been a noticeable increase in national assessment results in the primary and secondary sectors. During 2007/08 87% of primary school pupils and 73% of secondary school pupils reached the national defined minimum competence for this curricular area.
- ◆ **Writing:** Over the same period, there has also been a steady increase in national assessment results, with 81% of primary school pupils and 62% of secondary school pupils reaching the national defined minimum competence for this curricular area in 2007/08.
- ◆ **Mathematics:** Over the last three years there has been an inconsistent trend in 5-14 national assessment results. In the primary sector a relatively poor performance in the 2006/07 session was followed by a 4% increase in 2007/08. In the secondary sector a slight dip between 2005/06 and 2006/07 was followed by an increase of almost 5% in 2007/08, with 64.6% of pupils reaching the defined minimum competence.

SQA Performance 2008

Key points on achievement in the summer of 2008 include:

- ◆ **Standard Grades:** Overall attainment in S4 was very satisfactory with Inverclyde's high pass rate for Standard Grades once again being maintained:
 - 94.2% of S4 pupils gained 5 or more Standard Grades - a slight decrease of 0.6% from the previous year.
 - 80% of S4 pupils gained 5 or more passes at General and Credit levels – similar to the previous year's figure.
 - The majority of secondary schools increased the percentage of S4 pupils gaining Standard Grade qualifications in English and Maths.
- ◆ **Higher Grades:** results for 2008 were in line with the Inverclyde average over the previous four years:
 - Although slightly down from the 2006 results, overall Higher Grade attainment in S5 continues to be satisfactory.
 - 19.7% of S5 pupils achieved 3 or more Highers – a minimal decrease from 2006.
 - 8.1% of pupils achieved 5 or more Highers – a decrease of 0.4% from 2006.

National Priority Two: Framework for Learning

To support and develop the skills of teachers, the self-discipline of pupils and to enhance school environments so that they are conducive to teaching and learning.

Inverclyde Priorities

- * Develop the School Estate to provide a learning environment fit for the 21st century
- * Develop a *Curriculum for Excellence* through an ongoing focus on the quality of learning and teaching
- * Integrate the national GLOW³ programme within Inverclyde schools and early years' establishments to ensure effective use of ICT in learning and teaching
- * Enhance the quality of Continuing Professional Development for all staff
- * Improve the professional review and development for all staff
- * Develop leadership at all levels
- * Improve the impact of self-evaluation

Attendance

Good attendance at school is key to ensuring that children and young people gain the maximum benefit from education. In 2007/08 attendance in both primary and secondary schools showed an improving trend:

- ◆ For primary schools, the attendance rate was 95.1% - compared with a figure of 95.4% for the previous year.
- ◆ For secondary schools, the attendance rate was 90.7% - the same as for the previous year.

Enhanced school environments which are conducive to teaching and learning

Educational performance in Inverclyde has been consistently high, although past inspection reports have at times indicated that the service has been delivered in buildings that were of a lower than ideal standard.

The Council is now well into an extensive programme of new build provision and refurbishment that will ensure that pupils and staff will enjoy the modern and high standard environments they deserve.

The following are some examples of the significant progress made in the School Estate Management Plan during 2007/08:

- ◆ The decant and amalgamation of the annexes of Inverclyde Academy to the former Greenock High School building was undertaken successfully and included a new traffic / travel plan.
- ◆ Kelly Street Nursery annex in St Mary's Primary school opened in January 2008.

³ GLOW is the world's first national intranet for education. It is managed by Learning and Teaching Scotland, and supports the delivery of Curriculum for Excellence.

- ◆ The final technical submissions for the Inverclyde PPP Schools project were completed by the end of February 2008 and the successful preferred bidder was the consortium organisation E4i (Education for Inverclyde).
- ◆ A new extension to Inverkip Primary School providing classrooms and a gymnasium was completed and opened in October 2007. In addition to this, Kipnippers (previously partner provider) transferred to the school immediately after the 2008 Easter break where the nursery class came under the leadership and management of the school's Head Teacher.
- ◆ Highholm, Slaemuir and Clune Park primary schools were amalgamated to form the new Newark Primary School - the largest primary school in Inverclyde. In addition, the new campus includes Newark Nursery School combining previous nursery provision from Barmoss Nursery, and the nursery classes from Slaemuir and Highholm primary schools. Arrangements were finalised for the start of the new session in August 2008.
- ◆ During session 2007/08 significant progress was made with the construction of the new Inverclyde Academy and the transfer to the new campus was concluded as planned in December 2008.

A revised School Estate Management Plan was approved by the Council in June 2008.

National Priority Five: Learning for Life

To equip pupils with the foundation skills, attitudes and expectations necessary to prosper in a changing society and encourage creativity and ambition.

Inverclyde Priorities

- * Develop health and well-being across all establishments
- * Work in partnership with colleges, local employers and others as appropriate to provide children and young people with opportunities to experience vocational learning
- * Develop a strategic approach to Community Learning and Development across schools and the local communities

Some of our key achievements recently include the following.

Health Promotion

In 2007/08:

- ◆ 8 schools gained health promoting status during session 2007/08.
- ◆ All schools now comply with the required nutrient standard for school meals in line with the recommendations from 'Hungry for Success'.
- ◆ 'Your Body Matters' packs were delivered to all primary schools and associated training was made available to all primary teachers. This curriculum pack supports the implementation of a whole-school approach to nutrition and physical activity.

Active Schools and Sports Development

- ◆ External funding from Sport Scotland was secured for the Active Schools initiative until 2011.
- ◆ Active Schools continue to help children and young people to adopt an active and healthy lifestyle by introducing physical activity opportunities sport, active travel, active play and dance. Some initiatives include:
 - Active breakfast clubs.
 - Lunchtime activity clubs.
 - Playground games training.
 - After schools clubs

Determined to Succeed – Enterprise in Education

During 2007/08:

- ◆ All Determined to Succeed (DtS) recommendations, originally set by the Scottish Executive, have been met or in most cases exceeded across Inverclyde. Schools now have enterprise firmly embedded in their development plans and are continually looking for opportunities to further improve their enterprise agenda.
- ◆ Inverclyde schools are committed to making all classrooms enterprising environments with many external providers providing additional support. Young Enterprise, Tree of Knowledge, TLG, Engineering Challenges and Language initiatives are all now common place in many schools. Our success with this development is down to the commitment and enthusiasm of staff in our schools and our strong partnership working with the business community.
- ◆ Following on from the major innovative success of 'The Recruit' programme during session 2006/07, it gained a Bronze COSLA Award. At the start of session 2007/08, the initiative was launched full swing into its second year with 25 fifth and sixth year pupils enthusiastically embracing the challenges ahead and hoping to develop the necessary skills and attributes that can help them to secure a lucrative £18,000 employment contract.

Vocational Learning

In 2007/08:

- ◆ During session 2007/08, a total of 932 (93%) 4th year pupils from all Inverclyde secondary schools undertook a work experience placement.
- ◆ From the 48 pupils who completed their Vocational Training Programme during session 2006/07, 24 returned to school for a 5th year.
- ◆ Five senior pupils were successful in gaining a work shadowing placement through the Institute of Management.
- ◆ During session 2007/08, 129 3rd year pupils and 122 4th year pupils from Inverclyde secondary schools participated in Inverclyde's Vocational Programme delivered in partnership with James Watt College. This programme allows pupils to study an accredited vocational course and in doing so develop key employability skills and gain a valuable insight into the world of work.

Promoting Creativity

In 2007/08:

- ◆ A full Arts Education Team has been in place since January 2008.
- ◆ Another successful application to the Scottish Arts Council enabled a Youth Music initiative Informal Sector music project to go ahead. This has involved the provision of modern music drop-in facilities in 3 secondary schools and a mentoring programme, both supported by tutors from James Watt College.
- ◆ A Creative Coursework Inverclyde competition successfully showcased the design and creative work of senior pupils in Inverclyde schools. In addition, practical workshops for cake decoration, creative writing and design were held.
- ◆ The work of the young writers at the Visible Fictions in Residence project came to fruition in the Arts Guild Theatre in June 2008 with young people performing plays written by their peers.
- ◆ A successful 'Pool by the Sea' project took place engaging pupils from Gourrock High School, and primary schools in Gourrock in a multi-media visual arts project. Painting, design, collage and film-making workshops took place in the schools and the resulting work was exhibited at the McLean Museum until the beginning of September 2008.
- ◆ The Arts Education Team were awarded £43,600 for James Watt, Head of Steam - a partnership project with Scottish Opera to write and perform an opera based on the life and legacy of Greenock's most famous son. Other partners include Riverside Inverclyde and James Watt College.

Community Learning & Development

In 2007/08:

- ◆ 37 young people progressed their core skills through youth literacy programmes.
- ◆ 102 participants in adult literacies identified progress in 'family related' outcomes.
- ◆ 356 young people participated in the Duke of Edinburgh Awards Scheme.

The key challenge is to sustain the progress highlighted above, and build on these achievements to deliver excellence in education through the most efficient and effective use of our resources and the skills in our education services workforce.

WHAT WILL WE DO IN 2009-11?

National Priority One: Achievement and Attainment

- ✓ Continue to support schools and early years establishments to raise attainment and achievement of all children and young people (including the lowest performing 20%) and address any curricular areas where performance is giving cause for concern.
- ✓ Take targeted action to meet the needs of specific groups of children and young people at risk of missing out, such as Looked After Children.

National Priority Two: Framework for Learning

- ✓ Continue to implement and monitor closely the progress of our School Estate Management Plan to ensure children and young people in schools and early years establishments will be educated in secure, healthy and modern learning environments.
- ✓ Raise the quality of learning and teaching through Continuing Professional Development (CPD) opportunities and advice to teachers and school managers across all sectors.
- ✓ Deliver the agreed roll-out plan for GLOW across Inverclyde educational establishments.
- ✓ Organise and closely monitor a range of CPD opportunities which will equip teachers and support staff with skills and knowledge required for teaching in the 21st century.
- ✓ Undertake a review of the current process for the professional development and review of all staff.

National Priority Five: Learning for Life

- ✓ Continue to support all education establishments to implement legislative requirements and national advice to ensure all members of the school community work together to provide integrated and positive experiences and structures that promote health and well-being.
- ✓ Continue to develop Vocational Learning opportunities through the establishment of a new School-College Liaison Group and increased employer engagement in learning and teaching.
- ✓ Further develop partnership working between schools and the Community Learning and Development Service to benefit all young people in Inverclyde.
- ✓ Implement our Arts Education Strategy for 2008-12, which includes specific consideration of services for children and young people – further detail of this can be accessed using this link [Inverclyde Arts Strategy 2008-12](#)

HOW WILL WE KNOW WE HAVE DELIVERED?

National Priority One: Achievement and Attainment

- We will have achieved increases in the percentages of primary and secondary school pupils reaching the national defined minimum competences for Reading, Writing and Mathematics.
- We will have maintained, and possibly improved further, Inverclyde's high pass rate for Standard Grades, with all Inverclyde secondary schools having increased the percentage of S4 pupils gaining Standard Grade qualifications in Maths and English.
- We will have at least maintained, and possibly increased further from the 2008 level, the percentage of S4 pupils gaining 5 or more passes at General and Credit levels.
- We will have at least maintained, and possibly increased further from the 2008 level, the percentage of S5 pupils achieving 3 or more and 5 or more Highers.

National Priority Two: Framework for Learning

- Throughout the next three years the development our school estate will be evidenced by new-build schools and early years establishments and the refurbishment of existing buildings.
- We will have delivered our roll-out plan for GLOW across our education establishments.
- We will have delivered a range of CPD opportunities to teachers and support staff.
- We will have completed a review of the current process for the professional development and review of all staff and implemented any changes identified.
- We will have developed and implemented a consistent approach to self-evaluation across the authority.

National Priority Five: Learning for Life

- We will be able to evidence progress in promoting health and well-being by examining the number of programmes and initiatives in place, and the number of establishments that have achieved Health promoting Schools status.
- We will have established the School-College Liaison Group and developed a range of opportunities to improve the prospects and outcomes for young people leaving school.
- Through enhanced development partnership working between schools and the Community Learning and Development Service we will have developed and delivered a wider range of programmes that develop young people's self-esteem, confidence and capacity to participate as active citizens in their community.
- The Inverclyde Arts Strategy identifies 6 key outcomes and 13 objectives against which progress will be measured.

NURTURED

Strategic Objective 4: To ensure that our children and young people have a nurturing place to live, in a family setting, with additional help if needed, or, where this is not possible, in a suitable care setting

SOA 7
NO 5,7,8

Children and Young People have the right to be:

So far as far as is possible and in their best interests, to be cared for by their parents; and where this is not possible to be looked after properly, by people who respect their religion, language and culture and have their situation reviewed regularly

WHAT ARE THE KEY ISSUES AND CHALLENGES?

All children and young people require a caring and nurturing setting in order to grow and develop towards fulfilling their potential. Our aim in Inverclyde is to work in partnership with parents and communities to help them develop the awareness, understanding, skills and capacity to provide safe, secure, stable, and consistent environments in which children and young people can grow and thrive.

We recognise the importance of establishing that partnership as early as possible through services that advise and support pre-birth, and place strong emphasis on positive support and intervention in the early years of children's lives whilst also acknowledging that differing kinds of help and support throughout childhood and family life is needed by many.

For those children who cannot live within their family of origin we have an absolute commitment to ensuring that we provide alternative care of the very highest quality that addresses their needs holistically and aims to remove any barriers to their progress.

Maternal and Infant Health and Well-being

As we noted earlier in this plan under the Healthy priority, there are some key challenges that we face in relation to maternal and infant health. These include the incidence of smoking among pregnant women, of babies born with low birth weight, and of teenage pregnancy. Breastfeeding rates also remain stubbornly low, and although this reflects a national trend, Inverclyde rates are particularly low.

In Inverclyde the midwife-led maternity service provides a range of support and education to support prospective parents as part of its comprehensive service. Maternity services at Inverclyde Royal Hospital have been retained meantime, although women with special needs and emergency situations are dealt with at the Royal Alexandra Hospital in Paisley.

We now have a well-established joint service between the Special Needs in Pregnancy Service (SNIPS) and the Social Work Services Family Support Team which has been recognised for excellence by receiving two national awards.

Family Support and Parenting Work

We are committed to working in partnership with families to promote positive parenting by providing information, education, and opportunities for adult learning and development, tackling issues of disadvantage, and providing targeted support where this is needed.

Some families do require additional help and in response to this we have developed a range of family support services and parenting programmes over the last few years. The services include the Family Support Workers attached to a number of our early years establishments, Integrated Community Schools staff, Health Visiting Support Workers, and the Family Support Team in Social Work Services. These staff complement and work with other colleagues in early years, health visiting and school nursing, schools, community learning and development and social work.

Examples of specific family support and parenting programmes that we have developed and delivered are:

- ◆ *Mellow Parenting* – an intensive programme for parents of pre-school children which is targeted at highly vulnerable families. We are now providing three types of programme: Mellow Babies (for mothers with infants), Mellow Mothers and Mellow Fathers.
- ◆ *Handling Children's Behaviour* – this is an 8 week programme for parents on improving their strategies for managing children's behaviour that is delivered by a range of staff in various settings across Inverclyde.
- ◆ *Handling Teenage Behaviour* – also an 8 week programme, focusing on improving skills in understanding meeting the challenges of parenting adolescents.

Promoting Nurture in Schools

Our schools provide a range of pastoral care and help to children and young people that ensures a nurturing environment is integral to the whole school approach. In primary schools teachers, classroom assistants, senior management and learning and behaviour support staff all contribute to this. In secondary schools, once again all staff contribute to providing a positive a nurturing environment, with pastoral care and guidance staff having a significant role.

In addition to this specific initiatives and programmes have been introduced which involve Psychological Services, the Education Quality Improvement Services, and partner agencies.

These include:

- ◆ *Nurture Groups* – small supportive classes within mainstream primary schools with dedicated staff that provide a secure, predictable environment for vulnerable children in Primary 1/2. The groups focus on the emotional and social development of children as well as academic progress and aim to integrate children fully into their mainstream class within 2-4 terms. We have established pilots in 2 primary schools which are currently being evaluated.

- ◆ *Friends (for Life)* – an evidence-based approach to promoting emotional well-being in upper primary aged children. It teaches coping and problem-solving skills and aims to develop esteem and confidence in children. Four primary schools have participated in this approach, with a further four acting as control groups as part of an evaluation that was built in from the start.
- ◆ *Seasons for Growth* – a loss and grief education programme catering for children and young people aged 6-18 years. It focuses on the effects of change, loss and grief and specifically develops skills in communication, decision-making and problem-solving.

Looked After Children and Young People

Children and young people who are formally looked after represent a small but significant proportion of the total number of children living in Inverclyde. The reasons for statutory intervention encompass a wide range that can include child protection and child welfare concerns, or behavioural issues such as offending.

Some of these children and young people have complex problems, but all have care and nurturing needs and we work to support them and their families, or alternative carers, to ensure these are met as fully as possible.

We face challenges in responding to the increased numbers of children and young people who are looked after, providing services that meet a wide range of needs including highly complex ones, and securing better short, medium and long-term outcomes for them.

Statistics for of Looked After Children in Inverclyde compiled to 31 March 2008⁴ are:

- ◆ As at 31 March 2008, a total of 285 children and young people were Looked After – an increase of 13 (4.8%) on the 2007 figure.
- ◆ 241 of them (85%) were in community settings of whom:
 - 135 (47%) were living at home with their parents
 - 55 (19%) were placed with relatives or friends
 - 42 (15%) were placed with foster carers
 - 9 (3%) were placed with prospective adoptive parents
- ◆ 20 children and young people (7%) were cared for in Inverclyde residential children's units.
- ◆ 19 young people (7%) were placed in residential schools, and 2 were in secure accommodation

We have responded to these challenges by constantly improving service provision, especially that co-ordinated and delivered through multi-agency working. In the case of children and young people who are Looked After and Accommodated we have taken particular steps to strengthen our approach to meeting our responsibilities as Corporate Parents, including the implementation of a Children's Champion Scheme that involves senior managers in the Council taking a particular interest in the progress of a designated group of young people. This initiative is being evaluated through a partnership arrangement with the University of Strathclyde.

As regards Kinship Care, where children and young people are cared for by relatives, Inverclyde has been in the forefront of the development of strategy and support to those carers well in advance of the publication of a national strategy for Scotland.

⁴ 2007/08 figures are the most recent fully audited statistics available at the time of compiling this plan. Future updates will provide the most recently finalised figures.

WHAT WILL WE DO IN 2009-11?

- ✓ Conclude and implement a multi-agency Family Support Strategy that will give focus and impetus to more integrated family support and parenting work.
- ✓ Develop the new Rainbow Family Centre in Port Glasgow as a focus for the delivery of a range of integrated parent and family support services.
- ✓ Continue to develop and deliver a range of family support services and parenting programmes.
- ✓ Research outcomes from a sample of families that have been considered at the Domestic Abuse Screening Group and received support from the Joint SNIPS service in previous years.
- ✓ Continue to develop, deliver and evaluate school-based approaches such as Nurture Groups, Friends, and Seasons for Growth.
- ✓ Evaluate the Children's Champion Scheme and make a plan for the future based on the findings and recommendations.
- ✓ Implement the National Kinship Care Strategy and Fostering Strategy, including improved support packages for kinship carers and further improvements to the recruitment and retention of a range of foster care resources.
- ✓ Implement the Adoption (Scotland) Act 2007, including the introduction of permanence orders and improvements in post-adoption support.
- ✓ Replace one children's unit with a newly built more homely unit providing care for 6 children.
- ✓ Improve the range of support and accommodation options for young people leaving care but not yet ready to live fully independently.
- ✓ Reduce the recourse to residential school and secure unit placements through the development of locally-based alternatives to mainstream education, and the continued development of the new intensive support and monitoring service.

HOW WILL WE KNOW WE HAVE DELIVERED?

- A new multi-agency family support strategy will have been finalised and implemented.
- Rainbow Family Centre in Port Glasgow will be delivering a wide range of integrated parent and family support services.
- We will collate and analyse information on a range of programmes and approaches that have been developed and delivered, including:
 - Parenting programmes such as Mellow Parenting, Handling Children's Behaviour and Handling Teenage Behaviour.
 - School based approaches such as Nurture Groups, Friends and Seasons for Growth.
- The evaluation of the Children's Champion Scheme will have been completed and acted upon.
- We will have in place improved arrangements for the support of kinship carers.
- We will increase the number and range of foster placements available and the number / proportion of children placed in them.
- We will have improved arrangements for post-adoption support.
- One of the Council's current children's units will have been replaced with a new-build unit.
- There will be an increased range of accommodation options for care leavers.
- We will have in place new, locally-based alternative to mainstream education and support provision and intensive support and monitoring services that will have reduced our use of residential schools and secure accommodation.

ACTIVE

Strategic Objective 5: To ensure children and young people have opportunities to take part in activities such play, recreation and sport which contribute to healthy growth and development, both at home and in the community

SOA 5
NO 6,7

Children and Young People have the right to:

Relax and play, and to join in a wide range of activities

WHAT ARE THE KEY ISSUES AND CHALLENGES?

An active lifestyle is key to promoting health and well-being throughout childhood and laying the foundations for carrying this through to adult life. We believe that all children and young people should have access to as wide a range of opportunities as possible, not only to promote participation in physical activity and sport but also to have fun, new and stimulating experiences, and opportunities to socialise through recreation and play.

Physical and recreational activity also supports learning and personal development by helping develop physical and mental skills, and promoting confidence and self-esteem.

In Inverclyde our population profile exhibits significant health inequalities, with some of the poorest health outcomes evident in our most disadvantaged areas. Promoting physical activity is a key strand part of our wider strategy for encouraging healthy lifestyles that will help tackle these issues.

Here, as elsewhere in Scotland and indeed much of the developed world, the increasing incidence of obesity is a concern and we committed to promoting healthy weight among children and young people by promoting healthy choices in diet combined with an active lifestyle.

We are also attentive to the need to remove or reduce barriers to children and young people accessing opportunities for children and young people to engage in physical activity and sport.

Inverclyde Leisure

Since 2001 the Inverclyde Leisure Trust has had management and operational responsibility for sport and recreational activities on behalf of Inverclyde Council. It manages a leisure centre, swimming pools, fitness gyms, sports centres, outdoor pitches and sports development.

The services delivered by Inverclyde Leisure include a range of programmes, activities and classes specifically for children, young people and families.

Further detail of the services provided can be viewed on their website: [Inverclyde Leisure](#)

Active Schools and the Sports Development Team

The Active Schools and Sports Development Team has been established within the Council's Education Services. The team includes Active Schools Co-ordinators in both primary and secondary sectors, a Youth Football Development Officer, and a Sports Development Officer.

More information can be found on the Inverclyde Council website using this link:

[Active Schools](#)

WHAT WILL WE DO IN 2009-11?

Inverclyde Leisure

Inverclyde Leisure has now been firmly established for seven years and through partnership working has developed a range of facilities, services and initiatives.

The Council has for several years funded the Free Swimming Project for all Inverclyde schools children under 17, and in 2008 the Trust appointed two Live Active Health Counsellors and a Street Football Development Co-ordinator whose role is to deliver community activity with a portable football pitch.

Inverclyde Leisure is finalising details of its Business Plan for 2009-14, which will be updated on an annual basis. The plan emphasises the strong partnership between the Trust and the Council and other key strategic and service delivery links and is set against the context of the two key national outcomes of **Increasing Participation** and **Improving Performance** described in 'Reaching Higher: Building on the Success of Sport 21' (Scottish Government., 2007).

In relation to specific targeted work with and for children and young people Inverclyde Leisure will:

- ✓ Work with Education Services and schools to increase access to the secondary school estate for community use and sports clubs.
- ✓ Examine possibilities for adding leisure activity as a benefit of the Young Scot Card for 12-16 year olds.
- ✓ Take forward a range of developments in football through 2009 including:
 - Supporting 4 juvenile clubs to achieve SFA Quality Mark status.
 - Develop football coaching and after school activity for girls.
 - Deliver coach education for children courses at levels 1, 2, and 3 for targets of 40, 32 and 32 participants respectively.
 - Deliver coach education for youth courses at levels 1 and 2 for 40 and 32 participants respectively.
 - Engage 1,562 young people in the Street Football Project, monitoring their attendance over three months; carrying out fitness testing on 10% of participants and re-testing after 6 months, and promote volunteering opportunities for those taking part in the project.
- ✓ Work in partnership with Active Schools to deliver Junior and Community Sports Leader Awards in SIMD communities.

- √ Through the additional funding provided through the Fairer Scotland Fund:
 - Increase the number of children and young people taking part in sport and leisure activities.
 - Engage with and increase the number of young people recruited to relevant after / out of school clubs or similar activities in youth, community and leisure settings.
 - Engage with children and young people at key transitional stages, such as P7 to S1 and 16+ and recruit them to relevant after / out of school clubs or similar activities in youth, community and leisure settings.

Active Schools and Sports Development

The Active Schools Partnership Agreement sets out the national objectives of the Active Schools Network for 2008-11. We are currently concluding the detail of how these objectives will be implemented in Inverclyde.

The key outcomes set nationally are:

- To continue to increase opportunities for **all children and young people** to be engaged in physical activity and sport; and
- To strengthen pathways to participation and performance through sustainable school to community links.

We will work towards achieving these key outcomes by:

- √ Building a sustainable volunteer network and providing an appropriate volunteering infrastructure for Active Schools within the school and wider community.
- √ Providing opportunities for all children and young people to participate in physical activity and sport and enabling the creation of pathways from the school to the wider community.
- √ Increasing participation among “hard to reach groups” by adopting a targeted approach towards:
 - Girls and young women
 - Children and young people with a disability
 - Children and young people in areas of socio-economic disadvantage
 - Children and young people not currently involved in physical; activity and sport

HOW WILL WE KNOW WE HAVE DELIVERED?

Inverclyde Leisure

In order to measure performance with respect to its Business plan and other requirements including those of the Fairer Scotland Fund, Inverclyde Leisure is currently working to establish a range of baseline information including:

- The number of young people in the 13-17 and 17-24 age groups Inverclyde Leisure engages with and who take part in sport and physical activity.
- The number of young people aged 14+ who reside within Inverclyde's SIMD areas who are engaged with and who take part in sport and physical activity.

Inverclyde Leisure will update its Business Plan annually, and this will provide a regular review of performance and achievement.

Active Schools and Sports Development

The Active Schools Partnership Agreement that is being concluded will set out a range of specific actions and performance indicators that relate to the outcomes and objectives described above. This will be reported on annually and published on the Active Schools web page, for which a link has been provided earlier in this section.

RESPECTED

Strategic Objective 6: To ensure our children and young people have the opportunity, along with carers, to be heard and involved in decisions that affect them

SOA 2,7
NO 2,5,7,11

Children and Young People have the right to:

Expect that all organisations concerned with children will work towards what is best for each child; to say what they think should happen when adults are making decisions about them and have their opinions taken into account; to get and share information, including reliable information from the mass media, as long as it is not damaging to them or to others; and to privacy

WHAT ARE THE KEY ISSUES AND CHALLENGES?

Service planning and delivery is underpinned by a commitment to promoting a culture in agencies and in the wider community that respects children and young people and values them as important members of our society.

All children and young people have a right to express a view and have this listened to and taken into account in matters and decisions that affect them. This is enshrined in Article 12 of the United Nations Convention on the Rights of the Child (UNCRC) and also in Section 6 of the Children (Scotland) Act 1995.

There are three key ways in which this can be achieved in Inverclyde:

- * By promoting understanding and proper recognition of children's rights as set out in the UNCRC and UK and Scottish legislation.
- * By sustaining and developing mechanisms for young people to be consulted on matters that affect them, and, moreover, enable them to participate and therefore influence the formation of policies and practice in the provision of services.
- * By involving parents and carers in policy formation and service delivery through consultative and participative systems.

Promoting Children's Rights

In 2005 Inverclyde Council established the post of Children's Rights and Information Officer (CRIO). This gave even stronger emphasis to our commitment to embedding children's rights as specified in the UNCRC in all aspects of policy, and service planning and delivery. The role of the CRIO involves working with Council staff and services, and with partner agencies, to promote knowledge, understanding and incorporation of children's rights into practice. It also involves working directly with young people to provide information and advice on rights, and to encourage their participation in activity that helps influence policy and practice.

In 2007 we introduced within the Council the model for Children's Rights Impact Assessments devised by the office of Scotland's Commissioner for Children and Young People within the Council for using in relation to policies, procedures and service developments.

2 primary schools in Inverclyde have already attained the UNICEF Rights respecting School Award. This helps pupils focus not only on knowing and understanding their rights as individuals, but also recognition that others have those same rights and therefore promotes citizenship education and links to strategic priority 7, **Responsible**, which is discussed in the next section.

Further detail about the work of the Children's Rights and Information Officer can be obtained on the Inverclyde Council website by clicking on this link: [Children's Rights](#)

Consultation with, and Participation of, Children and Young People

In Inverclyde we have a strongly established tradition of involving children and young people through a wide range of groups and mechanisms through which they are consulted and can participate.

Community Learning and Development's Youth Partnership Work Sub-Group promote a range of participative involvement by young people, including involvement in the joint Youth Strategy and the Speak Up Group which had representatives involved in the recruitment process for the current Children's Rights and Information Officer.

In schools, Pupil Councils are already a well-established feature and recently pupils have been involved in the recruitment process for some senior staff posts.

Looked After and Accommodated Children receive advice, advocacy and representation from a worker from the national voluntary organisation Who Cares? Scotland and also have opportunities to put forward their views through the Talkback reference group. It is worth noting that consultation with and the participation of young people (and carers also) forms a key area of focus in any service inspections the Care Commission undertakes.

In health, the Community Health Partnership is in the process of establishing a Youth Health Forum which will link into the proposed Youth Council for Inverclyde.

Involving Parents and Carers

Valuing and working in partnership with parents and carers is fundamental to our approach to formulating policies and delivering our services. There are a number of practical examples of how we enact this commitment:

- * In key processes such as the Child Protection system and the care planning and review system we make particularly strong efforts to ensure that parents and carers play an active role and are helped to understand the focus for intervention and the responsibilities of the agencies as well as what is expected of them.
- * In moving forward to delivering enhanced joint working in line with the principles of ***Getting it right for every child*** and implementing the Integrated Assessment Framework we have given strong emphasis to involving parents and carers, as well as young people wherever this is appropriate.

- * We take care to ensure that the views of children and young people are listened to in child protection and, where it is age-appropriate, they are invited to attend child protection meetings.
- * A Foster Care Support Group is in place, and we also have staff consultation forums for fostering, adoption and residential care.
- * A key part of our Kinship Care Strategy is helping relatives who are caring for children articulate and have recognised their issues, needs and views. This goes hand in hand with ensuring they are involved in the relevant aspects of assessment and care planning through the Family Ties Kinship Care Group.
- * In implementing the Education (Additional Support for Learning) (Scotland) Act 2004 one of our key responses was to establish a Parents' Forum.
- * Consulting with parents and involving them in the provision of education for their children is undertaken in a variety of ways including through the Council's strategy for parental involvement which is discussed in more detail in the next section.

It is also important to acknowledge that media and public attention too often focuses on the negative behaviour of a very small minority of young people. There is therefore a challenge to promote a more balanced perspective on this, and greater attention to the positive achievements of children and young people in Inverclyde.

WHAT WILL WE DO IN 2009-11?

- ✓ As noted earlier under the SAFE strategic priority, one of the priorities set by the Child Protection Committee is to ensure that child protection policy and practice is informed by the perspective of children, young people and their families; and the involvement of children and young people in decision making regarding their care and protection is maximised.
- ✓ We will continue to raise awareness and understanding of the rights of children and young people through the work of the Children's Rights & Information Officer, including supporting schools seeking to achieve the UNICEF Rights Respecting Schools Award, and through training and events.
- ✓ Examine ways in which effective consultation with younger children can be undertaken.
- ✓ Extend the use of Children's Rights Impact Assessments in the development of policies, procedures and services, linking this to the wider equalities agenda and equality impact assessments.
- ✓ Support more schools, including at least one secondary school, to work towards the UNICEF Rights Respecting School Award.
- ✓ Develop a new Youth Council and a Youth Health Forum to ensure that young people have a stronger mechanism for making their views and needs known to agencies and policy and decision-makers.
- ✓ Continue to promote consultative and feedback opportunities for specific groups such as Looked After and Accommodated Children.

- ✓ Maximise the opportunities to publicise the positive achievements of children and young people in Inverclyde.
- ✓ Continue to promote a range of ways for carers to participate and be consulted with through mechanisms such as the Kinship Care Strategy and the Additional Support Needs Parents' Forum.

HOW WILL WE KNOW WE HAVE DELIVERED?

- Inverclyde's Child Protection Committee will provide information on the ways in which feedback from, and the participation of, children, young people and their carers involved with the Child Protection system has been developed through its annual report.
- The Children's Rights and Information Officer will provide an annual report describing the work undertaken to promote children's rights through work with schools, training, advice-giving, events and the use of impact assessments.
- More primary schools and at least one secondary school will have attained the UNICEF Rights Respecting School Award.
- The new Youth Council and Youth Health Forum will have been established and sustained.
- We will be able to highlight examples of the positive contribution children and young people have made to their schools and communities.
- Existing mechanisms and forums that promote participation and consultation with the carers of children and young people will have been sustained and, wherever possible, developed further. We will report on this in the annual update of this plan.
- We will examine carefully and respond to any recommendations in Care Commission inspection reports that relate to consultation and participation of children young people and carers in how our services are developed and delivered.

RESPONSIBLE

Strategic Objective 7: To ensure our children and young people have opportunities and encouragement to play active and responsible roles in their schools and communities and, where necessary, have appropriate guidance and supervision and are involved in decisions that affect them

SOA 2,6,7
NO 4,9,11

All Children and Young People's have all the rights specified in the UNCRC and with these come responsibilities to:

Respect the rights of others, including their parents, other young people and their communities; and refrain from discrimination or bullying

WHAT ARE THE KEY ISSUES AND CHALLENGES?

Our vision is to foster in children and young people a strong sense of responsibility to themselves, to their peers and other people, and to the school and wider communities of which they are part. This complements our commitment to ensuring that they are valued and respected, and these two aspects together provide a framework to help children and young people to develop as Responsible Citizens and Effective Contributors to the community of Inverclyde throughout life.

Citizenship and Education

Promoting citizenship already permeates all aspects of the school curriculum and this will be further reinforced as Curriculum for Excellence is developed and introduced as the framework for education for all young people aged 3-18.

Encouraging children and young people to be responsible and develop values that lead to active and positive citizenship is not solely the province of education services. The role of parents and carers is vital and we therefore place high emphasis on working in partnership with them to ensure coherence between school, family and the community.

This is reflected in the National Priorities for Education:

National Priority Four: Values and Citizenship

To work with parents to teach pupils respect for self and one another and their interdependence with other members of their neighbourhood and society and to teach them the duties and responsibilities of citizenship in a democratic society.

Inverclyde Priorities

- * Implement our strategy for parental involvement

Key achievements in session 2007/08 with reference to this priority include:

- ◆ Five primary schools received an Impetus Award for Citizenship at Inverclyde's award ceremony in June 2008. Pupils from the award-winning schools presented details of their projects whose themes included links with Africa, school values and Eco projects.
- ◆ All primary, secondary and special schools undertook a review of the progress being made in implementing Inverclyde's 2004 Citizenship Strategy. Very positive evaluations were received confirming that Education for Citizenship is well-embedded in Inverclyde schools.
- ◆ As part of a pilot project pupils from 2 Gourock primary schools were involved in successful pupil leadership training sessions with Edinburgh University. The intention is to track those pupils involved in the pilot sessions as they move to Gourock High School to find out if leadership training in the primary school has a positive impact on pupils. If this is the case, a roll-out model of pupil leadership training will be produced for all Inverclyde primary schools.
- ◆ Eight schools received an Eco Schools Award.
- ◆ Inverclyde Council's Parents' Strategy Group, consisting of members from our parent community, schools and Education Services department, produced a draft Parental Involvement Strategy. Following a consultation exercise with groups of parents from all education sectors in Inverclyde, Head Teachers and Pupil Council members, the final strategy document was approved by the Education and Lifelong Learning Committee in May 2008.

Promoting Responsible Behaviour

In according children and young people respect we expect that in return they will learn and demonstrate the capacity to behave responsibly at home, in the community and at school.

Inverclyde Council and its partners, through its planning and operational arrangements for children and young people's services and in other multi-agency realms such as community safety, are committed to comprehensively and robustly addressing issues such as youth offending and anti-social behaviour.

Inverclyde has implemented the identified initiatives outlined in the Scottish Government's Action Plan relating to 'Better Behaviour, Better Learning' and 'Preventing Offending by Young People: A Framework for Action'.

This is supported by an equally strong commitment to ensuring that children and young people have opportunities to participate in a range of activities that provide recreation, diversion, and ways of enhancing personal and social development.

As noted in the preceding section, public attention too often focuses on the problems created by a very small number of young people. The public sector agencies, together with their voluntary and community sector partners, need to continue to build public trust and confidence that we are tackling these issues by working together effectively whilst promoting a balanced view and proper recognition of positive achievements by young people.

Youth Offending

In Inverclyde there are well-established partnership arrangements for tackling youth crime, including the Community Safety Partnership and operational groups such as the Juvenile Intervention Group and Case Progression meetings.

A new joint Youth Services Strategy, incorporating youth justice, is currently being prepared for the period 2009-11, which will be reported on and updated on annual basis. This will focus our approaches on the key areas described in the national document 'Preventing Offending by Young People: A Framework for Action', namely:

- ◆ Prevention;
- ◆ Early and Effective Intervention;
- ◆ Managing High Risk;
- ◆ Victims and Community Confidence; and
- ◆ Planning and Performance Improvement.

Already significant progress has been made in developing services, for example in developing new services to meet the requirement to provide Intensive Support and Monitoring Services (ISM's) and Movement Restriction Orders (electronic tagging).

Some key information about youth offending in Inverclyde is:

- Strathclyde Police provided Inverclyde council with a gang review between 1 July 2006 to 31 March 2007 and 1 April 2007 to 31st January 2008. The review identified 20 gangs in Inverclyde with the members being predominately male with an average age of 17.
- The majority of gang related recorded crimes are Breach of the Peace Vandalism and Simple Assault and there has been a significant increase in all types of gang related crime since the 2006/207 review but particularly worrying increase of violent crimes.

WHAT WILL WE DO IN 2009-11?

- √ Continue to promote citizenship across all aspects of the curriculum and school life.
- √ Take targeted action on key issues such as conflict, bullying and violence in schools, for example through Inverclyde Peace Initiative's peer education project.
- √ Continue to support schools and parent councils with the implementation of the Schools (Parental Involvement) Act 2006 implementing and continuing to develop our parental involvement strategy.
- √ Continue to develop and deliver the Respect programme in schools and youth clubs and volunteering opportunities for young people through Community Learning and Development's youth work team.
- √ Develop a partner based strategy to tackle the gang culture in Inverclyde
- √ Pro-actively target those individuals and gang members who are believed to be carrying knives and other offensive weapons.

- ✓ Work with partners to provide appropriate support for offenders in terms of changing their behaviour and therefore achieve a reduction in the overall volume of youth offending, and in the incidence of the commission of serious offences by young people.
- ✓ Continue to evaluate, monitor and develop our ISM and MRO services for young people.
- ✓ Redevelop social work services to provide a more focused youth justice service that deals effectively with youth offending, persistent and serious offending, and retains young people aged 16-17 within the children's hearing system wherever appropriate.

HOW WILL WE KNOW WE HAVE DELIVERED?

- Self-evaluations and HMIE inspection reports will provide clear evidence of high performance in promoting citizenship in education.
- Our Parental Involvement Strategy will be fully implemented and developed further through the active participation of parents.
- We will have collated information on the number of young people to whom Community Learning and Development's youth work team have delivered the Respect programme and who have been offered and taken up volunteering opportunities.
- Inverclyde Community Safety Partnership will provide details of the delivery programmes annually within their strategic assessment. Further details of the Strategic Assessment will be available during 2009.
- We will assess our progress in reducing the volume of youth offending, the incidence of the commission of serious offences by young people, and success in working effectively with persistent offenders through annual reporting on our youth services strategy. This will include specific consideration of operation of the ISM and MRO services.

INCLUDED

Strategic Objective 8: To ensure that our children and young people helped to overcome social, educational, physical and economic inequalities and are accepted as part of the community in which they live and learn

SOA 2,3,4,7
NO 2,3,4,7

Children and Young People have the right to:

A standard of living that is good enough to meet their physical and mental needs; and special care and help so that they can lead full and independent lives if they have any kind of disability

WHAT ARE THE KEY ISSUES AND CHALLENGES?

We have an absolute commitment to social justice in Inverclyde to ensure that all our citizens are able to enjoy the best possible quality of life and to participate fully in a more equitable society. This underpins the priorities and objectives of community planning and the plans and strategies that link to it, including this plan.

A commitment to inclusion means that the planning partners need to take targeted action on a range of inter-linked issues in recognition of the fact that many children, young people and families experience multiple inequalities and barriers to progress.

Inclusion, Equality and Economic factors

In addition to the demographic profile of the area given at the beginning of this plan the following statistics are indicative of the challenges we face in Inverclyde:

- ◆ For the period April 2006 – March 2007 the proportion of economically active persons who were unemployed was 7% against a national average of 5.4%⁵.
- ◆ The proportion of those claiming Jobseeker's Allowance and living in areas deemed among the most deprived 15-20% in Scotland at May 2007 was 15%⁶.
- ◆ Analysis of information highlights that Inverclyde's stock of businesses remains low at a rate of 18 per 1,000 adult residents compared with a national average of 31. However, the rate of increase over the last 10 years has been above the Scottish average⁷.
- ◆ However, we have made positive progress in reducing the proportion of young people aged 16-19 who are not in education, employment or training from 14.7% in 2003 to 9.7% in 2007.

⁵ Source: Office of National Statistics

⁶ Source: Inverclyde Workforce Plus Bulletin January 2008, using figures provided by the Department of Work & Pensions

⁷ Source: SLIMS report on Inverclyde's Economic Performance, September 2007

We are taking action to address issues of employment and income on a number of fronts.

For example, Inverclyde's local strategy in response to the national Financial Inclusion Action Plan (2005) has included the recruitment of a Child Trust Fund Worker to increase take up this national initiative through joint work with local registrars, health visitors, and education and social work services staff. Inverclyde is the only council in Scotland to have established a post of this kind and in 2007 an increase in uptake of 21% was achieved.

In addition to this, Financial Inclusion staff have:

- delivered a range of financial education courses to vulnerable young people;
- undertaken work to plan the establishment of a good practice centre for financial education in Port Glasgow High School; and
- begun examining the feasibility of a partnership arrangement with a Credit Union to pilot a School Savings initiative for primary school pupils.

Inclusion, Equality and Education

National Priority Three: Inclusion and Equality

To promote equality and help every pupil benefit from education, with particular regard paid to pupils with disabilities and special educational needs, and to Gaelic and other lesser used languages.

Inverclyde Priorities

- * Promote inclusion and equality.
- * Remove barriers to learning and improve the outcomes for our most vulnerable children and young people through effective integrated children's services.

Key achievements in session 2007/08 with reference to this priority include:

- ◆ A successful launch of Education Services' Gender Equality Policy took place at James Watt College in May 2008.
- ◆ Inverclyde was the pilot authority for the Scottish Government support staff training session on 'Building Positive Relationships'. A roll out of this training session to all Inverclyde support staff followed and continued throughout session 2008/09.
- ◆ A new online discussion forum for parents of pupils with additional support needs was put in place.
- ◆ Inverclyde Council's Corporate Parenting Strategy and Children's Champion Scheme for Looked After and Accommodated Children was launched.
- ◆ Through joint work between Education and Social Work Services, improvements were achieved in exchanging accurate data about Looked After and Accommodated Children (LAAC) and Young People. There is now a single list, updated monthly, identifying those children which aids planning and appropriate service provision.
- ◆ **More Choices More Chances:** national performance monitoring figures for 2007 showed that Inverclyde had the lowest percentage of young people not in education, employment or training and that figure has shown the most dramatic drop over the last four years.

Moving Forward in 2009-11

In promoting inclusion and equality for children, young people and families we have identified the following key areas for positive action:

- * Tackling child childhood poverty and its effects – this is a key strand of our community plan and local outcome 7 of our Single Outcome Agreement (Ensuring that all our young people have the best start in life).
- * Developing provision, skills and the range of approaches and services for children under 2 with additional support needs.
- * Promoting inclusion and equality throughout our education system, especially for those children and young people who have additional support needs.
- * Continuing to develop the Children’s Champion Scheme as a means to promoting the wider inclusion of Looked After Children.
- * Ensuring that school leavers move on to positive destinations in continuing education, employment or training.

The demographic profile of the area given at the beginning of this plan highlighted that Inverclyde is affected by high levels of economic and social deprivation which inevitably create inequalities in terms of health, well-being and opportunities

WHAT WILL WE DO IN 2009-11?

Tackling Childhood Poverty

- √ Inverclyde Council’s (Financial Inclusion) Money Matters Team will
 - Continue to develop affordable credit services for vulnerable people;
 - Continue to promote increased uptake of Child Trust Funds;
 - Establish individual development accounts for young people at risk of social and economic inclusion;
 - Provide each school with a budget for interactive financial education games and the promotion of schools savings schemes.

Inclusion & Equality

- √ Inverclyde Council and partner agencies will extend the use of Equality Impact Assessments to ensure that due consideration is given to equalities issues (with respect to gender, religion, race, culture and all other aspects of diversity) in the development of policy, strategy, procedures and in the delivery of services.
- √ Inverclyde Council’s Education Services, through effective multi-agency working, will:
 - Continue to provide educational support for our most vulnerable children and young people throughout their education career to help them achieve the highest standards of which they are capable.
 - Continue to develop strategies to promote social inclusion and equality of opportunity through effective multi-agency working.

Children and Young People with Additional Support Needs

- ✓ Through effective multi-agency working involving Education Services, Health Services, Social Work Services, and partners in the Voluntary Sector we will provide high quality and effective services for children and young people with Additional Support Needs and take targeted action on the following issues:

For children under 2:

- Provide new training for staff in early years establishments on the needs of young children with severe and complex difficulties.
- Enhance the Community Children's Nursing Service support to help staff in early years establishments meet the needs of children with significant medical problems.
- Provide new training for staff in early years establishments on the needs of young children with severe and complex difficulties.
- Review the role of the Home Visiting Teacher for children in this age group.
- Review the allocation of the Teaching English as an Additional Language resource for children in this age group.
- Develop a specialised Carer and Toddler group through our Early Years Family Support Workers.
- Establish a new Community Eye Care Project to provide a multi-agency assessment and review process for children with visual impairment.

Dyslexia:

- Continue to support schools to gain dyslexia friendly schools award.
- Continue training of dyslexia advisers in all establishments.
- Promote the use of phonological awareness programme in all early years establishment to ensure early identification of possible indicators of dyslexia.
- Develop parent leaflet on dyslexia
- Support schools through the literacy consultation process to ensure that all pupils who are dyslexic have their needs recognised and met
- Collate issues which have been highlighted through pupil and parent focus groups and to ensure that the process of consultation impacts on service delivery

Autistic Spectrum Disorders (ASD):

- We will sustain and continue to develop our multi-agency ASD Diagnostic Service;
- In each year, we will deliver 2 to 3 Early Bird programmes for the parents of young children with an ASD diagnosis; and
- We will develop a training programme for the parents / carers of children aged 9+ years with an ASD diagnosis.

Attention Deficit Hyperactivity Disorder:

- Continue to deliver and develop the multi-agency ADHD training programme that has been devised;
- Devise and deliver a new parenting training programme to empower parents, increase their confidence, and enable them to support their child at home, at school and in the community;
- A new secondary base for pupils with ASD will be set up in a mainstream secondary; and
- An extensive programme of training will be led by the local authority to ensure the needs of children and young people are met.

Downs Syndrome

- Develop training programme to raise awareness of the needs of Downs Syndrome children
- Work closely with parent support group to ensure the development of effective provision
- Provide targeted training for both teachers and support staff in identified schools

Developing integrated support for children and young people with complex needs to and through education establishments

To support this, our Community Children's Nursing Services will:

- Facilitate in-house training and competencies for education staff;
- Provide a telephone support ' advice service between 9am and 5 pm Monday to Friday; and build on the established practice of informal drop-in visits to establishments to strengthen working relationships, answer questions and provide advice as appropriate.

Promoting Inclusion for Looked After Children and Young People

- ✓ We will continue to take targeted action to improve educational attainment and achievement for Looked After and Looked After and Accommodated Children and Young People.

Promoting Inclusion through ensuring positive destinations for school leavers

- ✓ We will continue to take targeted action to reduce the number of young people not in education, employment or training through our More Choices More Chances Partnership and the operational team. This will include a specific focus on improving education, training or employment outcomes for Care Leavers.

HOW WILL WE KNOW WE HAVE DELIVERED?

Tackling Childhood Poverty

- Through Inverclyde Council's Financial Inclusion Strategy and Services, which will formally report on an annual basis, we will have:
 - Expanded the range of affordable credit services for vulnerable people;
 - Further increased the uptake rate for Child Trust Funds;
 - Established and evaluated the use and impact of individual development accounts for young people at risk of social and economic inclusion; and
 - Provided each school with a budget for interactive financial education games and the promotion of schools savings schemes and analyse the use and impact of these initiatives.

Inclusion & Equality

- Annually, we will analyse if we are meeting our objective of raising levels of attainment of vulnerable children, including the lowest 20% of achievers.
- We will have developed, implemented, and assessed the impact of our strategies for promoting social inclusion and equality in education.

Children and Young People with Additional Support Needs

- **For children under the age of 2 and their families:**
 - We will have developed and delivered the new training for staff in early years establishments on the needs of young children with severe and complex difficulties.
 - The Community Children's Nursing Service will have developed and evaluated enhanced support to staff in early years establishments in meeting the needs of children with significant medical problems.
 - The role of the Home Visiting Teacher for children in this age group will have been reviewed and revised to provide a better targeted and effective service.
 - The allocation of the Teaching English as an Additional Language resource for children in this age group will have been reviewed and redesigned.
 - A specialised Carer and Toddler group through our Early Years Family Support Workers will have been established and evaluated through feedback from the carers.
 - A new Community Eye Care Project for children with visual impairment will be in place and the effectiveness of the integrated assessment and review processes evaluated in consultation with staff and service users.

Dyslexia:

- We will benchmark success of initiatives against the following:
 - The Scottish Government's estimate that 10% of the population are dyslexic and our progress towards providing appropriate support to that percentage of the school-age population
 - External validation in HMIE inspection reports; and
 - Pupil and parental satisfaction surveys

Autistic Spectrum Disorder:

- We will have maintained high levels of activity for the multi-agency ASD Diagnostic Clinics which will be evaluated annually on the basis of the number of children and young people assessed, the waiting list and waiting time, and diagnostic outcomes.
- We will have delivered 2 to 3 Early Bird programmes for the parents of young children with an ASD diagnosis; and
- We will have developed, delivered and evaluated the new training programme for the parents / carers of children aged 9+ years with an ASD diagnosis.

For children and young people with ADHD and their families:

- We will increase the number of staff across the agencies who have accessed the ADHD training programme, reporting on this annually, and develop the programme in response to feedback and evaluation; and
- We will have devised, delivered and evaluated the new training programme for parents.

Downs Syndrome

- We will have achieved a high level of skill for teachers and support staff working with children and young people with Downs Syndrome
- We will have achieved high levels of parental satisfaction evidenced by feedback and surveys

Developing integrated support for children and young people with complex needs to and through education establishments

- Our Community Children's Nursing Services will have:
 - Devised and delivered in-house training and ways of improving competencies for education staff;
 - Have established and evaluated the telephone support and advice service; and
 - Increased the level of informal drop-in visits to establishments.

Looked After Children and Young People:

- We will have improved their attainment and achievement levels, evidenced through analysis of national assessment (for the 5-14 curriculum) and standard grade and higher results.

For school leavers

- We will have increased the proportion of school leavers moving into positive and sustained destinations (i.e. higher education, further education, employment or training). Also, we will have brought the proportion of Looked After Children and Young People moving into positive and sustained destinations closer to the figure for the population as a whole.

APPENDIX – SUMMARY OF KEY NATIONAL POLICIES

<p>United Nations Convention on the Rights of the Child (1990) [UNCRC]</p>	<p>The UNCRC sets out in a series of Articles the rights to which all children and young people under 18 years are entitled, and was ratified by the UK Government in 1991. It underpins all UK and Scottish legislation and policy in relation to children and young people, and the strategic planning and delivery of services by the partners in Inverclyde. Each of the eight sections that follow in this plan is prefaced with a summary of the relevant UNCRC articles adapted from a version published by UNICEF.</p>
<p>For Scotland's Children (2002)</p>	<p>This remains the key policy context for working towards more integrated and effective service delivery of services for children, young people and families.</p>
<p>A Curriculum for Excellence (2004)</p>	<p>This provides a framework for a phased process of reform of the delivery of early years and school education in Scotland. It seeks to provide a single curriculum for children and young people aged 3-18, supported by a simple and effective structure of assessment and qualifications. For all children and young people the framework of the curriculum will involve learning through: the ethos of the school as a community; curriculum areas and subjects; interdisciplinary projects and studies; and opportunities for personal achievement.</p>
<p>Getting it Right for Every Child (2005)</p>	<p>This policy document developed the principles of For Scotland's Children further by setting out a programme for change that aims to promote improved inter-agency practice through the development of more effective and streamlined processes, systems and enhanced use of new technology to support integrated practice.</p> <p>A key component of the programme is the Integrated Assessment Framework for children's services which is being implemented in Inverclyde.</p>
<p><i>The Mental Health of Children and Young People: A Framework for Promotion, Prevention and Care (2005)</i></p>	<p>This framework emphasises the importance of promoting good mental health among children and young people as well as providing services to those experiencing mental health problems. It considers the importance of promotion and prevention from the early years, throughout school years and through community based activities together with the provision of additional support and specialist services such as Child and Adolescent Mental Health Services.</p>
<p>More Choices, More Chances (2006)</p>	<p>This strategy sets out the national priority for addressing the issue of the 'NEET' group, often among the most socially excluded and vulnerable of our young people. Inverclyde was one of a small group of local authorities that received targeted funding to tackle this issue and our local translation of this national strategy is overseen by a specific multi-agency group.</p>

<p>The Future of Unpaid Care in Scotland, Scottish Executive Response to the Care 21 Report (2006)</p>	<p>This report detailed the national response to the Care 21 report, which had been commissioned as part of the process of reviewing and update the previous national carers strategy.</p> <p>It includes specific consideration of needs and issues relating to young carers</p>
<p>Looked After Children & Young People: We Can and Must Do Better (2007)</p>	<p>This report, building on the previous ‘Learning With Care’ report, set out the Scottish Government’s aims and recommendations for improving outcomes children and young people who are looked after at home or away from home. It set out 19 specific and targeted actions in the context of 5 key themes: working together; becoming effective lifelong learners; developing into successful and responsible adults; being emotionally, mentally and physically healthy; and feeling safe and nurtured in a home setting.</p>
<p>Getting it right for every child in kinship and foster care (2007)</p>	<p>This national strategy promoted the development of improved care for children and young people looked after within their extended families or foster care. It specifies a focus of work on two particular areas:</p> <ul style="list-style-type: none"> ◆ <i>Delivering a child-centred approach to kinship and foster care</i> - that ensures children, young people and families receive personalised care, which meets their complex needs over time, through a range of kinship and foster carers with skills to provide care in a flexible way; and ◆ <i>Supporting high quality kinship and foster care</i> – by improving arrangements for recruitment, training and support of carers and enhancing opportunities for carers moving between the various care settings and careers.
<p>Delivering a Healthy Future: An Action Framework for Children and Young People’s Health in Scotland (2007)</p>	<p>This framework, effectively a sub-set of the wider Delivering For Health report, set out a vision for health services for children and young people in Scotland and how this can be taken forward.</p> <p>Wide ranging in scope, the framework emphasises the need for joint working to achieve change and development and meet key health targets; specific issues such as child protection, youth justice, mental health, supporting positive parenting, and opportunities for health promotion and care through education; and how improvements can be achieved through community health care services, acute care, and specialist services.</p>

<p>Equally Well (2008)</p>	<p>This report of the Ministerial Task Force on Health Inequalities highlighted persistence of the wide gap between those who experience good health and those who do not. The link between poor outcomes and poverty and deprivation is clearly demonstrated, together with the need for comprehensive action to narrow the gap. The report and its recommendations deal with the population as a whole, but pays particular attention to children and young people by highlighting the need for priority action pre-birth and in children's early years, school health team approaches, and promoting healthy lifestyles.</p>
<p>These Are Our Bairns: a guide for community planning partnerships on being a good corporate parent (2008)</p>	<p>This national guide promotes joint action to embed corporate parenting into community planning processes at strategic, operational and individual level. The three key elements of corporate parenting are described as:</p> <ul style="list-style-type: none"> ◆ the statutory duty on all parts of local authorities to promote the welfare of Looked After Children and Young People and the duty on other agencies to co-operate with Councils in fulfilling that duty; ◆ co-ordinating activities of the many different professionals and carers involved in a child's or young person's life and taking a strategic, child-centred approach to service delivery; and ◆ shifting the emphasis from 'corporate' to 'parenting' with the local authority delegating this function to those providing day-to-day care for the child or young person.
<p>Preventing Offending by Young People: A Framework for Action (2008)</p>	<p>This document provides an updated framework on previous Youth Justice policy and strategy. It was formulated jointly by the Scottish Government, COSLA, the Scottish Children's Reporter Administration, the Crown Office and Procurator Fiscal Service, and the Association of Chief Police Officers (ACPOS).</p> <p>The framework stipulates 5 areas of focus for work:</p> <ul style="list-style-type: none"> ◆ Prevention, ◆ Early and Effective Intervention, ◆ Managing High Risk, ◆ Victims and Community Confidence, and ◆ Planning and Performance Improvement.

Your Comments

Any comments on this Integrated Children's Services Plan are welcome and will help us update and develop it through the annual reviews we will prepare and publish.

Please send your comments in writing or by e-mail to:

**Strategic Planning Section
Social Work Services
Inverclyde Council
Dalrymple House
195 Dalrymple Street
Greenock
PA15 1UN
e-mail: yvonne.goldie@inverclyde.gov.uk**