

**Leadership Group**

**21<sup>st</sup> October 2015**

**2pm – 4pm**

**Committee Room 1, HCHQ**

<b>Attended</b>	Bill Alexander (Chair)	Director of Care & Learning
	Ian Kyle	Children's Planning Manager
	Bernadette Cairns	Head of Additional Support for Learning
	Callum Mackintosh	Area Care & Learning Manager - South
	Gillian Newman	Policy Officer, HCF
	Pam MacLean	Senior Service Information Officer
	Valerie Gale	CALA
	Dawn Grant	Area Manager, North
	Sheena MacLeod	Head of Health (Children's Services)
	Mark Richardson	Principal Adult and Youth Manager, HLH
	Sally Amor	Child Health Commissioner/Public Health Specialist
Phone from 2-3	Norma Young	Area Care & Learning Manager - West
	Sandra Campbell	Head of Children's Services
	Graham Nichols	Area Care & Learning Manager – North & Mid
<b>Apologies</b>	Tom Boyd	SCRA
	Moyra Gordon	SCRA
	Joanna Macdonald	Chair of Transitions Group
	Ann Darlington	Action for Children
	George Maldonado	Performance Analyst
	Cath King	Health Improvement Policy Manager
	Vince McLaughlin	Police Scotland
	Deborah Shanks	Service Lead for Paediatrics
	Margaret MacRae	Staff Representative, NHS
	Rikki Selkirk	Staffside – GMB Inverness
	Fiona Palin	Head of Social Care
	Edward Foster	Finance Manager, C&L
<b>Did not attend</b>	Douglas Wilby	Head of Performance
	Kat Bateson	Youth Convener
	Biz Campbell	Councillor/Children's Champion
	Isobel Murray	Commissioning Officer
	Jim Steven	Head of Education
	Hugo Van Woerden	Director of Public Health

<b>In attendance</b>	Maggie Tytler (minutes)	Administrative Assistant, Care & Learning, Mid
<b>1.</b>	<b>Apologies &amp; Introduction</b> Introductions made.	
<b>2.</b>	<b>Previous Minutes – 26<sup>th</sup> August 2015</b> As read.	
<b>3.</b>	<b>Quality Assurance Framework (1.1)</b> – Feedback from IGs and next steps Child Protection, Early Years, Mental Health, Transitions and LAC IGs to feedback. Ian will forward a draft for IGs to make a contribution. Sally to forward to Ian. Bill outlined that this is a priority	<b>Ian/IGs</b>  <b>Sally</b>
<b>4.</b>	<b>Commissioning Strategy</b> Bill and Sandra to discuss strategy being signed off and Sandra will circulate for the next Leadership Group in December.	<b>Bill/Sandra</b>
<b>5.</b>	<b>Strategic Commissioning Plan</b> There is a legal required to submit by end of March. Commissioning Group requested additions to the draft plan. Ian and sally to develop and send out draft of Strategic Commissioning Plan.  Locality agenda – time is being taken to reflect on new geographies.	<b>Sally / Ian</b>
<b>6.</b>	<b>District Plans</b> Dawn and Ian have worked on a planning template based around outcomes. Ian will redraft and distribute to the group.	<b>Ian</b>
<b>7.</b>	<b>Highland First – Corporate Performance Framework</b> Ian distributed draft paper to the group. Full paper can be seen via the link below. <a href="http://www.highland.gov.uk/meetings/meeting/3582/highland_council_item_17">http://www.highland.gov.uk/meetings/meeting/3582/highland_council_item_17</a>	
<b>8.</b>	<b>Latest Performance Management Framework</b> Updated version was distributed. (appendix 1) Ian requested updates from IG leads.	<b>All</b>
<b>9.</b>	<b>Improvement Group Leads Update – including driver diagram development</b> Mark hasn't received anything re Youth Work. Bill to chase up.  <u>Early Years IG</u> – Bill – next meeting on Tuesday. Still to complete 1.1. Would like to look at local planning meetings in areas. Marlene helping to look at agreed structure through evaluation. <u>LAC IG</u> – Sandra – following through actions from driver diagrams. Asked managers to identify 3 children who are out of authority that	<b>Bill</b>

could be helped to come back to the area. A bid has been made to help support this and should be notified by end of November. Linda is looking at safeguards around people who have links with children who are leaving care and maintaining links as they are adults.

Child Protection IG – Sandra – there have been 2 initial case reviews – neither to be progressed.

Practice Model IG – Sandra – draft statutory guidance and implications of legislation have been at the centre of discussion. Alison Clark is undertaking an evaluation and this will be considered alongside the HCF report.

Training session for elected members re named person.

Supporting Parents IG – Sheena – 2 driver diagrams. Gather parental views, process mapping. Looking at where gaps are and how they can be met. Doing a competence framework for staff re training. To review mechanisms in place for sharing the information on parenting courses which are available.

Engaging with communities, can be district partnership. Trying to increase tolerance around parents who are having challenges parenting their children. Members have been assigned targets to be fed back.

Driver diagram re 3 – 7 year olds who meet criteria to offer access to incredible years programme.

Senior Manager, Early Years, will take on this group when Sheena retires.

Youth Justice IG – Dawn – looking at how restorative justice is being considered. Two new nurses in post in Caithness and Inverness – to meet with Sally and Debbie Stuart. Need to link in with mental health and residential units.

New training plan – on going programme.

Looking at linking with schools re sexual behaviour. Arranging twilights meetings and visiting ASGs to talk about risk assessment and prevention. Possibly to roll out to foster carers and residential units.

Looking to develop driver diagrams.

Play IG – Cath wasn't available to update.

Mental Health IG – Sally – secured money for tier 4 services which should support out of authority placements.

Begun the recruiting process for psychiatrist post.

Learning development to be progressed.

Transitions IG – Sandra – two pathways being developed for transition from children to adult services.

Young Carers IG – Bernadette – original plan has served its purpose. At least meeting decided to do carry out self-evaluation to support a new plan. Carried out awareness training re identifying young carers. Worked on Child Plans for those who are young carers.

ASN IG – Bernadette – key focuses, one around schools trying to support children with challenging behaviour. Have driver diagram around full time entitlement.

Discussed with Jim having a bigger group to look at LAC attendance. Sally would be interested in attending.

Looked at curriculum framework for children with complex needs.

Training strategy should be finished by next week.

	<p>Accessibility strategy will tie in with protocols for children with challenging behaviour and physical impairment.</p> <p>Sheena informed the group that Gail Ross was going to bring up the idea of Young Carers Authorisation Cards at a SNP national conference. Young Cares have said they would like them. This can enable them to pick up parents medication and can aid them to be treated equally. Bernadette to see if this had been taken forward.</p> <p><u>School IG</u> – Jim wasn't available to update.  <u>Public Health and Well Being IG</u> – Cath wasn't available to update.</p>	
<b>10.</b>	<p><b>Early Years Collaborative Update</b>  The Supporting Improvement Co-ordinating group replaces the EYC strategy group about is focussed around embedding the Early Years Collaborative improvement methodology within the current infrastructure..  Working with IGs on driver diagrams.  Working with a number of groups on using data more effectively.  Updated return which contained all IG activity.  Looking at learning session 8. Highland have been asked to contribute re infrastructure  Story board theme is to be journey to a child's life.  Sheena has chaired the last meeting but has suggested Cath take over.</p>	
<b>11.</b>	<p><b>National Updates</b>  Cawdor and Millbank are taking part in the daily mile challenge.</p>	
<b>12.</b>	<p><b>AOCB</b>  None.</p>	
<b>13.</b>	<p><b>Next Meeting</b>  16<sup>th</sup> December 2015, 2pm – 4pm, Convenors Hospitality Room, HCHQ</p>	

FHC4		2011/12	2012/13	2013/14	2014/15									Target / comment	Imp Group
						April	May	Jun	Jul	Aug	Sep	Oct			
Safe															
1. Children are protected from abuse, neglect or harm at home, at school and in the community															
1	Number of households with children in temporary accommodation will reduce			100									95	Child protection	
2	The percentage of children on the child protection register who have been registered previously will reduce.	5.89%	2.80%	5.31%	3.67%	3.66%	3.43%	3.43%					5.89%	Child Protection	
3	The gap between formal agency recording and self reporting rates from children and young people affected by domestic abuse decreases.												Data from 2015 Lifestyle Survey by October 2015	Public Health and Wellbeing	
4	The percentage of children who report they feel safe and cared for in school is maintained			85%									85%	Schools	
5	The gap between reporting of bullying through formal mechanisms and self reported experiences of bullying from children and young people decreases.												Data from 2015 Lifestyle Survey by October 2015	Equalities working group	
6	The number of children and young people who say that they know where to get help from if they are being bullied increases	90.2%		91.0%									90%	Equalities Working Group	
7	The number of children and young people who say that they would tell someone if they were being bullied increases	59.8%		61.1%									63.8%	Public Health and Wellbeing	

FHC4		2011/12	2012/13	2013/14	2014/15									Target / comment	Imp Group
						April	May	Jun	Jul	Aug	Sep	Oct			
2. Children are well equipped with the knowledge and skills they need to keep themselves safe															
8	Self reported incidence of alcohol misuse will reduce (P7)	8.0%		2.9%									2%	Public Health and Wellbeing	
9	Self reported incidence of alcohol misuse will reduce (S2)	23.4%		12.8%									12%	Public Health and Wellbeing	
10	Self reported incidence of alcohol misuse will reduce (S4)	46.3%		30.9%									30%	Public Health and Wellbeing	
11	Self reported incidence of drugs misuse will reduce (P7)	5.0%		1.9%									2%	Public Health and Wellbeing	
12	Self reported incidence of drugs misuse will reduce (S2)	6.0%		4.4%									4%	Public Health and Wellbeing	
13	Self reported incidence of drugs misuse will reduce (S4)	13.0%		8.1%									8%	Public Health and Wellbeing	
14	Increased support for children & young people who display sexually harmful behaviour				5								100% increase by December 2015	Youth Justice	
15	Reduce the number of RTAs resulting in avoidable injuries to children and young people												Awaiting Data from NHS Highland	Road Safety Unit	
16	Hospital admissions for drug related reasons will reduce												Awaiting Data from	Public Health and	

FHC4		2011/12	2012/13	2013/14	2014/15	April	May	Jun	Jul	Aug	Sep	Oct	Target / comment	Imp Group
													NHS Highland Available by Sept15	Wellbeing
17	Hospital admissions for Alcohol related reasons will reduce												Awaiting Data from NHS Highland Available by Sept15	Public Health and Wellbeing
3. Young people & families live in safer communities where antisocial & harmful behaviour reducing														
18	The number of children reporting that they feel safe in their community increases												Data from 2015 Lifestyle Survey by October 2015	Public Health and Wellbeing
19	The percentage of school staff who have up to date child protection training increases				72%								72%	Schools
20	The number of children and Young people reported to SCRA on anti social behaviour grounds reduces				90								20% reduction by December 2015	Youth Justice
21	The number of restorative justice warnings used for Young people who offend increases				68								10% reduction by December 2015	Youth Justice

FHC4		2011/12	2012/13	2013/14	2014/15									Target / comment	Imp Group
						April	May	Jun	Jul	Aug	Sep	Oct			
22	Increase use of interventions for young people at risk of becoming serious / repeat offenders	6		6	2	3	3	5	5	4			11	Youth Justice	
23	The number of young people referred to youth action who have an asset assessment completed increases												90% by September 2015	Youth Justice	
24	The number of offence based referrals to SCRA reduces	781	528	417	343	29	51	87					5%reduction by December 2015	Youth Justice	
25	The percentage of 16 to 18 year olds entering the criminal justice service decreases				8%								5%	Youth Justice	
Healthy															
4. Children and young people experience healthy growth and development															
26	85% of children reaching their developmental milestones at their 27 – 30 month health review will increase												EYC Stretch aim – 85% of all children reach all of their developmental milestones at time of review by December 2016 (National	Early Years	



FHC4		2011/12	2012/13	2013/14	2014/15	April	May	Jun	Jul	Aug	Sep	Oct	Target / comment	Imp Group
													aim)	
27	90% of children will achieve their key developmental milestones by time they enter school <b>will increase</b>												EYC Stretch aim – 85% of all children reach all of their developmental milestones at time of review by December 2016 (National aim)	Additional support Needs
28	% of children who reach their developmental milestones at entry to Primary four <b>will increase</b>												EYC Stretch aim –By 2018 (National aim)	Early Years
29	There will be a reduction in the percentage gap between the most and least deprived parts of Highland for low birth weight babies												NHS data not available	Early Years
30	Improve the uptake of 27-30 month surveillance contact from the baseline of 52% to 95% by March 2016			82,5% Q4	73.0% Q1 66.1% Q2 71.4% Q3								Detailed in previous assurance report	Early Years

FHC4		2011/12	2012/13	2013/14	2014/15									Target / comment	Imp Group
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31	95% uptake of 6-8 week Child Health Surveillance contact			85.7% Q4	81.5% Q3								Health Surveillance contact has two elements (HV & GP) – measure used is number of forms returned by GP. Manual audit suggests HV contact is close to 100%.	Early years	
32	6-8 week Child Health Surveillance contact showing no difference in uptake between the general population and those in areas of deprivation <i>Affluence been removed from wording</i>												Data Available by Sept 2015 95%	Early years	
33	6-8 week Child Health Surveillance contact showing no difference in uptake between the general population and Looked After Children												Data Available by Sept 2015 95%	Early years	
34	Achieve 36% of new born babies exclusively breastfed at 6-8 week review March-17 (annual cumulative)	30.9%	32.4%	31.2%	Data will be released in October								Detailed in previous assurance report	Maternal infant nutrition	

FHC4		2011/12	2012/13	2013/14	2014/15									Target / comment	Imp Group
					2015	April	May	Jun	Jul	Aug	Sep	Oct			
35	Reduce % gap between most & least affluent areas for children exclusively breastfed at 6-8 weeks												Data Available by Sept 2015	Maternal infant nutrition	
36	Maintain 95% Allocation of Health Plan indicator at 6-8 week from birth (annual cumulative)		97.3%	99.5% Q4	99.5% Q1 100% Q2 99.0% Q3								95%	Maternal infant nutrition	
37	Maintain 95% uptake rate of MMR1 (% of 5 year olds) <i>Original no 37 has been removed.</i>	97.3%	94.6%	96.7% Q4	96.6% Q1 96.0% Q2 95.8% Q3 97.1% Q4								95%	Early Years	
38	Sustain the completion rate of P1 Child health assessment to 95%	91.1%	93.1%	99.5% Q4	99.0% Q3								95%	Early Years	
39	95 % of children with significant ASN will have their learning planned for through a child's plan <i>wording amended.</i>	44.0%	65.0%	70.0%	94%								95%	Additional support Needs	
40	The number of 2 year olds registered at 24 months with a dentist will increase year on year			76.8									Awaiting Data from NHS Highland	Public Health and Wellbeing	

FHC4		2011/12	2012/13	2013/14	2014/15									Target / comment	Imp Group
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41	The number of 2 years olds who have seen a dentist in the preceding 12 months will increase			67.3									Data Available by Sept 2015	Public Health and Wellbeing	
42	The percentage of 5 year olds will have no obvious dental decay will increase to 80%			70.1%	70.1								80%	Public Health and Wellbeing	
43	Child Fluoride Varnish Applications: 60% 3-4 year olds to receive 2+ applications per year			14.9%	14.9								60%	Public Health and Wellbeing	
44	All nurseries will participate in the Childsmile Programme with 80% of the roll brushing daily			97.6%									80%	Public Health and Wellbeing	
45	90% CAMHS referrals are seen within 18 weeks by December 2014		80.0%		95.3%	83%	96%	100%	100%	100%			90%	Mental Health	
46	% of statutory health assessments completed within 4 weeks of becoming LAC will increase to 95% <b>within 4/6 weeks</b>	23.3%	70.0%	66.7%	66.7%	68.8%	66.7%	65.2%	71.4%				95%	Looked after Children	
47	95% of health assessments for LAC who are accommodated are available for the initial child's plan meeting at six weeks												95%	Looked after Children	
48	Waiting times for AHP services to be within 18 weeks from referral to treatment <b>date removed</b>												95%	Additional support Needs	
49	95% of children will have their P1 Body Mass index measured every year	91.1%	93.1%	90.2%	99.6%								90%	Public Health and Wellbeing	

FHC4		2011/12	2012/13	2013/14	2014/15									Target / comment	Imp Group
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50	80% of young women in S2 to receive HPV immunisation by March 2017	Wording has been revised	86.4%										90%	Public Health and Wellbeing	
51	The percentage of young women who receive HPV immunisation will be no different between the most and least deprived areas												Data Available by Sept 2015	Public Health and Wellbeing	
52	The percentage of young women who receive HPV immunisation will be no different between the general population and the Looked After Children Population													Data Available by Sept 2015	Public Health and Wellbeing
53	Number of staff trained to deliver approved input on sexual health, relationships and parenting increases			16	45								25	Public Health and Wellbeing	
5. Children and young people make well-informed choices about healthy and safe lifestyles															
54	The number of hits on pages relating to children and young people on the Substance Misuse Website increases				88								100	Health and Wellbeing	
55	Number of staff trained in Brief Interventions and Motivational Interviewing increases				15								90 by June 2016	Youth Justice	
56	The volume of oily fish, vegetables, fruit and salad used in school meals per pupil increases												Data Available by Sept 2015	Public Health and Wellbeing	

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						April	May	Jun	Jul	Aug	Sep	Oct			
57	School meal uptake increases beyond primary 3												Data Available by Sept 2015	Public Health and Wellbeing	
58	Self reported incidence of smoking will decrease (P7)	1.0%		0.5%									0%	Public Health and Wellbeing	
59	Self reported incidence of smoking will decrease (S2)	8.00%		5.50%									5%	Public Health and Wellbeing	
60	Self reported incidence of smoking will decrease (S4)	20.0%		12.0%									11%	Public Health and Wellbeing	
<b>Achieving</b>															
6. Children & young people have skills, confidence and self-esteem to progress successfully															
61	The number of LAC who attain qualification in any subject at level 3 or above will increase	62%	61%	58%	72%								63%	Schools	
62	The number of LAC who attain qualifications in English / maths at level 3 or above will increase	49%	48%	47%	60%								50%	Schools	
63	The percentage of schools who have a curriculum model and rationale based on the 7 principals of design and 4 contexts of learning increases				30%								40% to be achieved end of 14 /15	Schools	
64	The percentage of pupils who report "that staff talk to them regularly about their learning "increases			64%	70%								69	Schools	

FHC4		2011/12	2012/13	2013/14	2014/15									Target / comment	Imp Group
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65	Maintain high levels of positive destinations for pupils in Highland vs national averages		91%	93%									93	Schools	
66	The number of children who have access to learning a second language from P1 and to a third language from P6 by 2020 increases			0%									5% 2015-16 25% 2012-17 60% 2017-18 80% 2018-19 100% 2019-2020	Schools	
67	The percentage of young people reporting their learning environment as positive will increase			88%									80%	Public Health and Wellbeing	
68	The number of Gypsy and Traveller children and young people attending nursery, primary and secondary school, whilst in Highland, will increase.			86%									90%	Additional support Needs	
69	The number of children & young people who experience interrupted learning as a result of exclusion will decrease <b>Wording has been revised</b>			50%									45%	Additional support Needs	
7. Children and young people are supported to achieve their potential in all areas of development															
70	The percentage of children and young people sustaining full time attendance at school will increase				99.2								99.3%	Additional support Needs	

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71	Decrease total primary non-attendance at school		9.1%		5.4%								4.3%	Transitions	
72	Decrease total secondary non-attendance at school		5.2%		9%								9%	Schools	
73	The percentage of schools who have a system to monitor achievement increases												5%	Schools	
74	The percentage schools awarded an evaluation of good or better for self-evaluation in HMI inspections increases			20%	47%								60%	Schools	
75	The percentage of schools awarded an evaluation of good or better for curriculum in HMI inspections increases			20%	58%								60%	Schools	
76	The number of children achieving level 4 in literacy and numeracy increases		76	78	78								94%	Schools	
77	Maintain high levels of performance against National averages and comparator schools												Baseline required	Schools	
78	The percentage of schools evaluated as good or better for Meeting learners Needs in HMI inspections increases			60%	63%								65%	Looked after Children	
79	The number of Looked After Children in placements supported through the FF scheme (Highland Council) increases		14	4	26								15	Looked after Children	
80	The number of young people with complex disabilities sustaining positive destinations as identified through tracking post school, increases Wording has been revised												Baseline required	Additional support Needs	





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87	The number of children entering P1 who demonstrate an ability to develop positive relationships increases												Data Available by <b>Sept</b> 2015 95%	Additional support Needs	
88	The delay in the time taken between a child being accommodated and permanency decision will decrease	9.6	12	9	15			23.3					9 months	Looked after Children	
89	The number of respite nights provided is sustained (cumulative)	665	384	320	268	254	518	754					2326 bed nights pa	Additional Support Needs	
90	The number of respite day hours provided is sustained (cumulative)	27603	28953	30790	35920	2948	5322	7080					20827 day hours pa	Additional Support Needs	
91	The number of LAC accommodated outwith Highland will decrease (spot purchase placements)	44	44	46	46								37 Detailed in previous assurance report	Looked after Children	
92	The number of children needing to live away from the family home but supported in kinship care increases	16.5	19.3	18.3	14.6	13.8	14.2	14.4					20% Detailed in previous assurance report	Looked after Children	
93	The number of children where permanence is achieved via a Residence order increases		67.0	72.0	76.0	75.0	76.0	75.0					cumulative 82 Detailed in previous assurance report	Looked after Children	

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						April	May	Jun	Jul	Aug	Sep	Oct			
94	The number of audits carried out for LAC who have three or more unplanned placement moves in 3 month period			100%	100%	100%	100%	100%	100%	100%			100%	Looked after Children	
9. Families receive support, advice and guidance well-matched to their needs															
95	The number of pregnant women screened for substance misuse who are offered support increases	Request to be removed											not set	Early Years	
96	The number of pregnant women who are at risk of poor mental health who are offered support increases												not set	Mental Health	
97	An increase in uptake of Healthy Start scheme to 85% of eligible beneficiaries by 2016				68%								85%	Maternal infant nutrition	
98	The number of eligible children supported to take up their early learning & childcare entitlement increases												70% by December 2015	Early Years	
99	Every district in Highland is able to deliver a core suite of parenting interventions	Wording has been revised											9	Supporting Parents	
100	The number of eligible parents participating in the core suite of parenting interventions increases													Supporting Parents	
101	Every district in Highland is able to offer managing teenage behaviour programmes												9	Supporting Parents	
102	The proportion of families with children under 8 receiving income maximisation advice increases												Baseline to be agreed by December 2015	Public Health and wellbeing	





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						April	May	Jun	Jul	Aug	Sep	Oct			
13. Children, young people & families are supported well to develop strengths and resilience															
116	The number of schools with the new equal opportunities policy in place increase												Data Available by Sept 2015 75	ECS Equalities Working Group	
117	The percentage of parent and carer responses to the question, "my child is treated fairly at school"			87%	91%								91%	Schools	
118	The percentage of children who report they have a say in making the way they learn in school better increases.			47%	62%								56%	Schools	
119	The number of parents/carers who participate in the parent/carers food and health in schools participation programme increases.												Data Available by Sept 2015	Public Health and Wellbeing	
120	The number of families of children with Additional Support needs supported by Chip+ through the service level agreement is maintained or increases			1321									1321 enquiries	Additional support Needs	
121	The number of schools participating in the delivery of Resilient Kids training increases												Data Available by Sept 2015	Additional support Needs	
122	The number of adult and children's services staff accessing the getting our priorities right training increases												Data available by Dec 2015	CAPSM	

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123	The number of school staff participating in equality and diversity training increases												Data Available by Sept 2015 200	C&L Equalities Working Group	
14. Improvement in service provision determined by participation of children young people & families															
124	The number of children participating in the Highland Lifestyle Survey increases			66.2%									75%	Public Health and Wellbeing	
125	Demonstrate involvement/engagement of service users in Improvement Group activity year on year												Baseline available Sept 2015	All	
126	The number of children & Young People completing the youth action service evaluation form increases				Q3 30%								90%	Youth Justice	