

Agenda Item	8.
Report No	CLH 22/18

HIGHLAND COUNCIL

Committee: Care, Learning and Housing

Date: 22 August 2018

Report Title: **Care and Learning Service Plan 2017-22**

Report By: Director of Care and Learning

1. Purpose/Executive Summary

- 1.1 This report introduces the 2017-22 Care and Learning Service Plan. It sets out our Service priorities and how we are contributing to the delivery of the Council's Programme, "Local Voices, Highland Choices."

2. Recommendations

- 2.1 Members are asked to comment on the draft Service Plan for 2017-22, agree any amendments required and approve the plan.

3. Background

- 3.1 This Service Plan relates to Care and Learning its functions and resources. The Plan is structured around five key sections:
Service Background – covering the purpose of the plan; Service structure and main functions; and Resources (revenue, capital, staffing)
Performance – analysis of performance information with a focus on areas for improvement; Service Transformation (e.g. Redesign, LEAN Reviews); Inspections and Audits; and Workforce Planning.
Service Risks (including Corporate Risks where the Service is the Risk Owner).
Priorities – outlines the strategic priorities of the Service and is the focus of the Service Plan. This section also outlines how the service is contributing to the delivery of the Council's Programme "Local Choices, Highland Voices", and how the Service is working in partnership with other organisations to provide Best Value.
Links to Strategies and Plans – highlighting the key strategies and plans the Service is working to deliver.

The focus of the Plan is on improving performance.

- 3.2. The Service Plan will be reviewed annually and is also subject to change when any amendments to the Council Programme, "Local Voices, Highland Choices", are approved by Council.
- 3.3 The Plan will be monitored on a quarterly basis and reviewed annually.

4. Equality and Community Impact Assessment, and Strategic Environmental Assessment

4.1 Equality and Community Impact Assessment

The Service Plan has been assessed for potential impacts on communities and an Equalities Impact Assessment has also been completed. This helps us to achieve our duties in respect to the Public Sector Equality Duty, including socio-economic impacts at a strategic level, and a Council commitment to consider rural and poverty impacts.

4.2 Strategic Environmental Assessment

The Council has a legal duty to consider for all plans, programmes and strategies, the relevance of the Environmental Assessment (Scotland) Act 2005. Following pre-screening of the Service Plan no significant environmental impacts were identified.

5. Implications

- 5.1 Resources: The Service Plan outlines the revenue and capital budgets associated with the service, along with our workforce.
- 5.2 Community (Equality, Poverty and Rural): Activities within the Plan are subject to screening for Equality Impact Assessment (EQIA). For those commitments which have already been screened the results have been passed to the Chief Executive's office as part of the corporate monitoring systems for Equalities Legislation. Commitments which have not yet been screened, along with policy, strategy and plans linked to the delivery of these commitments will be screened to assess their

impact during the early part of the plan timescale.

- 5.3 Risk: Service risks are recorded in the Service Plan, are managed through the Service Risk Register which is monitored quarterly. Changes will be reported to future committee meetings.

Designation: Director of Care and Learning

Date: 14 August 2018

Author: Ian Kyle, Children's Planning Manager

Care and Learning Service Plan

The Highland Council
Comhairle na Gàidhealtachd
2018 -2022

Foreword

Facal-toisich

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- b. Service Transformation
Cruth-atharrachadh Seirbheis
- c. Inspections/ Audits
Sgrùdaidhean
- d. Workforce planning
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Cunnartan Seirbheis

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Foreword

Facal-toisich

The Care and Learning Service is responsible for: Education, Children's Services, Additional Support Needs, Criminal Justice, Mental Health Officers, out of hours social work, commissioning of Adult Services from NHS Highland and Monitoring of Services provided by Highlife Highland.

The Service is committed to giving every child and young person in Highland the best possible start in life; to enjoy being young; and to be supported to develop as confident, capable and resilient, to fully maximise their potential. We want our children to be safe, healthy, achieving, nurtured, active, respected & responsible and included.

We provide an integrated service for children and families, bringing together colleagues across health, education and social care within integrated Family Teams.

We have an embedded Practice Model across all professional disciplines, achieving full implementation of 'Getting it right for every child'.

Community health and social care services in Highland are integrated around the needs of children and adults. This is set out in Partnership Agreement (2012) between Highland Council and NHS Highland. The Highland Council is the lead agency for children's services, and NHS Highland is the lead agency for services to adults.

In the last year the service has continued to review and embed its Practice Model, further develop its Family team structure and promote its framework for continuous improvement and quality assurance. Achievements have included;

- Continuous improvement delivered through twelve Improvement Plans led by multi-disciplinary Improvement Groups across services for children, involving: looked after children; mental health; additional support needs, equalities and diversity, public health, Young Carers, children affected by parental substance misuse, supporting parenting, play, Early Years, Youth Work and Highland Practice Model
- Closing the poverty related Attainment Gap through a range of strategic and school based activities for children in disadvantaged communities.
- Delivering a programme for Sustainable Education in Highland Communities to deliver the Council commitment to "support our Head Teachers and staff, securing long-term sustainability, especially in our rural communities",
- Developing a business Case for looked after children placements, involving a programme of activity to review and develop services in Highland, to improve support and increase the number of local placements for children.
- Implementing the expansion and redesign of Early Learning and Childcare, to achieve flexible provision and 1140 funded hours by 2020.
- Implementing the ICT in Learning programme to incorporate the rollout of one to one devices and deliver transformational change in learning and teaching.

- Expanding our quality Improvement learning network through three 6 month learning programmes, each involving twenty participants in the use of improvement methodology.
- Implementing the Care & Learning Service Workforce Plan
- Working with other Local Authorities to develop a Regional Improvement Plan which is a shared plan across eight authorities, to achieve added value from collaboration in education and children's services.
- Supporting the development of locality and plans for children through Community partnerships.

1. SERVICE BACKGROUND

1a Purpose

Adhbhar a 'phlana

This Service Plan is a strategic document which details the actions required for the delivery and improvement of the statutory and core functions of the Service and corporate governance priorities. This includes the work of the Service to support the delivery of Council priorities contained within a 5 year programme Local Voices, Highland Choices.

It presents an overview of the Service's aims, objectives and resources, how the Service intends to contribute to corporate objectives, partnership working. It outlines current Service issues and priorities, and the main risk factors identified in relation to these matters.

The plan is an active document and will be subject to update and review on an annual basis with a report to the Care, Learning and Housing committee for consideration. Review will take into account internal and external influences and actions arising from monitoring activity throughout the year. In addition the plan will be monitored on a quarterly basis through the Chief Executive's Quarterly Performance Review of the Service with the Service Director and senior managers.

This plan will assist anyone who wants an overview of the Service's aims, objectives and resources, and how the Service contributes to the Programme of the Highland Council and partnership working. The plan will be useful to a range of stakeholders including: service users and their families; partners; other Council Services; Elected Members; and staff.

1b Service Structure and main functions

Structar Seirbheis agus Prìomh Dhreuchdan

The Director of Care and Learning Service is responsible for the effective delivery of care and Learning services and is supported by;

Head of Resources

Responsible for, Estate planning and capital investment, NHSH Commissioned services, HLH, Eden Court and 3rd sector commissioned services/grant funding, service information and support and ICT, schools catering / cleaning, FM client and schools transport client.

Head of Children's Services

Responsible for, Children's services, business support team

Head of Education

Responsible for Education and schools.

Head of Additional Support

Responsible for, Additional support services, specialist education services, Educational psychology, primary mental health service, Allied Health Professionals, Mental Health officer service, Strategic responsibility for ASN, Equalities, Young Carers and transitions.

Principal Officer Criminal Justice

Responsible for Delivery of community based supervision of offenders.

Children's Planning Manager

Responsible for, Planning, performance and service improvement, Child poverty, Children's Rights and overview responsibility for improvement groups.

Senior Manager Early Years

Responsible for, Early Years, Early Learning and Childcare, Strategic lead for parenting and Play.

Four Area Care and Learning Managers

Responsible for: Operational delivery for Education, Health and Social care.

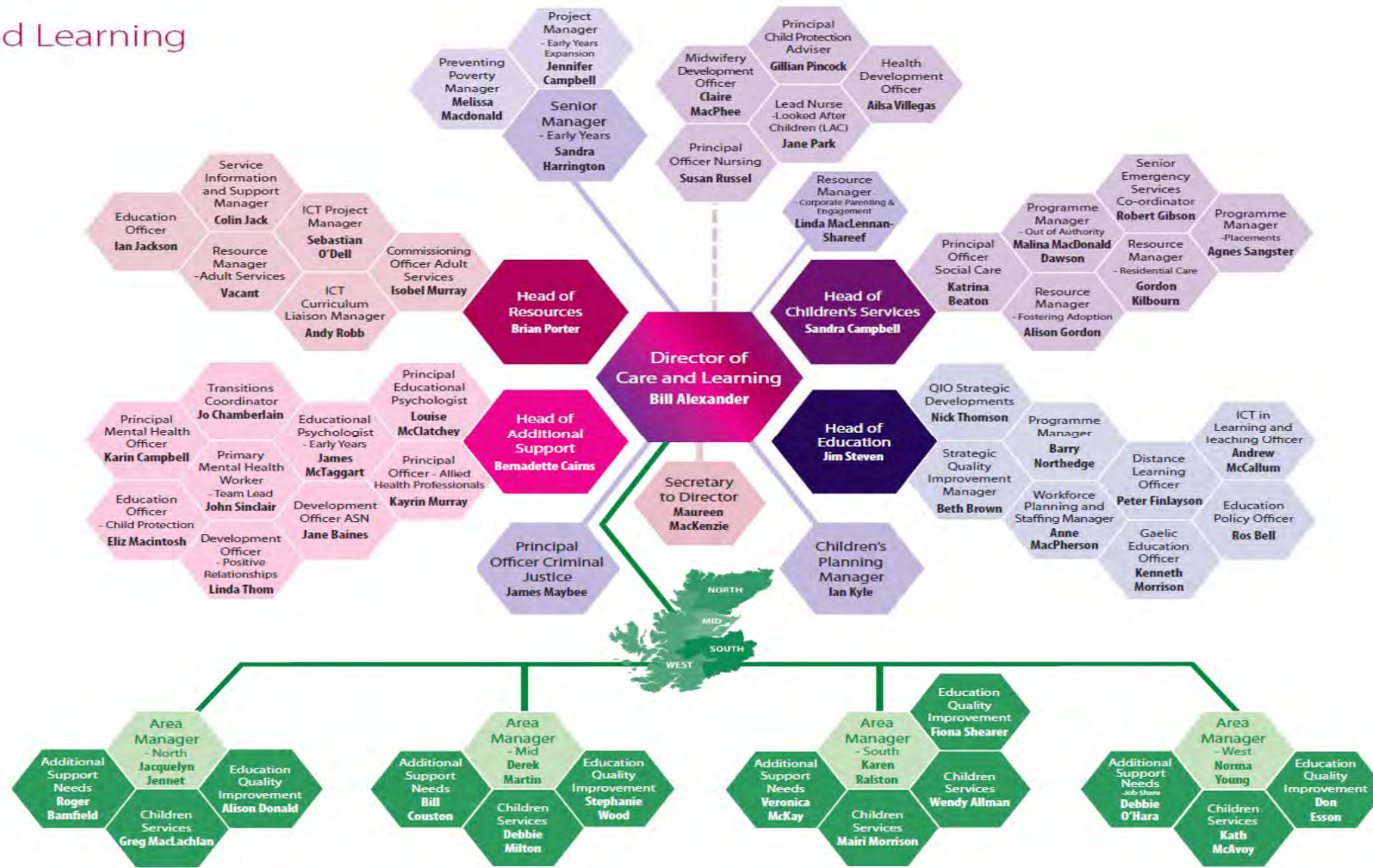
Budget responsibility

There is a service budget of £340.239m with a capital budget is £43.593m.

Area	Revenue Budget	Staffing
Education	£132.805m	2479.55 FTE
Resources	£120.326m	121.87 FTE
Children's services	£32.355m	481.94 FTE
Additional Support Needs	£36.734m	28 FTE
Criminal Justice	£2.660m	105.72 FTE
Early Years	£15.359m	472.25FTE

Budgets are held locally and managed through the area structure. The service structure is illustrated below.

Care and Learning



1C Resources

Revenue Budget

The Service continues to experience budget pressure in a number of key areas:

- Demographic changes
- Inflationary pressures on key contracts and on other supplies
- Property and equipment maintenance demands
- Looked after children
- Additional Support and Special Schools
- Delivery of existing saving targets

Financial Year	Net Revenue Budget (£m)
2018/19	340.239

Breakdown of 2018/19 Budget:

By Section

Section	Net Budget (£m)
Education Services	132.805
Adult Social Care	94.323
Culture and Leisure	16.711
Services for Vulnerable Adults	2.660
Service Management and Resources	9.292
Children's Health and Social Care	32.355
Childcare and Early Learning	15.359
Additional Support Services	36.734
Total	340.239

Staffing

2018/19	
Section	FTEs
Education Services	2,479
Criminal Justice	78
Mental Health	27
Service Management and Resources	121
Children's Health and Social Care	481
Childcare and Early Learning	472
Additional Support Services	1,256.
Total	4,917.

Capital Budget

Year	Net Budget (£m)
2018/19	43.593
2019/20	55.963
2020/21	47.907
The capital budget is a corporate resource and may be adjusted subject to corporate priorities. Further information on the Service's capital projects is appended (<i>include a list of capital projects or a relevant reference</i>)	

1. PERFORMANCE

2a Performance analysis

Mion-sgrùdadh Coileanaidh

Performance is central to the work of the service. Our integrated Children's service plan (For Highland's Children 4 <http://www.forhighlandschildren.org/pdf/forhighlandschildren.pdf>) includes a Performance management framework for monitoring and scrutinising progress in meeting outcomes. The achievement of better outcomes for Highlands's children, their families and the communities in which they live is the overarching objective for children's services.

The outcomes within the plan are designed to consider the ways in which;

- Children and young people receive the help and support they need to optimise their well-being at every stage.
- Children and young people get the best start in life and enjoy positive, rewarding experiences growing up.
- Children and young people benefit from clear protocols, procedures and effective systems for recording observations and concerns which take account of best practice in information-sharing.

The outcomes relate to the impact of services on the well-being of children and young people using the SHANARRI indicators. It focuses on their experiences and the extent to which their lives and life opportunities will be enhanced to ensure they are;

- Safe
- Healthy
- Achieving
- Nurtured
- Active
- Respected and Responsible
- Included

Safe

1. Children are protected from abuse, neglect or harm at home, at school and in the community.
2. Children are well-equipped with the knowledge and skills they need to keep themselves safe.
3. Young people and families live in increasingly safer communities where anti-social and harmful behaviour is reducing.

Healthy

4. Children and young people experience healthy growth and development.
5. Children and young people make well-informed choices about healthy and safe lifestyles.

Achieving

6. Children and young people are equipped with the skills, confidence and self-esteem to progress successfully in their learning and development.
7. Children and young people are supported to achieve their potential in all areas of development.

Nurtured

8. Children and young people thrive as a result of nurturing relationships and stable environments.
9. Families receive support, advice and guidance which is well-matched to their needs and available in ways which helps them to prepare for the various developmental stages.

Active

10. Children and young people are physically active.

Respected and Responsible

11. Children and young people know their rights and are confident in exercising these. They are able to express their views and be involved meaningfully in decisions which affect them.
12. Families are valued as important contributors and work as equal partners to ensure positive outcomes for their children and young people.

Included

13. Children, young people and their families are supported well to develop the strengths and resilience needed to overcome any inequalities they experience.
14. Children, young people and families are enabled to tell us what they think about services and the community in which they live, and improvement is determined with their involvement and by understanding their views, wishes, and expectations

The performance measures in this framework are high level. Each of the measures is owned by the 12 Improvement Groups and priorities for improvement are detailed within each Groups Improvement Plans at:

<http://www.forhighlandschildren.org/1-childrensplan/strategy.htm>

Regular performance information is shared at every meeting of the Care, Learning and Housing Committee. Details of these performance reports can be found at: http://www.highland.gov.uk/info/20003/committee_information/748/people_committee

2b Service Transformation

Cruth-atharrachadh Seirbheis

The Service plans a number of key changes and transformations in the coming year. These include;

- To implement the nationally accredited Caledonian System domestic abuse perpetrator programme for offenders subject to statutory supervision.

- Closing the attainment gap and raising attainment for all in our schools
- Continuing to develop our programme for Sustainable education in Highland
- Working towards the aspirations of the National improvement framework
- Refreshing and sustaining the practice model
- Developing our business plan for looked after children
- Working towards the production of a refreshed Integrated Children's Service plan (For Highland's Children 5)
- Further embedding quality assurance and self-evaluation
- Improving awareness and support for Mental Health
- Improving the quality assurance of child protection
- Continuing to reach out to develop best practice across the Northern alliance
- Supporting community partnerships and area planning
- Reducing inequalities
- Continuing to develop the expansion of Early learning and childcare (1140 hrs)
- Continuing to promote employability and develop the young workforce
- Continuing to ensure that best practice across Highland is recognised nationally and internationally
- Delivering the child health commission on behalf of NHSH

2c Inspections/ Internal and External Audits

Sgrùdaidhean

Annual External Audit Report

The annual External Audit Report of the Council sets out opinion on financial management and sustainability, internal audit, risk management and the priorities and performance of the Council. The report also includes an action plan against the 2016/17 audit finding. This was submitted to Audit and Scrutiny Committee in September 2017 with 11 actions to be completed over the following 12 months covering financial controls, corporate risk management and effective scrutiny and linking performance results to improvement actions.

Best Value Assurance Report

During 2018/19 and into 2019/20 we will be subject to a Best Value Assurance Report (BVAR) of the Council which is anticipated to start in late 2018/19 with a final report to the Accounts Commission to be published by the end of November 2019. This audit work will be carried out by the Council's appointed external auditor (Grant Thornton) and Audit Scotland. The focus of the Best Value work will be based on a local risk assessment by our auditors and at present it is expected to include the following key areas:

- Does the Council have a clear strategic direction?
- How well is the Council performing?
- Is the Council using its resources effectively?
- Is the Council working well with its partners?
- Is the Council demonstrating continuous improvement?

A key priority of the Corporate Audit & Performance Manager and the Corporate Performance Team in 2018/19 into 2019/20 will be to support the Council prepare for this Best Value Audit.

From a Service perspective, in our most recent children's services inspection (2014), we achieved some of the highest grades in Scotland, with two 'good' and seven 'very good'. We were commended for highly effective work across services, promoting greater inclusion of children and young people, and achieving positive outcomes. Other evaluations confirm that the Highland Practice Model is providing effective help to families at an early stage, and that families feel more integrated into the process of support.

It is anticipated that an Inspection of Integrated children's services will be undertaken by the care inspectorate within the next year.

In August this Year Education Scotland, concluded in their Education Scotland Authority report that;

"There is clear strategic leadership in Care and Learning Services in The Highland Council. The council has appropriate governance in place to ensure that educational provision is well organised and well led. Overall, there has been a renewed drive for quality improvement in Highland which is positive. However, for some particular aspects, such as mixed outcomes from school inspections and performance information, there are a few concerns. Education Scotland will continue to have on-going oversight and monitoring of these areas over 2018 – 19 as part of their on-going liaison with the council, through Area Lead Officers. Officers will not engage in a formal scrutiny response other than planned inspections and reviews."

The Highland Council Adoption Service was inspected by the Care Inspectorate in January 2018. The report concluded that, "Overall, the service evidenced a good performance in meeting the needs of children, prospective adopters and adopters." The full report can be found at: <http://www.careinspectorate.com/index.php/care-services>

The Highland Council Fostering Service was inspected by the Care Inspectorate in January 2018. The report stated that the service, "took steps through assessment and training to ensure people who used the service enjoyed safe and supportive care. There was a plan to introduce safer caring policies individualised for each child and young person which would formalise how each fostering situation supported safe and nurturing care." The full report can be found at: <http://www.careinspectorate.com/index.php/care-services>

2d Workforce planning

Dealbhadh Luchd-obrach

This Council's Workforce Planning Strategy is expected to set the course for the Council for the next five-year period. It will be reviewed regularly to ensure that the vision, principles, themes and objectives remain consistent with the political, economic, social, technical, legal and environmental direction of the Council as an organisation. The Strategy is designed to put in place the objectives that will be required to support workforce planning conducted by services.

The Workforce Planning Strategy will be enabled by the Care and Learning Service and following priorities have been set for the forthcoming year:

- **Transition**

Develop an agile and flexible workforce through effective recruitment, transition, upskilling and retraining opportunities.

• Future Workforce

Set the conditions to grow our workforce of the future, rebalance our age profile and build and retain knowledge through effective succession planning.

• Leadership & Management Strategy

Build the leadership and management capability to support organisational development, embed commerciality, and reduce demand on supporting services.

• Flexible Workforce Strategy

Develop an agile and flexible workforce that reflect the future needs of the Council and cements our commitment to be the employer of choice.

• Health, Safety and Wellbeing

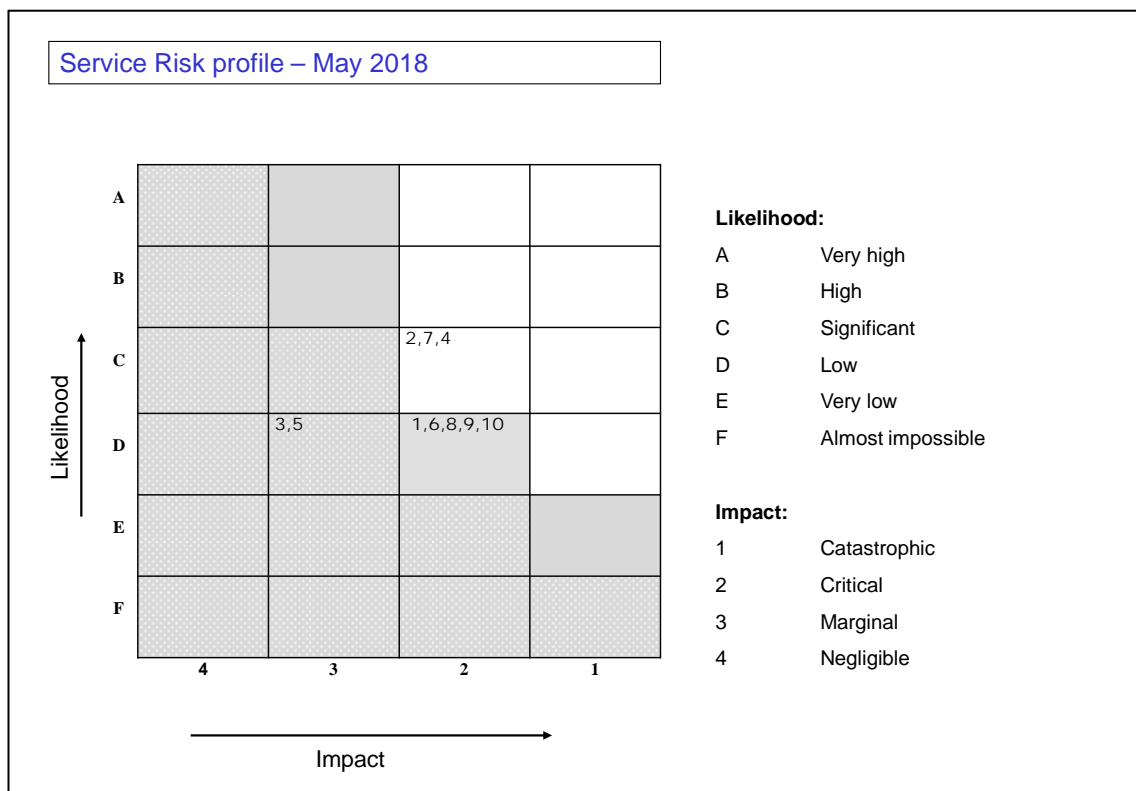
This should be “designed in” when implementing change. Health, safety and wellbeing implications must be considered, and recorded, in the introduction of new processes or new working practices, or any review of these. Support is available from the occupational health, safety and wellbeing team.

3.SERVICE RISKS

CUNNARTAN SEIRBHEIS

Our methodology for identifying and managing risks is detailed in our Risk Management Strategy. An appetite for risk is set at both a Corporate and Service level, and risks are evaluated against this. Risks which are above this appetite line for the Care and Learning Service are shown in the table below. This includes Service specific risks and corporate risks where our Service is the risk owner. All the risks detailed below have a corresponding definition and a set of mitigating actions that help us manage the risk.

All risks are monitored on our electronic Performance and Risk Management System (PRMS), and managed as part of Service Quarterly Performance Review (QPR) meetings.



Risks		
Risk ID	Risk Rating	Short Name
1.	D2	Not achieving the benefits of integrated health and social care for adults, including not shifting the balance of care
2.	C2	Workforce planning - inability to recruit and retain qualified staff and managers
3.	D3	Not reducing rates of staff absence
4.	C2	Inability to deliver budget savings or manage budget pressures
5.	D3	Not supporting young people's transitions
6.	D2	Not delivering enhanced and integrated early years services, including additional early learning and childcare
7.	C2	Not being able to address condition or capacity challenges in the school estate
8.	D2	Not being able to support children in Highland care and education
9.	D2	Not raising attainment for all or closing the attainment gap
10.	D2	Not delivering on the sustainable education programme

4. PRIORITIES

PRÌOMHACHASAN

4a Corporate priorities

Prìomhachasan Corporra

The Service is contributing to the following strategic commitments in the Council's 2017-22 Programme, "[Local Voices, Highland Choices](#)", these are:

A place to live

1. Identify and recognise the unique challenges of living in rural and remote areas of the Highlands and ensure council policies and the provision of services have local people in mind. Work with the Scottish Government to do the same.

A place to Learn

1. Strive to achieve the highest standards in all our schools, so every young person has the opportunity and skills to succeed by supporting an accessible and broad curriculum for all.
2. Promote the wider use of technology and blended teaching approaches to support the way our children learn.
3. Develop new provision for early years, continue the refurbishment of Primary Schools and complete the upgrading of Secondary Schools, while addressing the need for additional capacity.
4. Protect the delivery of education in our schools by implementing an ambitious school's management programme to support our Head Teachers and staff, securing long-term sustainability, especially in our rural communities.
5. Continue to promote and support Gaelic Medium Education.
6. Deliver an ambitious Modern Apprenticeship scheme and work with partners to expand and support further and higher education to grow and retain our own skilled workforce in Highland; making it an exceptional place to come and study, and to remain to work.

A place to Thrive

1. Work with NHS Highland and others to grow and invest in community based services for adults across Highland.
2. Support children to be protected, healthy, safe and responsible by delivering a whole system approach to integrated children's services.
3. All people should live a life free from poverty and discrimination and benefit from good mental health and wellbeing. We will work with partners to achieve this.

A welcoming Place

1. Develop strategies to attract and retain young people to live and work in the Highlands and to encourage young people to return after studying away.
2. Work with partners to ensure people in Highland benefit from stronger, safer and more resilient communities.

4bService Priorities
Prìomhachasan Seirbheis

Service ID	C&L 1	
Service Commitment/ Priority	Continuing to develop our programme for Sustainable education in Highland	
Lead Officer	Director of Care & Learning	
Key Performance Results	<ul style="list-style-type: none"> • Improved attainment for all pupils • Progress in closing the attainment gap • Reviewed arrangements across all ASGs • Sustainable schools project, 30% of Associated School Groups (ASGs) now have revised management structures. • Pupil/ teacher ratio remains better than the national average • Headteachers report they are supported to minimise any increase in workload. • Headteachers report they receive leadership opportunities. • Use of ICT and blended learning to support children and young people to learn 	
Lead Officer	Enabling actions	Completion Date
Head of Education	Achieving high quality educational outcomes	Ongoing
Head of Education	Sustainable management structures and school groupings	Ongoing
Head of Resources	Improved arrangements for support to schools	Ongoing
Workforce Planning Manager	Workforce planning and staff development to address current challenges	Ongoing
Communications Officer	Communication and engagement with all stakeholders	Ongoing

Service ID	C&L 2	
Service Commitment/ Priority	To implement the nationally accredited Caledonian System domestic abuse perpetrator programme for offenders subject to statutory supervision	
Lead Officer	Principal Officer - Criminal Justice	
Key Performance Results	Caledonian System is in place	
Lead Officer	Enabling actions	Completion Date
PO – CJ	Establish posts and recruit staff	November 2018
PO – CJ	Establish team, develop protocols and complete training requirements	February 2019
PO – CJ	Deliver information sessions to stakeholders	March 2019

Service ID	C&L 3	
Service Commitment/ Priority	Working towards the aspirations of the National improvement framework	
Lead Officer	Head of Education	
Key Performance Results	Improvement in performance in the 4 key priorities	
Lead Officer	Enabling actions	Completion Date
SQIM	Set authority priorities within the context of the NIF	May 18
HTs	Schools produce improvement plans which look to deliver the NIF priorities	June 18
SQIM	Authority puts in place central support for schools where it is required.	Sept 18
HoE	Implementation progress monitored by the school improvement group.	Ongoing

Service ID	C&L 4	
Service Commitment/ Priority	Refreshing and sustaining the practice model	
Lead Officer	Head of Children's Services	
Key Performance Results	Reviewed Practice Guidance and training strategy implemented, including the use of a revised Child's Plan	
Lead Officer	Enabling actions	Completion Date
HOS-CS	Revision of Highland Practice Model Guidance, in line with the recent changes in legislation.	April 2019
PO-SC	Implementation of revised training strategy to support the Highland Practice Model	April 2019
HOS-ASN	Implementation of revised Child's Plan – updated format agreed through HPM IG	October 2018

Service ID	C&L 5	
Service Commitment/ Priority	Implement the Placement Services Change programme	
Lead Officer	Head of Children's Services	
Key Performance Results	<ul style="list-style-type: none"> • Fewer children placed outwith the authority • Removal of overspend on budget, and increased expenditure within Highland • Improved attainment for looked after children 	
Lead Officer	Enabling actions	Completion Date
Head of Children's Services	Return young people to Highland and/or from spot-purchased placements	As per Programme Plan

	Development of 'No Wrong Door' hubs and emergency residential provision	
	New commissioned services	
	Purchase or re-development of new Residential Services	
	Enhancement of educational support	
	Financial monitoring to reduce overspend	
	Effective communications for all stakeholders	

Service ID	C&L 6	
Service Commitment/ Priority	Working towards the production of a refreshed Integrated Children's Service plan (For Highland's Children 5)	
Lead Officer	Children's Planning Manager	
Key Performance Results	For Highland's Children 5 will be in Place	
Lead Officer	Enabling actions	Completion Date
CPM	Establish a working Group from the current leadership Group to develop the plan across the partnership	October 2018
CPM	Gather data and evaluative information for a more robust Needs assessment	January 2019
CPM	Establish a mechanism to share the development of the plan with key stakeholders.	Ongoing

Service ID	C&L 7	
Service Commitment/ Priority	Further embedding quality assurance and self-evaluation	
Lead Officer	Children's Planning Manager	
Key Performance Results	The model for improvement will be embedded within the improvement practice across the service.	
Lead Officer	Enabling actions	Completion Date
CPM	Continue to deliver the quality improvement network in partnership with SG improvement advisor.	Ongoing
CPM	Continue to support staff to undertake Additional coaching and practicum training offered by SG	Ongoing
CPM	Continue to monitor the data showing the increased use of QI across the service.	Ongoing

Service ID	C&L 8
Service Commitment/ Priority	Closing the attainment gap and raising attainment for all in our schools
Lead Officer	Head of Education
Key Performance	A range of indicators set by the Scottish government

Results		
Lead Officer	Enabling actions	Completion Date
SQIM	Planning process in place	May 18
QIT	Plans agreed by quality improvement officer and area team	Jul 18
QIT	Plans reviewed and good practice shared	Ongoing

Service ID	C&L 9	
Service Commitment/ Priority	Improving awareness and support for Mental Health	
Lead Officer	Head of Additional Support Needs	
Key Performance Results	Improved practice around mental health support will be evident in improvement plans and actions	
Lead Officer	Enabling actions	Completion Date
MHO-Manager	The trainee positions within the MHO Service will support future workforce planning	Ongoing
PMHW-Manager	The annual Standards and Quality Report will provide a summary of performance and actions undertaken by the PMHW Service	September 2018
PMHW-Manager	The PMHW Service will achieve the NHS HEAT target of 90% of young people being seen within 18 weeks from referral	Ongoing

Service ID	C&L 10	
Service Commitment/ Priority	Improving the quality assurance of child protection	
Lead Officer	Head of Children's Services	
Key Performance Results	Working with partners in NHS Highland, Police Scotland and Third Sector agencies the Council will work with the Child Protection Committee to ensure that child protection processes in Highland are effective in keeping children safe and ensuring their wellbeing needs are met	
Lead Officer	Enabling actions	Completion Date
HOCS	Child Protection guidance is reviewed and updated, reflects local processes and national priorities, and is available to all staff electronically	Oct 2018
HOCS	Encourage staff and managers to contribute to the development of child protection guidance, procedures and practice issues through consultation events and local roadshows	Nov 2018
HOCS	Seek the views of children, young people and parents/carers involved in child protection cases using Viewpoint and/or other appropriate methods	March 2019
HOCS	Ensure audit processes are robust and in place to review and monitor child protection cases	Nov 2018
HOCS	Consider child protection data available to Highland Council, NHS Highland and Police Scotland on a regular basis to establish and compare trends	Quarterly reporting

HOCS	Review effectiveness of child protection tools e.g. Graded Care profile within Care and Learning and NHS Highland	March 2019
HOCS	Agree, implement and review recognised model for conducting significant case reviews, collating feedback from practitioners and disseminating key messages using the 7 minute briefing model	March 2019
HOCS	Ensure staff are competent and confident in carrying out child protection work in Highland, have access to robust supervision and appropriate learning and development opportunities	March 2019

Service ID	C&L 11	
Service Commitment/ Priority	Continuing to reach out to develop best practice across the Northern alliance	
Lead Officer	Director of Care and Learning	
Key Performance Results	Set out in Regional Improvement Plan	
Lead Officer	Enabling actions	Completion Date
As per Regional Improvement Plan	Collaborate across RIC to support improvement in attainment, particularly literacy and numeracy	As per Regional Improvement Plan
	Collaborate across RIC to close the poverty related attainment gap between most and least disadvantaged children	
	Collaborate across RIC to improve the structures which help children and young people's health and wellbeing	
	Collaborate across RIC to improve employability skills and achieve sustained, positive school leaver destinations for all young people	

Service ID	C&L 12	
Service Commitment/ Priority	Supporting community partnerships and area planning	
Lead Officer	Children's Planning Manager	
Key Performance Results	Effective plans for children will be in place across partnerships and operational teams	
Lead Officer	Enabling actions	Completion Date
CPM	Work to support Officers in community partnerships to develop their plans.	Ongoing
CPM	Work to support Officers in community partnerships to quality assure their plans.	Ongoing
CPM	Work to support Officers in area care and learning operational teams to develop and quality assure their plans.	January 2019

Service ID	C&L 13	
Service Commitment/ Priority	Reducing inequalities	
Lead Officer	Head of Additional Support Needs	

Key Performance Results	The outcomes for children and young people with protected characteristics will be monitored and reported on regularly to inform best practice in providing support to them.	
Lead Officer	Enabling actions	Completion Date
HOS-ASN	Regular training will be offered to all staff in Care and Learning to support their awareness, understanding and duties under the Equality Act (2010)	Ongoing
HOS-ASN	Annual update reports will be provided on the school leaver destinations for young people with a range of protected characteristics.	Ongoing
CPM	Include actions articulated within 'Every child, every chance', The tackling Child Poverty Delivery plan 2018 – 2022 within Improvement Group Plans.	Ongoing

Service ID	C&L 14	
Service Commitment/Priority	Implement 1140 hours Early Learning & Childcare by 2020	
Lead Officer	Senior Manager – Early Years	
Key Performance Results	By 2020, all three and four year olds and eligible two year olds will have access to 1140 hours of funded Early Learning and Childcare.	
Lead Officer	Enabling actions	Completion Date
SM -EY	Implement pilot sites in 2018/19	August 2018
SM -EY	Ensure an expanded and competent workforce	2020
SM -EY	Continue to progress the Area Plans	2020
Director of D&I	Ensure capital developments	2020
SM -EY	Maintain communications with all stakeholders	2020

Service ID	C&L 15	
Service Commitment/Priority	Continuing to promote employability and develop the young workforce	
Lead Officer	Head of Education	
Key Performance Results	Positive outcomes performance results	
Lead Officer	Enabling actions	Completion Date
SQIM	Discussions with DYW regional groups on key indicators	Jul 18
SQIM	Priority set as a key outcome for the authority plan	Aug 18
SQIM & Reg DYW groups	Progress reviewed by the school improvement group	Ongoing

Service ID	C&L 16	
Service Commitment/Priority	Continuing to ensure that best practice across Highland is	

Priority	recognised nationally and internationally	
Lead Officer	Director of Care and Learning	
Key Performance Results	Highlight and share best practice of education and children's services across Highland	
Lead Officer	Enabling actions	Completion Date
Head of Children's Services	Engagement in GIRFEC National Implementation Support Group	Ongoing
Director of Care & Learning	International collaborations regarding GIRFEC and integrated children's services	
	Promote opportunities for national and international sharing of best practice	

Service ID	C&L 17	
Service Commitment/ Priority	Delivering the child health commission on behalf of NHH	
Lead Officer	Director of Care & Learning	
Key Performance Results	Sustained and/or improved performance across all outcome indicators in the performance framework	
Lead Officer	Enabling actions	Completion Date
Head of Children's Services	Delivery of School Nursing service	Ongoing
	Delivery of Health Visitor services	
Head of ASN	Delivery of Primary Mental Health Worker service	
	Delivery of Allied Health Professional services	

4c Partnership

Com-pàirteachas

For Highlands Children 4 (FHC4) is the Children's Service Plan for the Care and Learning Service, and incorporates the contribution of children's services delivered by NHS Highland. The plan provides a clear narrative on how we work in partnership with other organisations to provide Best Value. This also highlights future opportunities.

The plan incorporates and builds upon outcomes identified within existing policy commitments of Highland Council, and on the Performance Management Framework developed as part of the partnership agreement which established Highland Council as the Lead Agency for delivering services to children in April 2012.

FHC4 uses a service improvement model to determine outcomes, identify priorities and quality assure the plan.

A leadership group (Strategic commissioning Group for Children) overviews the on-going work of the plan. This group has broad membership, including lead officers from Highland Council and NHS Highland, SCRA and Police Scotland. In addition there are staff representatives from NHS Highland and Highland Council, third sector partners and elected members.

The membership of improvement groups gives consideration to wider engagement with stakeholders including children and families.

A clear articulation of the work and relationship between the partnerships has been developed. This enables the strategic thinking to be determined by the leadership group and places an emphasis on improvement planning within the improvement groups. To facilitate this, the chairs of each improvement group are members of the leadership group.

Within NHS Highland, the Children and Young People's improvement groups (Highland Health and Social Care Partnership) focus on improving the design and delivery of health services and improving outcomes for children and young people. There is a clear and explicit link to the Care and Learning Service to support improved outcomes for children and young people as part of an on-going scrutiny and service improvement between NHS Highland and the Highland Council.

2. LINKS TO STRATEGIES AND PLANS

The care and Learning Service contributes to a number of strategies and Plans:

Name	For Highland's children 4
Description	<p>For Highlands Children 4 (FHC4) is the Children's Service Plan for the Care and Learning Service, and incorporates, as far as possible, the contribution of children's services delivered by NHS Highland.</p> <p>To support the improvement model, a number of improvement groups have been established to take ownership of the improvement agenda. The groups are:</p> <ul style="list-style-type: none"> • Schools • Early Years • Child Protection • LAC • Youth Action • Mental Health • Additional Learning Needs • Young Carers • Play • Transitions • Public Health

	<ul style="list-style-type: none"> • Supporting Parents • Practice model
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Name	Regional Improvement Collaborative Plan
Description	<p>The Northern Alliance is the Regional Improvement Collaborative between eight local authorities, across the north of Scotland: Orkney, Aberdeen City, Aberdeenshire, Argyll and Bute, Western Isles, Highland, Moray, and Shetland. The Alliance came into being in 2014.</p> <p>The Scottish Government's Review of Educational Governance determined that Local Authorities across Scotland group themselves in this way to promote collaboration.</p> <p>Each Regional Improvement Collaborative has its own Regional Improvement Plan.</p>

Name	The Highland Outcome Improvement Plan
Description	<p>The Highland Community Planning Partnership (CPP) brings together public agencies, third sector organisations and other key community groups to work collaboratively with the people of Highland to deliver better outcomes. The Partnership works at a Highland level but also at a local level through nine Community Partnerships which are located across the area. The HOIP outlines aspirations for Highland and the specific actions we will undertake to deliver them, and has been developed following extensive engagement with communities across Highland.</p>

Name	Community Partnership locality plans and Plans for children
Description	<p>Each Community Partnership in Highland has their own plans based on the needs of communities within their area. This includes Locality plans, plans for adults and plans for children. Care and Learning managers have an overview responsibility for the development of children's Plans within partnerships.</p>

Name	Child Protection Committee Plan
Description	<p>Child Protection Committees are the key local partnerships in terms of the planning of child protection policy and practice. This is done in conjunction with other planning mechanisms and priorities, in particular arrangements for integrated children's services planning and community planning and other public protection fora.</p>

Name	National Improvement Framework
Description	<p>The national Improvement Framework and improvement plan for</p>

	Scottish Education is designed to help deliver the twin aims of excellence and equity in Education
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Name	Community Justice outcomes Improvement Plans
Description	The purpose of a Community Justice Outcomes Improvement Plan is to provide an assessment of whether outcomes are currently being achieved and to set out actions for improving outcomes

APPENDIX 1: Planning Cycle

