

Children's Services Plan

2020-2023



**Moray
Community Planning
Partnership**

D-03622

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Foreword – Children’s Services Partnership

This plan sets out our joint vision and partnership approach to improving outcomes for children, young people and families in Moray.

It is based on a Joint Strategic Needs Assessment and extensive engagement with children, young people, parents, community based volunteers and staff in Moray. A core component of this has been the work undertaken over the past two years through our participation in the Scottish Government Realigning Children’s Services programme. Through this process over 5000 young people aged 8-16 years gave us their opinions about their own health and wellbeing.

The development of our vision was led by Moray Youth Matters, a diverse group of young people from the different communities which make up Moray and representative of a wide range of equalities groups.

Our Vision

“Children have the right to live in communities where their voice is heard and they are built up to be all they can be”

All partners, including children, young people and families reviewed the results of the engagement activities and collectively agreed 4 priorities:

- The wellbeing of children, young people and families is improved
- The impact of poverty on children, young people and families is mitigated
- Children and young people feel safe and free from harm
- The outcomes and life chances of looked after and care experienced children and young people are improved

This plan clearly articulates our commitment to working collaboratively with children, families and communities to tackle the big issues facing Moray.

The global Covid-19 pandemic and the health and safety measures implemented by the Scottish Government to stem the spread of the virus have clearly had a significant impact on the work of the Children's Services Partnership in Moray.

Resources have been refocused to ensure continuity in the delivery of essential services and partners have rapidly altered their method of delivery, with a greater reliance being placed on the use of digital technology.

Whilst the pandemic presents real challenges, it has also created opportunities to adopt more creative and innovative approaches to partnership working, with a clear focus on early intervention at a locality level. Noticeably

we have witnessed the incredible resilience of our local communities, as demonstrated by the rapid growth of community led supports for families. Nevertheless we understand that we are working during a time of unknowns: this pandemic does not come with a blueprint and predictable model that we can implement over time. This means that working together with our communities and in partnership has never been more important.

Our four high level priorities have been reviewed with this in mind and we have concluded that they remain valid in these exceptional times. As a partnership we will continue to be agile and responsive to changing circumstances. We particularly recognise the need to place specific focus on our more vulnerable children, young people and families. To do this both effectively and meaningfully, we will invest our time and resources in seeking out and actively listening to their voice.

Our collective commitment to The Promise, following the Independent Care Review, must be regarded as central to this plan, and built on the foundations of Voice; Family; Care; People; and the scaffolding and support system. Our work will focus on creating responses to families that are community based, responsive and timely; working with family assets; focusing on empowerment and agency; flexible; holistic and relational; therapeutic; patient and persistent; and underpinned by children's rights. This is entirely in keeping with the Scottish Government's Children and Families leadership group ambitions for family support, informed by the Covid-19 pandemic.

Together we aim to ensure that our vision for Moray's children is realised.

Signatures:

Sandy Bond
Moray Youth Matters Group Representative



Moray Chief Officers:

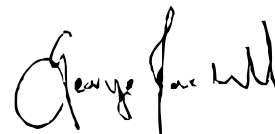
Roddy Burns
Moray Council



Caroline Hiscox
NHS Grampian



George MacDonald
Police Scotland





Section one: Introduction – what’s the plan about?

This is the second Children’s Services Plan (CSP) in Moray which will build on the achievements of the previous CSP 2017-2020. We have taken a shared approach to developing the plan where all partners share a common goal and agree priorities to meet the needs of children, young people and their families.

Our strategic planning approach ensures the plan is joined up, evidence based and shaped and informed by analysis of need, a mapping of services and extensive consultation and engagement with children, young people and families. It is therefore important that children and families who use our services, and the wider community, can access and engage with the ongoing development and review of the plan.

Purpose

The plan aims to describe how NHS Grampian and Moray Council will work together with all Community Planning Partners to create and maintain a local environment which improves outcomes for children and young people. It ensures that local planning and delivery of services is integrated, focused on quality and value through preventative approaches dedicated to safeguarding, supporting and promoting child wellbeing.

The plan is a live document which will evolve over the next three years as we work together as partners to design future services to meet the needs and improve wellbeing outcomes for children, young people and families in Moray.

Scope

The scope of this plan includes all children’s services provided locally by the Local Authority, Health Board and other Service Providers which falls into the categories “children’s service” e.g. schools, health visitors, youth group, children and families social work or “related service” e.g. leisure services, drug and alcohol service. This includes services delivered by private or third sector organisations on behalf of, or in partnership with, the local authority, relevant health board or “other service providers” e.g. Police Scotland, Scottish Fire and Rescue Service. It spans the age range of birth to eighteen years old and extends to age twenty five for young people in the care system.



... de di grande comunicacione - Drogi ekspresivne - Estrada principal
... alkovna silnice - Dálková cesta - Fokálnokodési utak
... and ave routier - Magistrálne cesty
... - Magistrálne cesty
... - Confini de stato - Granice parotne - Frontiera nacional
... - Stanica hranica - Stanica hranica - Alámhatár
... - Frontiere d'Etat - Dolnáva meja
... - Valtonn rai - Dolnáva granica

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Section two: Working in partnership – how the plan was developed

Shared Approach

Moray has a proven record of partnership working across agencies. Communication and engagement with service users and the wider public is embedded in our shared approach to strategic planning in a way which will help to achieve the best outcomes for children, young people and families in Moray.

Building on the strong partnership relationships, we established a Children's Service Plan Development Group (CSPDG) made up of partners from across children's services including Health and Local Authority services, Education, Police Scotland, Integrated Joint Board, and the 3rd sector. They have collaborated to develop a credible joint plan which reflects the shared priorities of key stakeholders and sets out the direction for future commissioning decisions and service redesign and development.

Strategic planning is crucially about establishing a mature relationship between different partners from across the public, third and independent sectors. It involves assessing and forecasting needs, linking investment to agreed priorities, considering the options, planning the nature, range and quality of future services and working in partnership to put them in place.

A range of activities were carried out to inform the CSP and High Level Action Plans including; a joint strategic needs analysis, service mapping, review of existing strategic priorities, review of finance, review of national and local policy/guidance, robust stakeholder consultation and engagement and a series of workshops at key points in the development of the plan. These activities are detailed in the Communication and Engagement Plan and the Joint Strategic Needs Assessment documents.

Realigning Children's Services (RCS) Input

Moray has taken part in the RCS programme which is run by the Scottish Government in partnership with Community Planning Partnerships (CPPs). It seeks to improve outcomes for children by supporting local improvement in joint strategic commissioning, focusing on evidence collection and analysis, service mapping and strengthening partnership working across children's services. The timing of this programme was beneficial in the development of the plan with the following activities being undertaken to inform the plan and supported by development workshops:

- wellbeing survey across primary and secondary schools
- data visualisation tool
- service mapping
- thematic reports

Communication and engagement

The CSP is the local authority and health board's vision for how public services used by children and families will develop in the local area, and it is therefore important that service users, and the wider community, can access and engage with it.

A wide range of communication and engagement activities have taken place during the development of this plan. These include workshop based development sessions; RCS school wellbeing surveys, parental surveys, and creative engagement activities with younger children and workshops with frontline practitioners. The co-production approach adopted aims to create a sense of shared ownership of the plan.

Moving forward engagement will be extended to include a wider range of partners for example primary care, secondary care and the independent sector.

The Joint Strategic Needs Assessment (JSNA) includes the stakeholder feedback which informed the plan.

Timescale and Review

This plan sets the direction of travel for future planning decisions and service redesign and development over the next three years (2020-23) and will be subject to monitoring and review on an annual basis in line with government policy around The Children and Young People (Scotland) Act 2014. This will ensure it continues to respond to emerging needs and expectations of children, young people and families through future locality planning arrangements, local and national policy and emerging priorities.

This is not a static document; children's planning is an ongoing process. It is a live strategic plan and as such we look forward to engaging with all those with an interest in improving Children's Services in Moray to deliver on our plan between now and 2023 and review as required.



Section three: Our shared vision, principles and priorities

This section sets out our three year vision statement, our principles and values, and our strategic priorities. These are all designed to deliver progress and continuous improvement against the national and local outcomes, which are set out in the next section.

"An ambitious and compelling vision for children, young people underpins effective leadership of children's services planning. A vision which is understood and shared by the senior leaders across the partnership reflects shared values, and which contains within it a challenge, directed by all partners, to deliver transformational change. The vision should inspire and energise staff across the partnership to work together to achieve their common goals"

– Care inspectorate 2020

Development of the vision

Our vision was developed by listening to the views of children, young people and families who use services, those who provide services and those who deliver services in Moray and the wider community.

A draft vision and four strategic priorities were developed at an RCS facilitated event for key stakeholders which discussed the findings of the Realigning Children's Services school surveys. Initially 'I grow up loved, safe and respected so that I can thrive and be me' was agreed.

A diverse group of young people largely from the newly formed Moray Youth Matters group came together from across Moray to hear the key findings of the school survey and comment and contribute to the development of the vision. When the draft vision was shared with the young people, the language used did not connect with them. Young people didn't like 'loved' or 'thrive'. They agreed that feeling "appreciated" and "supported" by their families and community and having access to affordable services was particularly important to them.

Practitioners from across Moray also contributed to the development of the vision and strategic priorities at events across Moray.

Young people participated in developing a revised vision considering what was important to them in Moray to enable them to have the best opportunities in life. Discussion highlighted a wide range of lived experiences and what the key priorities meant to them. The process was challenging for the young people, however discussion was rich and supported the need for ongoing engagement with young people when planning and improving services. A further session concluded the agreed version with the young people.

Our Shared Vision

Cross-cutting themes across the work carried out in terms of the vision were rights focused and there was agreement that children should:

- have the right to feel; happy, respected, supported, confident and safe
- have opportunities to be the best they can be
- be supported to learn
- live in a community that builds them up
- supported to live in communities that enable them to reach their full potential and have a voice that is heard.

Principles and values

Our principles reflect the four key principles designed around the GIRFEC approach which is embedded in rights for children.

- **A child-focused approach:** We'll put the young person and their family at the centre of all decision-making and the support that is available to them.
- **Understanding wellbeing:** We'll look at the child's wellbeing as a whole to provide appropriate, effective support at the right time.
- **A preventative approach:** We'll identify needs early so they don't grow into problems.
- **A joined-up approach:** We'll work together in a coordinated way to consider what help a child requires to meet specific needs and improve their wellbeing.

Through "Working together" with all partners including children, young people and their families, we will strive to ensure our collective resources are used effectively and efficiently to meet the needs of children in Moray. Support for our joint workforce will be key in helping them achieve positive outcomes for the children of Moray.

Our Strategic Priorities

Four key themes emerged from our findings, informed by a process of community engagement and analysis of available intelligence about the needs of children and families in Moray. This included review of best practice and national evidence of 'what works' in delivering integrated support to improve outcomes for children and families. The priorities were agreed and developed at a series of workshops, facilitated by the RCS team. The priorities reflect the areas that people felt were most important. We acknowledge that this is a live plan with a limited number of manageable priorities which will be reviewed on an ongoing basis.

Our shared vision for change will be achieved through the delivery of 4 key strategic priorities and a wide range of related improvement actions.

Priority 1: The wellbeing of children and young people is improved

- emotional and mental wellbeing
- physical wellbeing
- social wellbeing

Priority 2: Children and young people are safe and free from harm

- safe in the community
- impact of domestic abuse
- impact of neglect

Priority 3: Impact of poverty on children, young people and families is mitigated

- address stigma
- increase disposable income

Priority 4: Improved outcomes for looked after and care experienced young people

- stable nurturing homes
- positive educational outcomes
- improved wellbeing

Approaches / models

Our approach to delivering improved outcomes for children, young people and families in Moray is based on GIRFEC principles – offering the right help at the right time from the right people.

The Moray Children's Services Partnership recognises that the key to improving wellbeing outcomes means a move to prioritise preventative and early intervention approaches.

The GIRFEC journey in Moray has been one in which significant emphasis has been placed on developing strong and collaborative partnerships between children, young people, their families, communities and professionals to find solutions to the challenges our communities are currently facing.

The vision of GIRFEC is shared by all Community Planning Partners in Moray and is progressed through the leadership within the Children's Services Governance Structure.

To deliver the required improvements their efforts will continue to be integrated into whole system strategies, recognising that the most effective approaches are those that are embedded across organisations and are part of a whole system.

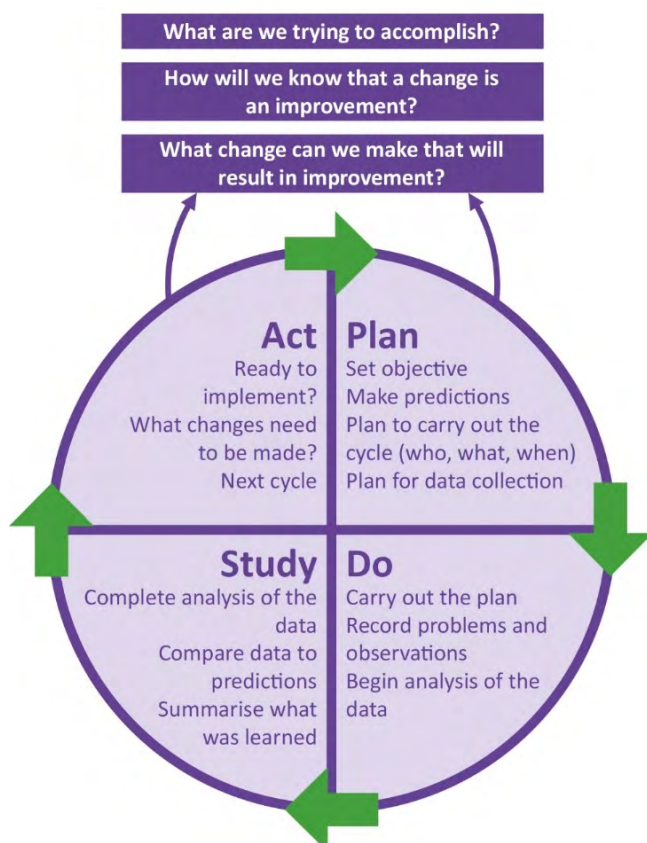


Our approach to improving outcomes is underpinned by the Rights of the Child (United Nations Convention of the Rights of the Child) which has 4 guiding principles:

- non-discrimination
- right to life, survival and development
- doing what is in the best interest of the child
- meaningfully engaging children and youth

This plan has been designed and developed in accordance with Three Step Improvement Framework for Scotland’s Public Services.

Outcomes will be delivered by adopting the model of improvement – a systematic approach to testing improvements through our locality planning structures and scaling up.





Section four: Strategic context

The Scottish Government's ambition is for

“Scotland to be the best place in the world to grow up and the best place in the world to bring up children”

Our Strategy is designed to support this high-level aspiration. It focuses on how this can be achieved within current national policy and strategic developments such as:

- The National Outcomes of the Scottish Government National Performance Framework, with a particular focus on children, communities, health and human rights.
- The Children and Young People (Scotland) Act 2014 with particular reference to National Guidance on Part 3: Service planning.
- The Scottish Government Policy – Getting it Right for Every Child (GIRFEC) that supports children and young people so that they can grow up feeling loved, safe and respected and can realise their full potential.
- The Scottish National Performance Framework 2019 with a focus on the key priority of improving Children's and young people's health and wellbeing.
- The outcomes of the Health and Social Care Delivery plan.
- The UN Convention on the Rights of the Child (UNCRC) – with a focus on protecting children and young people's rights. Rights are a list of promises to children and young people to keep them safe and healthy.
- The Health and Social Care Standards that set out what we should expect when using health, social care or social work services in Scotland. They seek to provide better outcomes for everyone.
- The Scottish Government Policy on Maternal and Child

Health that focuses on the development of a Child and Adolescent Health and Wellbeing Action Plan which covers both physical and mental wellbeing.

- The Scottish Government Policy on Human Rights with particular reference to Children’s Rights: we want to recognise, respect and promote children’s rights. These include rights to be treated fairly, to be heard and to be as healthy as possible, consistent with Article 3: The best interests of the child must be a top priority in all things that affect children.
- The outcomes of the Every child, every chance: tackling child poverty delivery plan 2018-2022 with a particular focus on the Healthier, Wealthier Children approach.
- The outcome of the Independent Care Review (ICR) to deliver the Promise.

- The Moray Local Outcome Improvement Plan ‘Building a Better Future for our Children and Young People in Moray’ relates directly to children’s services. It seeks to inform the following outcome where Moray is a place where children and young people thrive; a place where they have a voice, have opportunities to learn and get around; a place where they have a home, feel secure, healthy and nurtured; and a place where they are able to reach their full potential.

This Plan ensures that the planning and delivery of our services takes into account key policy legislation and guidance. The requirement of the Children and Young People (Scotland) Act 2014 has been particularly influential in formulating this plan but the policies strategies and legislation listed in the National and Local Policy Context document provides an indication of the range of areas which have been considered when planning future services for children, young people and families.

The grid below shows the linkage and complex policy landscape:

National Strategic Policy Drivers		Strategies/Plans outside the scope of but relevant to the Children's Services Plan for Moray			Strategies/Plans within the scope of the Children's Services Plan for Moray	
Independent Care Review final report 2020	Healthcare Quality Strategy for NHS Scotland	Public Bodies (Joint Working)(Scotland) Act, 2014	Children & Young People's (Scotland) Act, 2014	Commission on the Future Delivery of Public Services	The National Performance Framework	Child Poverty (Scotland) Act, 2017
Mental Health Strategy for Scotland	NHS Grampian Clinical Strategy 2016-21	Moray Housing Strategy	Children & Young People Information Sharing Bill	Physical & Sensory Disability Strategy	Caring Together 2010-15	Community Empowerment (Scotland) Act, 2015
Community Justice (Scotland) Act, 2016	Moray Public Protection Action Plan	Moray Mental Health & Wellbeing Strategy 2015 - 2025	Moray Local Outcome Improvement Plan 2026	Corporate Parenting Strategy 2020	Moray Physical Activity and Sports Health Strategy	Equality Act, 2010 Fairer Scotland Duty
Self Directed Support : Implementation Plan 2019-2021	Moray Economic Development Strategy	MDAP Delivery Plan	Moray Children's Plan 2020-2023	Moray Carers' Strategy	Learning Disability Strategy 2013 - 2023	See Hear Framework for people with a sensory impairment Scotland
Equally Safe	Moray Criminal Justice Strategy	Moray Child Protection Committee Action Plan	Moray Early Years Framework	Community Learning and Development Plan 2018-21	Domestic Abuse Strategic Framework	Curriculum for Excellence
Health and Social Care Standards	The Keys of Life National Learning Disability Strategy	MHSCP Strategic Plan	Moray Community Safety Strategy	NHS Grampian Child Health 2020 Strategic Framework	National Youthwork Strategy 2019 refresh	Getting It Right For Every Child
		Moray Autism Strategy 2014-24	Moray Additional Support Needs Strategy for Schools 2017-27	Bullying and Equalities Strategy		
	Scotland ESL Strategy 2015-26	Adult Learning in Scotland 2014 refresh	Community Learning and Development Regulation 2013	National Standards for Community Engagement		

Financial Resource

A detailed and complex service mapping exercise was undertaken which informed the financial details detailed below.

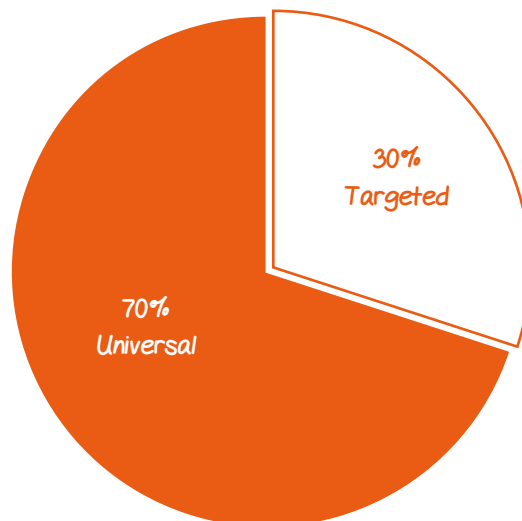
Throughout the life of the plan further analysis of service provision will be undertaken to inform how the partnership shifts investment towards prevention and early intervention.

In 2019/20 the total spend for Children's Services in Moray across Education, Social Work, NHS and our commissioned services with the third and independent sector amounted to approximately £121 million.

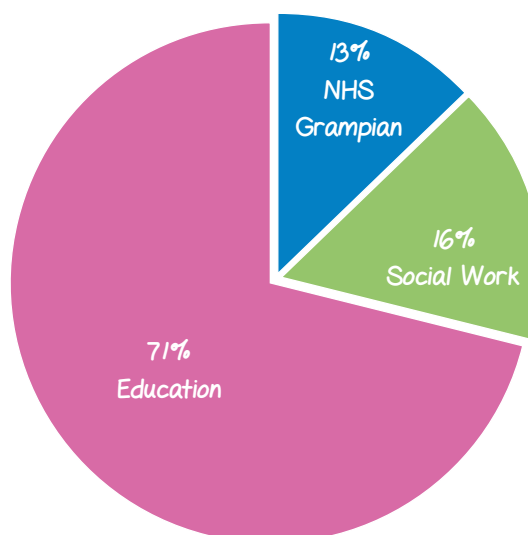
With a split of £84.4 million spent universal Services and £36.4 million on targeted provision.

The following charts show the consolidated expenditure for 2019/20 across Moray:

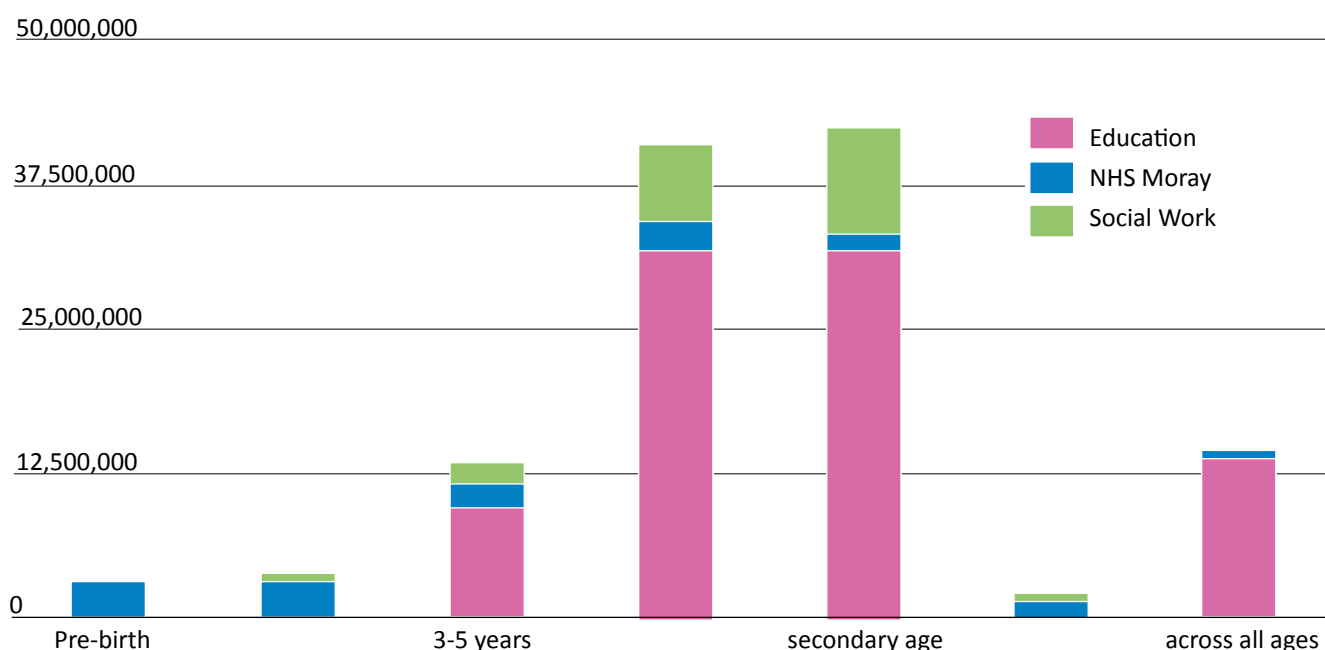
Split between universal and targeted provision



% Total spend by service



Total spend across age groups







Section five: Key achievements from our last strategy

Outlined below are some of the Key achievements in the course of our last strategy by themed strategic groups In Moray we have had four strategic groups which reported regularly to what was then the Executive Leadership Group.

Ambitious and confident children

- 22% improvement in the quality of multi-agency child's plans referred to social work during the first year of the plan.
- 44% improvement in Initial Referral Discussion (IRD) minutes audited during the first year of the plan.
- 5% increase in number looked after children leaving school having attained 1 or more qualification at SCQF Level 4 or above during the first year of the plan.
- Significant increase in number of young people engaging in the Scottish Governments Youth Employment Strategy.
- Additional 1140 hours of child care offered to 120 children as part of the Early Learning and Childcare Expansion.
- Expansion of volunteering and wider achievement opportunities.
- 11.6% reduction in school exclusions during the first year of the plan.
- Significant expansion of engagement with children and young people to identify need and co-produce solutions.

Healthier children

- Best Start and Family Nurse Partnership structures and staffing in place
- National award winning Baby Steps programme in place to support women with a BMI > 30 to take small steps to improve their health and wellbeing.
- 6% increase in the babies exclusively breast fed during the first year of the plan.
- Reduction in number of babies exposed to second hand smoke.
- Improvement in the number of children with no developmental concerns at 27-30 months.
- Increase in number of physical activity opportunities available via Active Schools.
- Increase in the number of health and wellbeing inputs in schools.
- Raised awareness amongst frontline practitioners of the mental wellbeing supports available to children and young people.

Safer children

- Streamlining of processes to ensure a greater percentage of Social Worker time can be spent on responding to referrals.
- Revised and improved child's planning process. Nominated for national Quality Improvement Award.
- New approaches put in place for multi-agency staff to review, and reflect on practice with the aim of improving outcomes for children.
- Improved awareness and understanding across the partnership of Child Sexual Exploitation.



Section six: Our key findings – assessment of need

A number of planning and engagement activities have been completed to date during the information gathering stage which has informed the development of the CSP. This includes:

- Review of national and local strategic policy direction which informs the CSP.
- Health and Wellbeing Survey (part of RCS programme work) detailing the voice of children regarding their wellbeing.
- Additional survey work undertaken with children who were out with the age range for the RCS survey and their parents and online survey with parents of school age children.
- Profile of Moray's Children to provide a clear picture of the needs of our children in Moray.
- Service mapping across integrated services and commissioned services including financial information.
- A series of workshops facilitated by RCS.

Wider challenges

There are a number of wider issues which are experienced across Scotland which will impact on the delivery of this plan in Moray:

- Workforce, recruitment and retention – i.e. Teachers, Paediatric Nurses, School Nurses, Allied Health Professions, Clinical Psychologists, Junior Medics / Consultants – for paediatric / obstetrics services.
- Diminishing resources in public services and other sectors.
- Increasing demand on health and social care – and partner agencies / organisations.
- Societal changes – i.e. increased use of technology, reduced social interaction, speech, language and communication difficulties, poor diet, reduced physical activity, obesity and increased risk of long term conditions – cardiovascular disease and diabetes
- Ageing population with increasing multiple long term conditions and complex needs
- Managing the societal and economic impact of the Covid-19 pandemic.

Moray Summary Headlines

- Moray has low levels of deprivation, however child poverty rates are rising. Most of our deprived families do not live in our most deprived communities. The issue in Moray is the working poor (low wage economy).
- Children in Moray make a good start in life. Although our breastfeeding, immunisation and child healthy weight evidence is in line with Scottish averages, Scottish rates are poor.
- Children and young people report very low levels of physical activity. Rates decline with age. Girls are less physically active than boys.
- Maternal obesity rates are above average and rising.
- Baby's exposure to second hand smoke is higher than average.

- Number of unintentional injuries are low, but steadily rising.
- Young people in Moray, particularly teenage girls, have poor emotional wellbeing and there is a lack of early intervention supports and services to help them.
- Frequency of use of mobile phones increases with age. Those who report the highest use, report lower levels of life satisfaction.
- School attainment levels and numbers of school leavers entering a 'positive destination' are improving, but are still below Scottish averages.
- Young people's substance use rates are rising.
- Outcomes for our more vulnerable children are significantly poorer.
- Children and young people brought up in 'home settings' have the best outcomes.
- Bullying is an issue for children of all ages.
- In general, parents feel there is a lack of advice and support for them as their child gets older. Most support is available for parents of children aged under 3yrs.
- In particular, parents want to know how to better support their child's emotional wellbeing.
- Emotional abuse is the most common child protection concern on registration.
- Early identification of neglect continues to be a concern in Moray.
- Low levels of reported incidents of domestic abuse. Concern that the issue is under reporting rather than low prevalence.

Four Key themes emerged from our findings which were important to children and young people, their families and our partners across Moray.

Our findings are detailed below within these themes:



Priority 1: The wellbeing of Children and Young People is Improved

The World Health Organisation (WHO) definition of health is:

“A state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.”

The WHO assert that physical and mental well-being is a human right, enabling a life without limitation or restriction.

Health can play a significant role in your feelings of wellbeing. And although we can't always control what hand we've been dealt concerning health, we can at least do the best with what we've got. Changing your mind-set can make a significant difference in your sense of wellbeing, as can fitness.

Feelings of wellbeing are fundamental to the overall health of an individual, enabling them to successfully overcome difficulties and achieve what they want out of life. Past experiences, attitudes and outlook can all impact wellbeing as can physical or emotional trauma following specific incidents.

Although our values can play a role in our wellbeing, so can our health. Even if you fulfil the goals you've set for yourself, a health issue could still throw you off track and negatively affect your sense of wellbeing. Improving and maintaining good health starts with adopting healthy habits and Moray is committed to helping children develop healthy, sustainable changes for life. This is important as it:

- adds years to life
- improves recovery from illness
- is associated with positive health behaviours in children and adults
- is associated with broader positive outcomes
- influences the wellbeing / mental health of those close to us
- has implications for decisions of care practises and services
- has implications for treatment decisions and costs
- affects decisions about local services
- may ultimately reduce the burden on public services

Physical Wellbeing: is about being safe, sheltered and in good health and it is closely connected to mental well-being. If we have good physical health, we will automatically experience better mental and emotional well-being.

Good physical health is linked to fitness – being able to perform effectively the physical tasks involved in life as well as sport.

Being physically healthy includes:

- enjoying being physically active
- having good balance, coordination and agility in everyday tasks as well as sport
- having the strength, stamina and suppleness required for daily life, work and play
- having fewer illnesses, diseases and injuries

Physical activity is an essential part of a healthy lifestyle. Linked to other positive lifestyle choices, it promotes good physical health and contributes to people's emotional and social wellbeing.

Moray Headlines

- 36% of mothers in Moray breastfeed which is an increase of 6%.
- Maternal obesity rates are increasing and significantly above the Scottish average.
- 24% of P1 out with the healthy weight range.
- 17% of secondary school pupils report being physically active for an hour a day. 10% of secondary pupils are current smokers.
- 29% of secondary school pupils have drunk alcohol in the past week.
- 14% of secondary school pupils have tried at least one drug.
- Childhood immunisation uptake rates are falling
- Unintentional injuries in infants and children aged under 5 years of age is fluctuating with falls and poisoning being the two main causes

Emotional and mental wellbeing: Mental health is a state of well-being in which the individual realises his or her own abilities, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to his or her community.

Resilience: being able to cope with the normal stress of life, is an important component of most definitions of mental wellbeing. With great relevance for the prevention of mental illness. Working productively and fruitfully is an important component from the point of view of economists, and in some studies is regarded as the primary component.

Emotional, or mental health is linked to personal wellbeing – feeling positive about yourself.

Being emotionally healthy includes:

- having self-esteem and self-respect
- being able to recognise and express feelings
- being able to manage emotions to suit the situation
- recognising and managing the factors that affect emotions
- feeling positive about life (which includes feeling useful and being optimistic about the future)

Moray Headlines

- 20% of secondary school pupils self-reported high levels of emotional and behavioural difficulties through RCS Survey.
- Only half of children and young people referred to CAHMS are treated. There is a lack of prevention and early intervention supports.
- 50% of teenage girls reported medium to life satisfaction scores. Moray's scores were lower than other areas participating in the RCS surveys.
- More vulnerable groupings reported up to 50% lower levels of life satisfaction.

Social wellbeing: Is a person's relationships with others and how that person communicates, interacts and socialises with other people. It can also relate to how people make friends and whether they have a sense of belonging. For example, going to the movies with friends is being social.

Social health also contributes to wellbeing: Feeling positive about interactions with other people and the wider world.

Being socially healthy includes:

- being able to interact with a range of people and having a sense of belonging
- having respect, empathy and tolerance for other people
- being able to manage emotions to suit the situation
- recognising and managing the effects of actions on others
- being aware of rights and responsibilities

Moray Headlines

- 43% of teenagers check social media every half hour out with school. These teenagers were more likely to have above average levels of social emotional and behavioural difficulties.
- Secondary pupils with at least 3 close friends have lower mental wellbeing scores. 30% of secondary school pupils reported having 3 close friends.
- 88% of primary pupils and 66% of secondary school pupils agreed that their local area was a really good place to live. Those living in rural areas were more likely to agree.

Priority 2: Children and Young People are Safe and Free from Harm

Child protection is a complex system requiring the interaction of services, the public, children and families. For the system to work effectively, it is essential that everyone understands the contribution they can make and how those contributions work together to provide the best outcomes for children. Everyone working with children and their families, including social workers, health professionals, police, educational staff, voluntary organisations and the third sector, as well as members of the community, need to appreciate the important role they can play in remaining vigilant and providing robust support for child protection.

Improving outcomes for children and young people is a fundamental objective for all services and organisations. Ensuring that they and their families get the help they need, when they need it, will give all children and young people the opportunity to flourish. Agencies can improve outcomes for all children including Scotland's most vulnerable by adopting common frameworks for assessment, planning and action that help them to identify needs and risks and work together to address them appropriately. The key guidance for anyone working with children in Scotland is the National guidance for child protection in Scotland (Scottish Government, 2014). It sets out common standards for child protection services in Scotland, making it clear how all agencies should work together where appropriate to respond to concerns early and effectively and ensuring that practice is consistent and of high quality.

In Scotland, a child legally becomes an adult when they turn 16, but statutory guidance which supports the Children and Young People (Scotland) Act 2014 includes all children and young people up to the age of 18. Where concerns are raised about a 16 or 17 year old, agencies may need to refer to the Adult Support and Protection (Scotland) Act 2007, depending on the situation of the young person at risk. Section 21 of the National guidance for child protection in Scotland explains how professionals should act to protect young people from harm in different circumstances (Scottish Government, 2014).

Moray Headlines

- An average of 50% of children from nursery to school leaving age report they have been bullied in the past month.
- Babies exposed to second hand smoke is considerably higher than the Scottish average.
- Care Inspectorate in-depth review Integrated Children's Services highlighted the need to continue to improve identification of cumulative harm and neglect.

Priority 3: The Impact of Poverty on Children, Young People and Families is Mitigated

Children have no choice over the wealth of the family they are born into. Poverty is therefore unfair. Moray is committed to preventing poverty across the population where everyone has the chance to reach their potential, to make a positive contribution, and to raise a family free from worries about cold and hunger through the Fairer Moray Forum.

In a Moray without child poverty, all parents would have access to employment that provided a living wage; a social security system that provided sufficient income in the event of sickness, disability or redundancy; and an economy which ensured life's essentials were affordable.

There would be easy access to high quality, flexible and affordable childcare regardless of income, supporting parents to remain in work and providing children with valuable pre-school development. Effective parenting would be supported, and mental wellbeing would be prioritised, particularly in the event of parental separation.

In schools, every pupil would be supported to succeed regardless of their household income or the average household income in their schools catchment area. All young people would leave school with the support, advice, skills and confidence to move successfully into education, training or the labour market and towards independence (Moray Child Poverty Action Report, March 2018/19).

Moray Headlines

- Child poverty rates are rising in Moray.
- 15% of our most deprived people live in our recognised deprived areas.
- Moray has the second lowest wage in Scotland.
- 1 child in 5 live in relative poverty.
- Low levels of free school meal registration.
- Low uptake of social security and maternity related benefits.

Priority 4: Improved Outcomes for Looked After and Care Experienced Young People

The Independent Care Review 2020 aimed to identify and deliver lasting change in Scotland's 'care system and leave a legacy that will transform the wellbeing of infants, children and young people.

Five and a half thousand people from across the care system were spoken to as part of the expansive review, 2,500 of those being children and young people with lived experience in care.

The review is damning in its condemnation of the current system, and extensive in its recommendations for the future of care. It found that care in Scotland is "fractured, bureaucratic and unfeeling" and does not "adequately value the voices and experiences of those in it".

The review's six reports contain five 'foundations for change': voice, family, care, people and scaffolding, with 80 specific changes to 'transform how Scotland cares for children and families'.

The Care Reviews 12 intentions were:

- Families on the edge of care will get the support they need to stay and live together where safe to do so.
- Scotland's infants, children and young people will be nurtured, loved and cared for in ways that meet their unique needs.
- Relationships which are significant to infants, children and young people will be protected and supported to continue unless it is not safe to do so.
- This recognises the importance of brothers and sisters, parents, extended Care experienced infants, children and young people will thrive in supportive and stable learning and work environments, ensuring they have the same opportunities as others.
- Aftercare will be designed around the needs of the person leaving care supporting them to lead a fulfilling life, for as long as they need it.
- Infants, children and young people's rights will be part of normal everyday life, practice and decision making.
- Infants, children and young people's voices will have a visible and meaningful impact on decision making and care planning.

- All adults involved in the care of infants, children and young people are empowered, valued and equipped to deliver the best 'care system' in the world.
- Scotland's care services will plan and work better together, sharing information more easily to ensure we understand the what and how of supporting infants, children, young people and their families from a local through to a national level.
- Scotland will understand the financial and human cost of care, including what happens when people don't get the help they need.
- The words used to describe care will be easily understood, positive and not create or compound stigma.
- There will be no stigma for infants, children and young people in care because Scotland will understand why our children need care.

Moray Headlines

Moray is committed to delivering on the 'promise':

- Looked After Children in kinship or foster care have better outcomes.
- Moray has significantly lower numbers of children looked after at home than the Scottish average.
- Looked After Children are ten times more likely to be missing from home.
- Looked After Children's school attendance and attainment rates are below their peers. Exclusion rates are relatively low but there has been a recent increase
- Lower levels of Looked After Children sustain a positive destination post school.





Photo by Moray Council with Health & Social Care Moray

Section eight: Monitoring our performance

Governance

Through the revised Children’s Services governance structure there is an opportunity to adopt a stronger collaborative, coordinated approach and pooling of resources to deliver, evidence and sustain service improvement

Locally it is important to identify and clarify the relationships between different planning and reporting processes to improve efficiency, share information and the delivery of joined up services, critically, at the centre is need to hear from and listen to children and young people.

Proposals are being undertaken for the Integrated Joint Board to become responsible for children’s Health and Social Care. This make sense as all planning is focused on the same aim of improved wellbeing of children, young people and families the population.

We will produce an annual report on progress against our improvement priorities and actions through a process of review. This will be informed by active participation of our children and young people and engagement and communication with their families, in addition to key stakeholders. The review will ensure the plan continues to develop and become increasingly dynamic throughout the three year period.

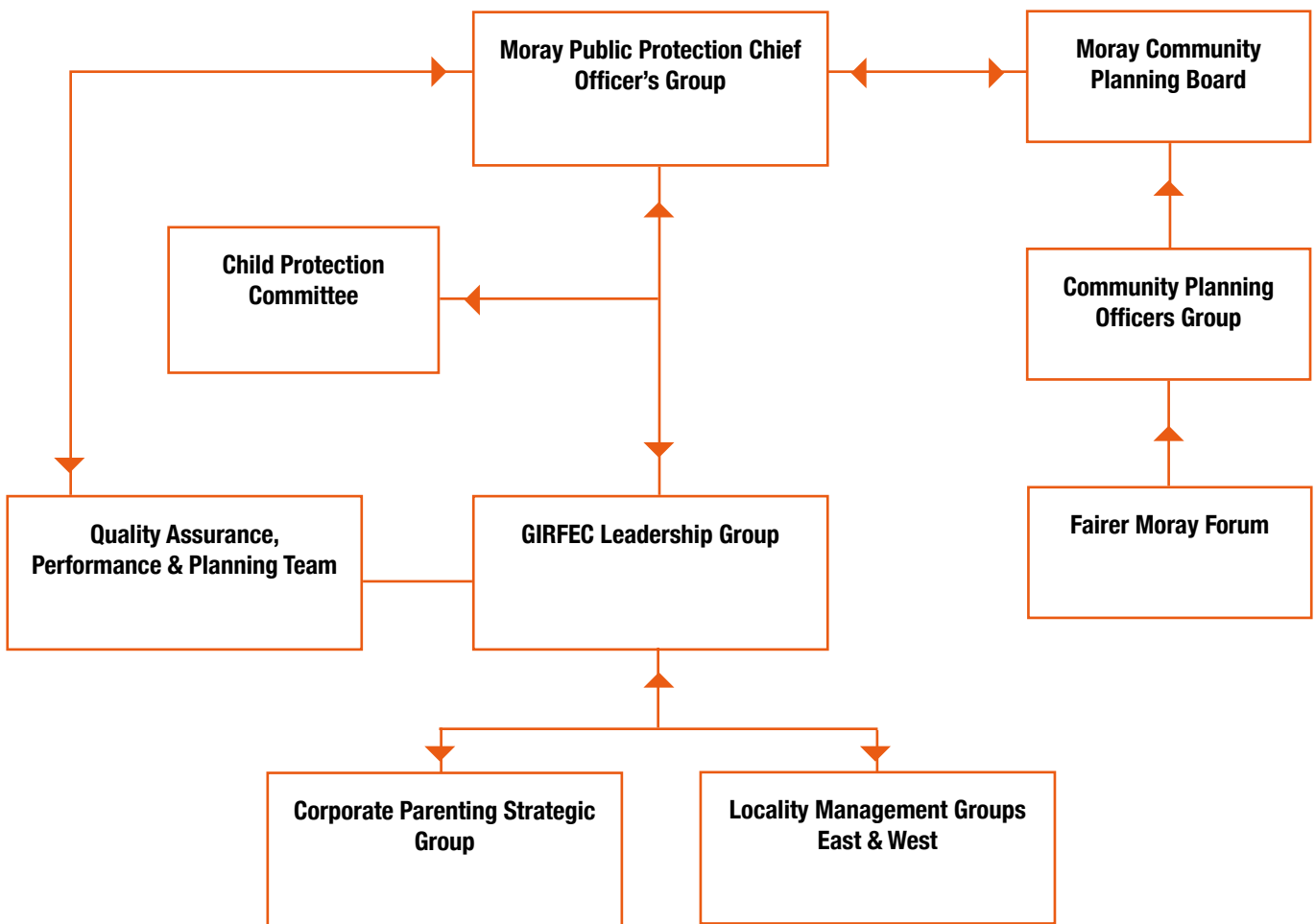
Supporting implementation

The GIRFEC Leadership Group has overall responsibility for the implementation, review and ongoing development of the Children’s Services Plan, reporting to the Community Planning Partnership through the Chief Officers Group.

Four strategic groups within the Children’s Service Partnership will be responsible for coordinating the implementation of the 4 agreed priorities.

Priority	Strategic Group Responsible
1 The wellbeing of children, young people and families improves	GIRFEC Leadership Group
2 Children and young people feel free and safe from harm	Child Protection Committee
3 The impact of poverty on children, young people and families is mitigated	Fairer Moray Forum
4 The outcomes and life chances of our looked after and care experienced children are improved	Corporate Parenting Strategic Group

Moray Children's Services Structure



The children's services locality planning structures are made up of children, young people, parents/carers and frontline practitioners.

Working in close partnership with the strategic groups and adopting a QI methodology approach, they will take responsibility for co-designing and implementing the improvements outlined within the actions plan.

The engagement with the key stakeholders through the development of the plan will continue throughout the implementation and review stages

Critical to the review having a meaningful contribution to the plan will be three key areas:

- Are services flexible and responsive to changing needs and delivered in line with the plans aims and objectives?

- Are they meeting the identified priorities? Examining what impact, if any, the services covered by the plan are effectively safeguarding, supporting and promoting the wellbeing of children.
- Is there active participation of young people and families to identify ways in which delivery and/or the plan can be improved?

The partnership is committed to self-evaluation and continuous improvement. The facilitation of a partnership wide annual self-evaluation process will be led by the Quality Assurance Team, along with the co-ordination of routine quality assurance exercises.

By collectively reviewing our performance against service standards and ensuring feedback from children and families informs service improvements, we are confident in our capacity to work together to ensure that Moray's children live in a community where their voice is heard and they are built up to be all they can be.



Section nine: High level action plans

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

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

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

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

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

Co-production and relational based approaches

The importance and investment in adopting a co-production approach to implement, review and further develop the plan is critical. Relational based approaches underpin this approach. The need to invest in continually improving the quality of the relationships between all stakeholders is understood by the partnership

All improvement aims will be addressed by adopting a co-production approach, utilising QI methodology to develop, test and evidence impact of improvement. Locality planning processes in Moray have been developed to facilitate this process.

Strengths based approach

Inclusive, non- stigmatised approaches will be adopted which build on the strengths of all stakeholders. The language within this plan reflects this strengths based approach

Workforce development

The partnership is committed to nurturing and developing their workforce as they deliver improvements. The workforce is not limited to professionals. It is anyone who spends time with or has a responsibility for children, young people and families.

Whole systems approach

It is understood that the needs of children, young people and families remain at the centre. Services will collectively respond, working across boundaries as required.

Children's Rights and Participation

In accordance with the Community Planning Partnership's commitment to embedding children's rights and participation across the partnership, a co-production approach has been adopted to develop the Children's Services Plan. Children and young people themselves have explicitly highlighted the importance of their rights being upheld in the vision, which they created.

The partnership is committed to continue investing in the engagement and participation of children and young people throughout the implementation and review phases of the plan. There is a relentless focus on seeking out and learning from the 'lived experience' of children and families. This has shaped the priorities and will be used to both inform actions and evaluate progress on an ongoing basis.

Focus on families

If outcomes are to be improved for children and young people there needs to be ongoing engagement with parents and carers. Specific investment in addressing the wellbeing issues for parents/carers, as well as building their capacity and confidence support their child is a key theme across all priority areas.

Locality focused

To deliver improved outcomes the approaches adopted need to be locality sensitive, flexible in terms of delivery and making best use of the resources available.

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

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

Priority 1: The wellbeing of children and young people is improved

Outcome	Improvement Aims	High Level Actions	High Level Performance Measures
What are we trying to accomplish?	What change can we make that will result in improvement?		How will we know that a change is an improvement?
EMOTIONAL AND MENTAL WELLBEING			
10% more children and young people report they feel mentally well by 2023	Increase provision of universal and early intervention mental wellbeing services and supports in Moray	Co-design and resource accessible and effective universal and early intervention mental wellbeing services and supports in Moray	Improved school attainment
			Increased investment in early intervention services and supports
	Increase in the percentage of S3/4 girls reporting high life satisfaction		Increased investment in early intervention services and supports
	Increase the confidence and skills of young people/ parents/carers to address early signs of poor mental wellbeing	Design and implement supports which build parent/ carer's skills and confidence to support their child's emotional and mental wellbeing	% of young people , parents and carers report increased confidence and skill within a 12 month period
	Assess impact of existing peer led supports and build on their success		
PHYSICAL WELLBEING			
5% more primary school pupils and 10% of secondary school pupils report their physical health to be good by 2023	Improve the healthy eating habits and physical activity rates of children and young people of all ages	Overcome barriers to accessing healthy diet and increasing levels of physical activity	Evaluation of impact of interventions on health behaviours and weight of mother and child
		Co-design and resource community-based provision to improve physical wellbeing of children, young people and families	RCS questions relating to physical health are repeated in the mental health and wellbeing survey evidence improvement
	Children and young people have a healthier relationship with substances (smoking, alcohol and drug use)	Engage with children and young people to better understand their relationship with substances	RCS/SALSUS questions regarding use of substances are repeated in the health and wellbeing survey evidence improvement
	Co-design and deliver means of developing a healthier relationship with substances		
Herd immunity is achieved and sustained	Increase childhood immunisation programme uptake	Better understand and address reasons why children are not being immunised	Increased uptake of immunisations in areas whether there is no herd immunity

Outcome	Improvement Aims	High Level Actions	High Level Performance Measures
What are we trying to accomplish?	What change can we make that will result in improvement?		How will we know that a change is an improvement?
SOCIAL WELLBEING			
10% more secondary children report greater engagement with their communities	Increase the number of young people participating in activities within their community	Better understand and address barriers to engagement	RCS questions regarding friendship and engagement in communities repeated in the health and wellbeing survey evidence improvement
		Identify gaps in provision and address resourcing issues	
	Increase the number of children and young people who engage positively with social media	Better understand children and young people's social media use and their understanding of impact.	Nature and impact of children's social media use captured via the health and wellbeing survey provides base line data from which to measure improvement.
		Enable children and young people to address concerns/risks	
Build parents confidence and skills to support their child to engage positively with social media			

Priority 2: Children and young people are safe and free from harm

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

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

Outcome	Improvement Aims	High Level Actions	High Level Performance Measures
What are we trying to accomplish?	What change can we make that will result in improvement?		How will we know that a change is an improvement?
The voices of children, young people and families experiencing poverty are heard and acted upon	A partnership model which facilitates ongoing engagement with children, young people and families experiencing poverty is operational	Agree and resource a partnership model of engagement utilising the expertise of individual partners and success of existing arrangements	Number and range of children, young people and families sharing their experiences via agreed engagement model
	Systems, processes and practices are informed by a greater awareness of the prevalence, impact and stigma associated with poverty	Disseminate key poverty related themes from the joint strategic needs assessment across the partnership	Understanding of poverty and how staff are applying their understanding is captured via the annual staff survey
		Incorporate themes and lived experience into workforce development activities delivered across the partnership	Number and evaluation of workforce development opportunities
A co-ordinated approach to mitigating the impact of child poverty is adopted across the children's services partnership	Utilise the combined knowledge and resources to best effect	Incorporate this plan into the Moray Poverty Action Plan, agreeing a common use of terms/language and focus of actions	Partners self-evaluation of Moray Child Poverty Action Plan Annual Scottish Government feedback
		With those experiencing poverty, clarify whether existing supports meet their needs and how the partnership can work collaboratively to identify and deliver improvements	Evaluation of existing supports Increased uptake of improved supports
		As a partnership, identify gaps in early intervention supports and services and agree, as a collective, the best means of addressing/ resourcing these gaps	Increase in early intervention supports and services available

Outcome	Improvement Aims	High Level Actions	High Level Performance Measures
What are we trying to accomplish?	What change can we make that will result in improvement?		How will we know that a change is an improvement?
The disposable income of families experiencing poverty is maximised	Prevention and early intervention pathway of financial supports to mitigate the effects of poverty is widely available and accessible to families, communities and professionals	Co-produce a pathway which provides accessible, early intervention to targeted support to families experiencing poverty or at risk of financial hardship	Pathway in place
	Partners proactively identify, engage and support families to address money worries	Families are supported to access the pathway as early as possible	Number of families accessing pathway Feedback from families accessing the pathway and those referring them
	Local solutions to mitigate the impact of poverty are co-designed by communities	Training is designed and delivered to ensure there is a consistent understanding and implementation of the pathway. This includes the review and implementation of Making Every Opportunity Count approach to ensure timeous support to families	Workforce evaluation of training Dip sample of families progress through the pathway and implementation of improvements highlighted
	Opportunities to access additional funding are maximised	Participatory budgeting approach is adopted to test and develop solutions which meet locality specific needs	Uptake of participatory budgeting opportunities
		Evaluation of impact of locality specific supports is undertaken with a view to scale and spread	Evaluation of impact of projects, utilising QI methodology

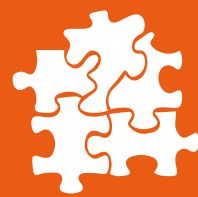
Outcome	Improvement Aims	High Level Actions	High Level Performance Measures
What are we trying to accomplish?	What change can we make that will result in improvement?		How will we know that a change is an improvement?
No child or young person feels disadvantaged by poverty	Children and young people have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

Priority 4: Improved outcomes for looked after and cared experienced young people*

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

Outcome	Improvement Aims	High Level Actions	High Level Performance Measures
What are we trying to accomplish?	What change can we make that will result in improvement?		How will we know that a change is an improvement?
Children and care leavers have safe, secure, stable and nurturing homes	Increase the number of children and young people looked after in kinship or foster care	Increase the range of foster carers in Moray, particularly those who can care for children and young people with complex needs	Increased number and range of foster carers recruited Increased % of children in foster/kinship care
	Reduce the time taken and number of placements experienced before achieving permanence	Build on early indicators of success of PACE	Reduction in drift and delay as measure by PACE data Reduction in number of placement moves
	Care leavers successfully transition into appropriate accommodation	Further develop supported accommodation options, shaped by the experiences of care leavers Understand and respond to the transition needs of Care leavers	Number and range of supported accommodation options Increase in length of time tenancies are sustained Reduction in number of care leavers presenting as homeless
Looked after children and care leavers secure positive educational outcomes	Close the attainment gap for looked after and care experienced children	Better understand which supports/approaches improve attainment and upscale	Attainment levels in line with those with no experience of care Evaluation of impact of existing supports/approaches
		Increase the range and uptake of wider achievement opportunities	Increase number of care experienced young people gaining a wider achievement award which they feel is of benefit to them
		Implement and evaluate the community of schools concept (aims to ensure Children feel safe and happy in school)	Evaluation by children and young people pre and post engagement with community of schools
		Review the attendance and exclusion policies to ensure they best meet the needs of Looked after and care experienced young people	Increased attendance and reduction in exclusions
Children and care leavers enter education, training or employment after leaving school	Increase the number of children and young people entering and sustaining positive post school destinations	Provide a partnership support network through the transition and post school stages, which includes mentoring and peer led supports	Number of children entering and sustaining post school destinations
		Ensure the Moray Skills Pathway Strategy meets the needs of Care Experienced young people	

Outcome	Improvement Aims	High Level Actions	High Level Performance Measures
What are we trying to accomplish?	What change can we make that will result in improvement?		How will we know that a change is an improvement?
Wellbeing concerns are identified early and addressed quickly	Children and care leavers specific needs are met through engagement with the Children and Adolescent Mental Health Service (CAMHS)	Understand and address barriers to engagement with care experienced young people referred to CAHMS	Dip sample of care experienced young people referred to CAHMS
	Children and care leavers wellbeing aims are met through the delivery of the wellbeing priority action plan	The actions within the wellbeing priority action plan address the specific needs of looked after children and care experienced young people	Performance measures included in wellbeing priority
Uphold and promote children's rights	Care experienced young people and care leavers actively influence the design and implementation of the Children's Rights and Participation Strategy	Evaluate and improve effectiveness and accessibility of existing supports for looked after children to have their voices heard and influence policy, practice and the decisions which affect them Identify gaps in provision and resource appropriately	Children reporting involvement in the design and implementation Children reporting impact of Rights and Participation Strategy
The number of looked after children and care leavers who enter the youth and criminal justice systems is reduced	Improve the identification and monitoring of care leavers and care experienced young people in the youth and criminal justice systems	Develop and implement a process to identify care experienced young people when they first have contact with the justice system	Process in place which is consistently adhered to
	Reduce any over representation of care leavers and care experienced young people in the youth and criminal justice systems	Criminal justice interventions are designed and implemented to meet the individual needs and circumstances of care leavers and care experienced young people	% of care experienced young people in the youth and criminal justice systems
Looked after children and care leavers are enabled to maintain positive relationships with their family, friends and other trusted adults	Children and young people feel secure and supported in their relationships	Understand how young people can be better enabled to maintain positive relationships and implement improvements	Baseline data to be collected to measure improvement



**Moray
Community Planning
Partnership**