

# Moray Children's Services Plan

Annual Report 2017/2018



**Moray  
Community Planning  
Partnership**

# Contents

A year on... Foreword	<b>3</b>
A year on... Child Protection Committee	<b>4</b>
A year on... corporate parenting Group	<b>5</b>
A year on... Early Years Group	<b>7</b>
A year on... GIRFEC Group	<b>8</b>
Locality Management Groups	<b>9</b>
Moray Local Outcome Improvement Plan	<b>10</b>
Linkage to national and local strategies	<b>10</b>
Care Inspectorate Interim Progress Review – December 2017	<b>12</b>
Community Learning and Development	<b>13</b>
Consultations	<b>14</b>
You Said, We Did	<b>15</b>
Progress on Key Priorities	<b>17</b>
Moving Forward	<b>35</b>
Action Plan 2017/2020	<b>42</b>

# A year on... Foreword

## Improving Children's services in Moray

We are delighted to present our first annual report following the publication of our Integrated Children's Services plan. Our vision, is to create the right environment to enable children to be ambitious, confident, healthier and safe and will only be delivered if we work together with children, young people and their families through a strong partnership.

Following the Care Inspectorate inspection which highlighted areas for improvement, 2017 has been a year of significant change to drive up standards of care and improve outcomes over time. We are committed to simplifying our structures, delivering shared partnership priorities, raising the profile of children and young people and visible leadership. When they came back to see us in September, the Care Inspectorate felt we had made 'encouraging progress' against our three year plan. Staff and young people also reported improvement when we held our annual review in March of this year 2018.

Our role as Chief Officers has been to scrutinise, challenge, support and ask questions of each other to ensure the good practice identified in the inspection occurs 100% of the time. This report highlights some of the achievements we have made this year but we are not complacent; there is still much more we want to do.

We would like to put on record our thanks to the '#team\_Moray' for their hard work, dedication and support, without whom these improvements would not have been possible.

We would also like to give a special thanks to the young people who have given us their views, and we will continue to do our utmost to listen to all the voices of our children and families. This is essential if we are to focus on what really matters.

Susan Webb  
Director of Public Health  
NHS Grampian

Campbell Thomson  
Chief Superintendent  
Police Scotland

Roddy Burns  
Chief Executive  
Moray Council

# A year on... Child Protection Committee

The Child Protection Committee has recruited an interim chair in response to recognised potential concerns around public perception and the independence of decision making and strategic planning. This interim arrangement will be subject to formal review by the Chief Officer's Group in September 2018.

The Child Protection Committee, through partner members, is taking forward an ambitious improvement plan that keeps children and young people at the heart of all we do, whilst embracing the need for professional challenge, accountability and strategic governance to secure better outcomes and sustainable change through a safer family/safer community's agenda.

The work of the Child Protection Committee is supported by the:

- Child Protection Co-ordinating Group
- Neglect Group
- Significant Case Review Group
- Multi Agency Practice Hub

All of whom have operational plans and reporting schedules to ensure the Child Protection Committee is informed of the 'reach' and effectiveness of the work undertaken, whilst also highlighting areas for improvement.

The Child Protection Committee is working with third sector providers to canvass the views of children and young people with regard their experience of the child protection process. This work is at an early stage and whilst there has been an early indication of improvements in practice, this is an area that requires further development.

The Child Protection Committee is focusing on two strands:

- Supporting children and young people's voices through advocacy
- Engaging in a wider public debate on expectations and experiences of child protection to inform future planning.

The Child Protection Coordinating group is leading on the development of leaflets and associated literature to ensure children, young people and families are given information on both the child protection process and advocacy.

Practice standards are being reinforced across the partners, setting out the expectation that children and young people will be supported to attend child protection meetings, or have their views presented.

Through its sub groups, the Child Protection Committee has considered the early identification of neglect and the impact of cumulative harm. A definition of 'neglect' has been agreed and local GIRFEC processes have been reinforced across partner agencies; particularly the critical need for single agency chronologies at point of referral and multi-agency chronologies to inform decision making. This area of practice is supported by multi-agency training and the learning from practice and case file audits. The neglect group have developed a 'neglect medical assessment pathway, which has been adopted in practice to help orientate neglect in practitioner's early thinking. Partnership practice around risk assessment and staff supervision has also been the focus of ongoing development and review, recognising their critical role in ensuring a safe operating context.

The Child Protection Committee is considering how its performance data translates into children have a sense of being safe through child protection systems and the wider protecting children agenda that includes safer communities. Consideration has been given to membership of the Child Protection Committee to ensure that it is representative of partner agencies, including adult services, and that membership links to those services that reflect emerging patterns around gender-based violence, parental alcohol and drug misuse and parental mental ill-health. There is specific work being undertaken around areas of vulnerability such as child sexual exploitation and human trafficking, with consideration of how the local experience can feed into the wider national debates, recognising Moray's unique profile and rurality issues.



# A year on... corporate parenting Group

Partners have worked hard to progress actions that are instrumental in promoting positive outcomes for Care Experienced Young People (CEYP). Full details can be found in the annual review of the corporate parenting strategy Moray 2017-2020.

The following provides an overview of activity undertaken. [www.moray.gov.uk/moray\\_standard/page\\_117483.html](http://www.moray.gov.uk/moray_standard/page_117483.html)

Moray was awarded Life Changes Trust (LCT) funding to drive forward the development of the Champions Board and the wider understanding of corporate parenting and the duties within the Children and Young People Scotland Act 2014. Working in partnership, representatives from Who Cares? Scotland (WC?S), Action for Children and Moray Council, we successfully appointed the posts of Development Officer and Participation Assistant. Changes to policy and practice are being made.

We have embedded mechanisms for hearing the views of Moray's CEYP and for reporting back progress on key actions and activities. There are a number of Moray social groups working together with Findhorn Bay Arts Project and WC?S have supported the development of a group for younger CEYP, which is one of the outcomes indicated within the strategy.

It was from the original social group that our Care Experienced Champions emerged. Having had one 'cohort' of champions, there is now a second cohort who are as equally committed as the original members had been. Change in membership is a consequence of CEYP growing and developing, and leaving to achieve other things. Having the younger group will develop our third cohort. The growth in confidence is evident in that a number of our CEYP have spoken at National conferences about their care experience; one of our CEYP has signed as volunteer with WC?S and another has been appointed to a post with the Care Council.

The Champions Board was launched in June 2017; Board meetings are planned every fourth month. Present at the launch were CEYP, Corporate Parents and parents, grandparents and carers. Feedback from family members:

*"It's changed since I was in care."*

*"I'm glad to be part of this – sometimes we don't know what's happening."*

*"It's good to be here and see this."*

*"It has really helped his confidence."*

The CEYP who support the Champions Board count their volunteering hours. To coincide with National Volunteering week, in June, at the launch of the Champions Board, our CEYP were presented with their Saltire awards: this will be repeated this year. There is increasing press coverage of our events – to develop the community understanding of CEYP and corporate parenting.

The corporate parenting strategy for Moray 2017-2020 was launched at the October Champions Board. The focus for future activity is to continue with actions identified therein and to ensure Corporate Parents have the knowledge to fulfil their duties.

There have been a number of actions completed already:

There is a family firm policy into which the career ready programme has been integrated: three CEYP have been or currently are on the career ready programme, with five wellbeing champions (volunteers) recruited to provide life coaching support to CEYP participating in Activity Agreements. The policy has led to Skills Development Scotland and Moray Council working closer with Moray College to put in preventative measures and ensure after care support is in place for CEYP leaving College.

CEYP applied for the Police Scotland Youth Volunteer (PSYV) programme and for Care day in February two CEYP shadowed police colleagues.

For Care Day, CEYP helped design the Moray flag for CEYP.

Moray Council have increased numbers for supported lodgings and achieved committee approval for a scatter flat initiative. This new initiative, launched in January 2018, involves a partnership approach between Housing, social work teams and the young care leaver, in order to enable them to plan their own journey out of care and into a sustained tenancy within their own community.

Fit Life cards will be introduced in early Autumn 2018. Prior to this CEYP were invited to participate in a three-

month access to a leisure pilot which was delivered in collaboration with the Moray Leisure Centre and funded through the Health Improvement Fund. The pilot commenced in May 2018. The 10 young people participating were invited to an open session at the leisure centre, which gave them the opportunity to meet the staff, receive a supported induction and identify the activities they wished to participate in. The young people were issued with pre-paid lifestyle cards, which entitled them to access their chosen activities free of charge.

As part of the pilot evaluation, the young people completed a wellbeing wheel, which will repeat at the end of the three-month pilot.

There are plans to extend the pilot offering lifestyle cards to another 10 young people and extend the pilot period for the original 10 young people for a further six-months

CEYP asked that their care status could be 'flagged' within health systems so that their care history would be known and they would not need to constantly tell staff their care experience. Progress has been made, in that 'flagging' has been introduced on acute care systems for new CEYP. Progress is being made on introducing 'flagging' for CEYP already known to the acute health services. Work is also ongoing to introduce into GP practice systems.

CEYP will contribute to future 'skills to foster' preparation courses in order to explore with prospective foster carers their experience of care.

At the Champions Board meeting in February, Bruce Adamson, Commissioner for Children and Young People in Scotland, was welcomed as a guest speaker. He noted that across Scotland poverty and mental health are consistently raised as significant issues for CEYP.

# A year on... Early Years Strategic Group

The Early Years strategy seeks to maximise positive opportunities for Moray's children to get the best start in life.

Success requires a shift to intervening as early as possible within a framework of prevention and early intervention.

In order to deliver transformational change in outcomes for children, partners need to work together in a co-ordinated way. No one action or series of actions will deliver the desired improvement in outcomes unless services work together to make a coherent experience of early years services for children and families

One of the main achievements for the Early Years strategy Group has been to ensure a cross partner membership which is able to progress the three identified priorities of 'Confident and Ambitious', 'Healthier' and 'Safer Children'

The group is a forum which facilitates cross-agency discussion, builds inter-agency relationships and identifies new cross-system strategic and project opportunities. This is evidenced by the multi agency engagement; positive contributions and sharing of the workload,

The re-formed Early Years Strategic Group first met in July 2017 and has focused on:

- Scoping current Early Years Activity and identifying an opportunity to link this to the Family Information Service Database to ensure families in Moray are informed. Resource is in place to progress this project.
- Developing a Parenting strategy for Moray this is being taken forward by a small cross-partnership working group and a feedback survey has recently been undertaken. A draft framework has also been agreed by the wider Early Years strategy Group.
- Mapping project activity to the four outcomes identified in the Moray Early Years strategy, the National Children and Young People's Improvement Collaborative and the Moray Children and Young People's Plan at a universal, and targeted level to produce a first draft delivery plan.

The driver for the delivery plan is multi agency projects which stretch from pre-birth to eight years and have the following focus:

- Building the capacity of children, families and communities
- Closing the attainment gap
- Engagement and empowerment of children, families and communities.
- Prevention and early intervention;
- Outcome measurement – Moray quality assurance methodology

The group has identified the requirement for a wider piece of work which looks further forward and links the opportunities identified in the Early Learning and Childcare Expansion project with the locality delivery plans and existing early years services in Moray.

The aim of this will be to develop and test new integrated pathways tailored to the specific and demographic needs of Moray. This will include opportunities to 'work differently in the new Early Years Service structure planned for Moray.

The Early Years strategy Group recognises that there is no single programme or approach that can deliver the improved outcomes we seek. It will take a concerted and long-term effort across a range of policies and services to achieve an effective transformation and the early years outcomes for Moray.

# A year on... GIRFEC Strategic Group

The GIRFEC Strategic Group has met six times since July 2017. The main areas of responsibility are to support the implementation of the Children and Young People (Scotland) Act 2014 by continuously reviewing and updating guidance and procedures to reflect national and local changes; ensure consistent approaches to GIRFEC are adopted by all children's services; support joint training for staff working with children and young people, and promote and embed children's rights in Moray.

A significant piece of work in recent months has been around meeting the requirements of the Carers (Scotland) Act 2018. A sub-group was formed in December 2017 so this agenda could be progressed at pace. They are currently developing a carers' strategy and local eligibility criteria. A short consultation period is underway involving young carers registered with Quarriers, two public consultations and online consultation via social media. The feedback from this will identify the gaps in our service and consideration will be given to the training needs of our workforce as part of the next steps of this group.

The Mental Health and Wellbeing Group has made good progress with raising capacity in universal services to address tier 1 and 2 mental health issues in Moray's children and young people. The 'Healthy Minds' training delivered by mental health development workers has proved popular with high uptake across the authority: seven sessions have been delivered with 99 professionals across a range of agencies attending. On-line support for children and young people has been developed by providing schools with a list of approved apps. Guidance on self-harm and suicide prevention has also been developed for practitioners working with children and young people.

Having launched the Moray GIRFEC Pathway and child planning process in August 2016, it was agreed in October 2017 there was a need to evaluate and review the child planning process. A short life working group was established and their first meeting was held in January 2017. As part of the remit of this group an evaluation of the child planning process has been carried out to gather feedback from all partner agencies, children, young people and their families. Although many positives were identified, including increasingly good partnership working with children and families

and clearer action plans which support better outcomes for Moray's children and young people, there are still a number of barriers. The information gathered from this self-evaluation exercise will support and inform the short life working group in making the necessary changes to the child planning process and accompanying guidance.

Another vital source of information to aid this process is the findings of the Multi-Agency Practice Hub (MAPH) which was formed in July 2017. Part of the work of this team is to assess the quality of referrals using the child plan audit tool; identify and address practice issues on a systematic, agency and individual practitioner level; feedback specific practice issues to teams and individuals, and scrutinise initial decision making by the social work triage team. Although in its early stages, the work of MAPH is having a significant impact on influencing change in systems, practice and culture and has also helped to clearly identify workforce training needs. Once the child planning process has been revised, a major focus of the Strategic GIRFEC Strategic Group will be the strategic roll out of training to Named Persons and lead professionals to ensure consistency and a shared understanding of the process.

Identifying training, awareness and capacity of professionals working in children's services to promote and embed children's rights is an area also highlighted by the GIRFEC Strategic Group for development. Working in partnership with the Moray Learning and Development Group we are currently devising a strategy to ensure our workforce are up-skilled in this area. We are exploring a range of measures so that children and young people's views are actively sought in relation to improvements in their experiences. An offer of advocacy is being built into the revised child planning process and will be closely monitored through file audit reading and MAPH.

The clear focus on Moray's child planning and self-evaluation processes, including identifying measures and data around the improvement plan, will promote better quality partnership working, which will ultimately improve outcomes for children and young people so they can be ambitious and confident, healthy and safe.



# Locality Management Groups

There are currently eight Locality Management Groups (LMG) in Moray. Membership comprises of operational managers from the key organisations with a remit to improve outcomes for children and families in Moray. The geographic localities that each LMG covers, mirrors the Associated School Group (ASG) areas.

Each LMG has an action plan in place which reflects locally identified priorities, linked to priorities outlined within the Moray Children's Service Plan 2017-2020. The LMG Action Plans are further informed by the Operational Improvement Plan 2017/18, referred to previously in this report, which was created to address the six areas of improvement highlighted during the Joint Inspection of children's services in Moray and by local consultation processes with children, young people, communities and practitioners. The outcomes from LMG action plans are reported to the Executive Leadership Group (ELG) on a quarterly basis.

Examples of recent outcomes include:

- Increased levels of consultation with young people
- Increased sign up to wider achievement opportunities
- Increased opportunities for practice development
- Increased support options for Moray LGBT young people
- Increased access to information on support options for children, young people and families
- Increased support for young people with mental health related attendance/school refusal concerns

A revised model for LMGs was presented to the Moray Chief Officers Group (COG) on 12 January 2018. The COG approved the revised model.

- The revised LMG model comprises of two LMGs; Moray East and Moray West. The servicing of two LMGs at this level is more sustainable; ensuring the correct level of representation, thus enabling the groups to perform their strategic function

- An East/West split mirrors the structure of many other Moray wide services/agencies making the streamlining of children's services more achievable and improving links to the Integration Joint Board (IJB).
- The increased focus on practitioner networks within each specific locality allows for a more varied attendance/participation than currently available through LMGs and would allow practice to be developed on a targeted/themed basis.
- The LMGs and quality assurance planning and performance (QAPP) team is managed by one postholder, thus ensuring close links across the partnership for the delivery of self-evaluation and continuous improvement

The revised model was implemented in April 2018

# Moray Local Outcome Improvement Plan

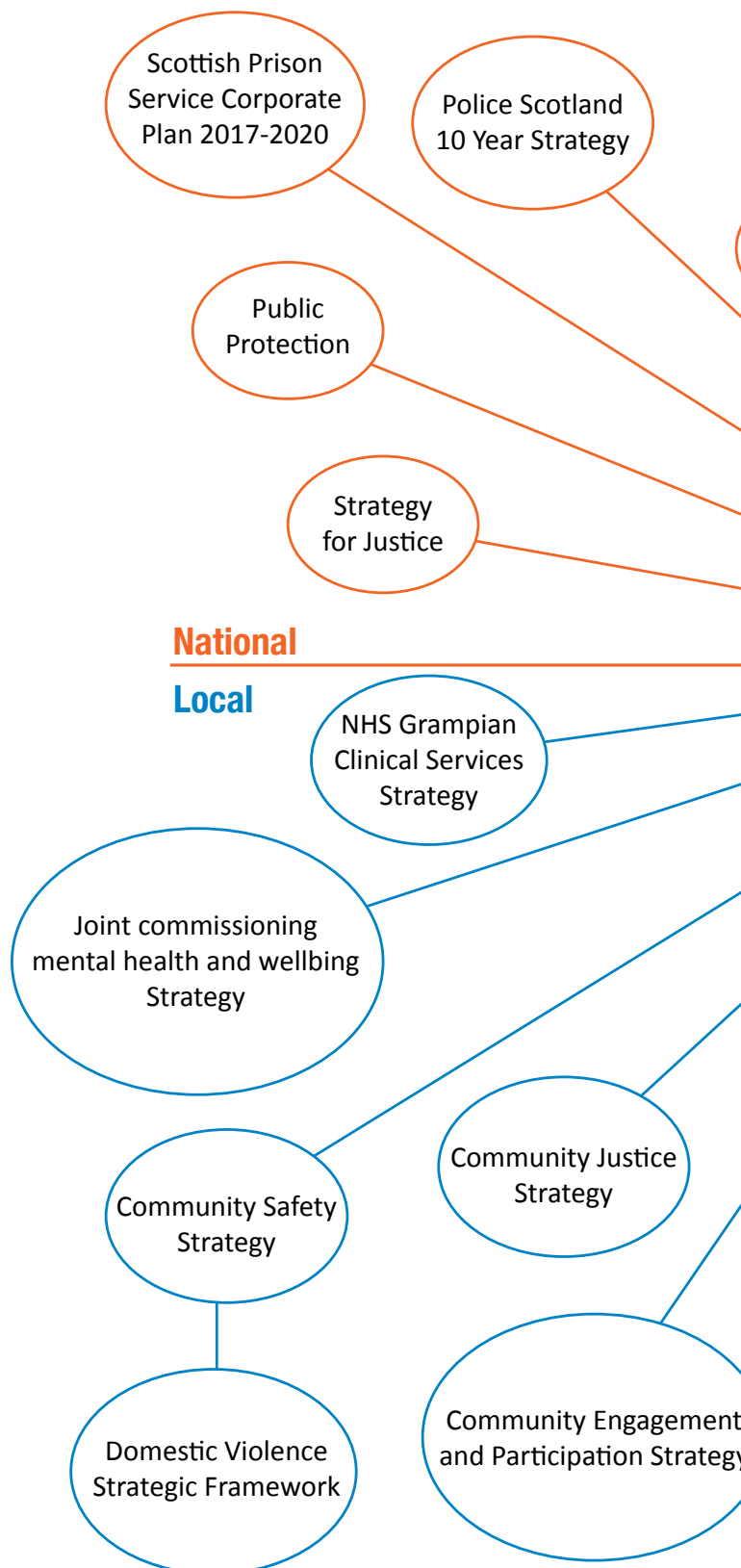
The Community Planning Board has approved the Moray 10 Year Plan: Local Outcomes Improvement Plan. This Plan was available for public consultation in March 2018. Feedback from the consultation has informed the final version which is available on Community Planning website: <http://yourmoray.org.uk/downloads/file118306.pdf>.

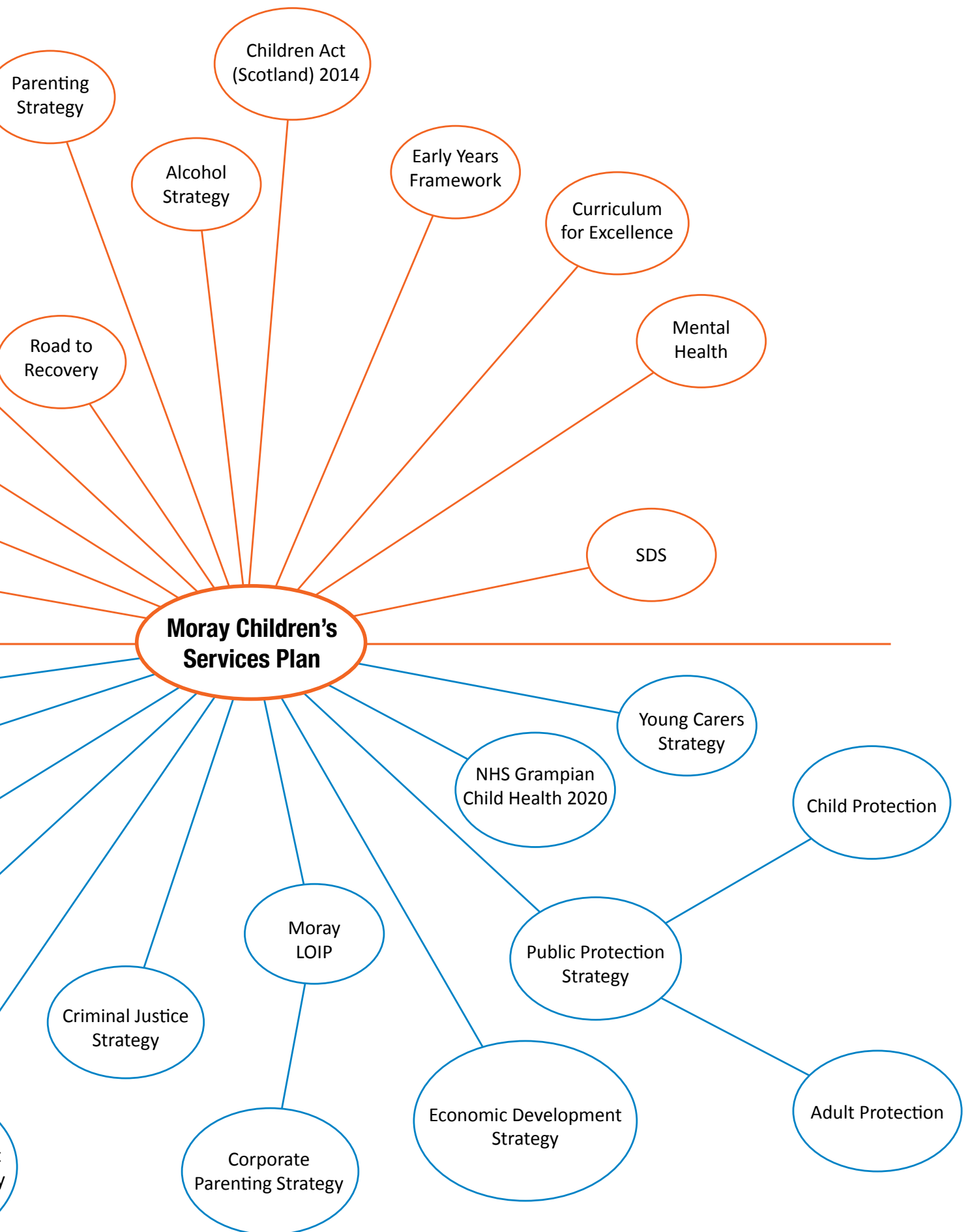
The Community Planning Officer Group (CPOG) has responsibility to drive forward the Local Outcomes Improvement Plan (LOIP). The Moray Chief Officer Group (COG) is responsible for driving forward one of the four main priorities within the LOIP that relates directly to children's services - 'Building a better future for our children and young people in Moray'. This objective will seek to demonstrate outcomes 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. The focus from a Community Planning Partnership perspective are set out in the Integrated Children's Services Plan: Ambitious and confident children; Healthier and Safer Children.

The COG will develop an action plan to identify the milestones, first steps and monitoring against this priority. They will also ensure monitoring and progress at pace is achieved. The Community Planning Partnership's Children's Services Improvement Action Plan has also identified priorities in regards to raising aspirations and reducing poverty within its action plan which relate to the overarching priority within the LOIP. These action plans will be linked to ensure collaborative working in pursuit of common goals and outcomes.

Future review of the Children's Services Plan will ensure linkage with the Moray LOIP

# Linkage to national and local strategies





# Care Inspectorate Interim Progress Review – December 2017

The Moray Children's Services Plan 2017-2020 highlighted the findings of the Care Inspectorate Joint Inspection of Children's Services in Moray. There were six areas identified for improvement.

- Improve standards of operational practice by setting clear expectations for staff and strengthening approaches to quality assurance and staff supervision.
- Improve initial risk assessment of, and response to, vulnerable children and young people at risk of, or experiencing neglectful parenting or cumulative harm
- Strengthen collective vision and collaborative leadership to direct the delivery of integrated children's services. It should be underpinned by strategic needs assessment and robust performance information, and demonstrate measurable improvements in outcomes for children, young people and families
- Strengthen the governance, leadership and accountability of the Child Protection Committee
- Implement a framework of joint self-evaluation, ensuring a clear focus on improved outcomes for children and young people, including those in need of protection
- Strengthen the approach to corporate parenting, participation and children's rights to deliver improvements at pace

In September 2017, the Care Inspectorate returned to Moray and carried out an interim progress review following on from their joint inspection.

[www.careinspectorate.com/images/documents/3689/Moray%20services%20for%20children%20and%20young%20people%20joint%20inspection%20report%20February%202017.pdf](http://www.careinspectorate.com/images/documents/3689/Moray%20services%20for%20children%20and%20young%20people%20joint%20inspection%20report%20February%202017.pdf)

They concluded the partnership had strengthened strategic planning arrangements and made good progress in developing quality assurance systems and the partnership now needed to build on this and

produce evidence of real improvements in operational practice.

A permanent quality assurance planning and performance (QAPP) team is in place and will ensure we maintain momentum and focus to drive forward improvements.

The QAPP team has various key functions including supporting the effective delivery of the Children's Services Plan and assisting in the development of robust joint self-evaluation and quality assurance processes across integrated children's services.

The QAPP team aims to evidence the good practice that exists across the partnership and identify areas for improvement. They work with staff to provide them with the tools, knowledge and means to allow for continuous improvement.

The QAPP team are closely aligned to all the strategic groups, namely the Child Protection Committee and the corporate parenting, GIRFEC and early years strategic groups. This ensures all groups retain relevant responsibilities for the outlined improvement work as well as progressing the strategic aims of the children's services plan.

This team will ensure the partnership maintains momentum and focus to drive forward the improvements needed in each of the six areas identified by the Care Inspectorate.

A Multi-Agency Practice Hub (MAPH), is also now well established. The MAPH remit includes assessing the quality of referrals to social work and auditing of inter-agency referral discussions, using agreed audit tools. Multi-agency practice audits, reviewing sample case files, are also happening routinely. These approaches to quality assurance are shining a light on what is happening in practice at the front line, and although still in the early stages, will be able to support continuous improvement through better identification of areas for development and good practice.

The collective work of these groups are producing early indications of real improvements in operational practice and the partnership are confident these improvements will continue to gain momentum.

A strategic and a detailed operational improvement change plan were created in response to the Care Inspectorate findings in order to address the six areas for improvement. These plans were assessed during the

progress review by the Care Inspectorate and deemed to be ambitious in their time-frames of two to three years. These plans have been subject to ongoing monitoring, and the immediate actions identified to ensure Moray's children and young people are safe, have been addressed.

Having obtained feedback from the Care Inspectorate and other service users, the partnership has agreed to merge these plans into a singular plan, to provide greater clarity around ownership of tasks and less duplication. Time-frames are being reviewed where necessary, and although we continue to aim our ambitions high, we are reflecting on the Care Inspectorate's comments that we need to set timescales that will allow us to be confident that change in practice has been embedded and is sustainable.

The interim review highlighted the need for the Moray Children's Services Plan to be strengthened to re-align joint resources towards early intervention and to develop more meaningful performance measures. It has been a busy year for the partnership with developments being made in all areas of children's services. This report will provide an overall assessment of where we are now, and will be used to inform a revision of Moray's Children's Services action plan.

This revision will incorporate consultation with our key stakeholders and is planned to commence soon.

The Care Inspectorate, during the progress review, further identified that the Partnership needs to develop more strategic approaches to children's rights and participation.

The Head of Integrated Children's Services has been given the task of leading on promoting children's rights across the partnership, which will sit under the remit of the GIRFEC Group. Work is already underway, as described in Section 5 'A year on... GIRFEC Group' in order to plan how we best progress the children's rights agenda.

## Community Learning and Development

The Community and Lifelong Learning Forum has reviewed its purpose and membership and is now under the chairmanship of the corporate director. A core function is the governance of the Community Learning and Development (CLD) Plan. Quarterly CLD network meetings have been held which have responded to training needs and Scottish Government consultations. There have been two partnership seminars to build understanding and the knowledge base on the 'How good is the learning and development in our community?' framework. The first session involved a closer look at partnership work in September 2017 involving 65 participants and was carried out within LMG groupings. This session has contributed to the mapping of services and provision knowledge in localities. The second focussed on family learning in January 2018 which attracted 74 participants and has identified the support needs to progress or improve provision.

The Moray community training calendar which exists to respond to the capacity building training needs of CLD staff and volunteers has delivered to 336 participants. Of particular note, was the pilot delivery of the Personal Development Award in Youth Work (SCQF level 6) jointly delivered by Youth Scotland, which was offered across the partnership to improve practice and interagency work and understanding. 17 people have completed the course. There have been close links with the CLD Standards Council to improve the membership base and understanding of supports. CLD competency links have been reinforced through the introduction of an annual reporting form that will be used in annual appraisals.

Moray is an active member of the North Alliance for CLD practitioners and has just recently relinquished the chair. An annual conference is held to share practice attracting around 97 participants and in 2017 Moray delivered three workshops, 'Working in Partnership Across Boundaries', 'Journey through Asset Transfer' and '#You Choose Participatory Budgeting'.

Through the North Alliance, Moray assisted delivery of sessions to Highland, Aberdeenshire, and Aberdeen City on How good is our Third Sector? and also the CLD framework.



# Consultations

Various consultations have taken place across the partnership over the reporting period, including wider public consultations to inform strategic planning such as 'Bridging the Gap' around budget cuts, and consultations specific to children's services such as the corporate parenting strategy and parenting strategy consultations. More targeted consultations with children and young people, have also been held, for example, with scout groups or particular groups of school pupils.

'Planning for Real' consultations were held in Portgordon, Aberlour, Forres and Findhorn providing a voice for residents of all ages. From these consultations community action plans have been produced to deliver on local needs and asks.

Single agencies also undertook a number of consultations, for example Police Scotland's 'Your Voice Counts', NHS Grampian's 'Smoke Free Homes initiative' and 'Parent Experience of Health Visitor Service' and Moray Council routinely seek the views of pupils through platforms such as school pupil councils.

The Third Sector, supported by tsiMoray, continue to undertake numerous consultations to gain the views of children and young people. Consultation work in partnership with Children 1st is ongoing currently in relation to advocacy services for children and young people to ensure their voices are being heard and listened to.

Feedback from consultations over the reporting period have been collated and established that children and young people's 'asks' continue to remain constant. Outdoor leisure facilities targeted towards children aged between six and 12 remain high on the agenda. Older children in rural areas expressed a desire for a youth friendly area to identify as their own. Affordable and regular transport remains an issue for children and young people living in rural areas. Progress continues to be made to address these issues and is detailed in the 'You said, we did' section of this report.

In February 2018, the Children's Commissioner, Bruce Adamson visited Moray and met with various groups of young people including CEYP and S1 and S2 pupils from Lossiemouth High School. As part of his visit he also met with extended members of the Executive Leadership Group. From key discussions it is clear there are a range of ways in which consultations can be progressed, using innovative and creative ideas and methods, rather than a one size fits all approach.

# You said, we did

## YOU SAID...

There is a lack of regular, affordable public transport, particularly in rural areas, for children and young people.

## WE DID...

The Community Planning Partnership, in conjunction with Stagecoach, operate the Young Persons Fair Travel Scheme allowing discounted travel to and from Elgin and also discount at a variety of leisure and entertainment premises in Elgin. The scheme enables card holders to access Elgin and what it has to offer, by means of discounted return bus travel to and from Elgin, after 6pm on weekdays or anytime at the weekend. This is a key area we are continuing to look at with our partners, on a Moray and more local level, in order to find creative solutions.

## YOU SAID...

There needs to be more services, activities and opportunities for the future for children and young people in rural areas.

## WE DID...

The Community Support Unit has supported local communities to undertake 'Planning for Real' consultations which have identified some key 'asks' of our children in young people in some of our more rural areas. This has resulted in local Action Plans for development in this area.

The Milnes Locality Management Group (LMG) recently undertook a pupil survey, where a number of young people indicated a desire to get involved in shaping local provision. As a result we are running an event to bring together these young people and local agencies, such as Lhanbryde Challenge and Fochabers Institute, who want to better engage with young people/deliver opportunities for young people. Youth workers are facilitating the event.

The Speyside LMG undertook a Place Standards exercise, alongside Moray Council's Planning department. Results from this exercise have informed the Moray Plan, LMG plan and engagement team plan. The practitioner's forum is leading on the design and development of a young person focused participatory budgeting process, which ensures young people play a lead role in

addressing the needs identified via the Place Standards exercise. The LMG are currently sourcing funding for this event.

The Lossiemouth LMG also undertook a Place Standards exercise with S1 and S2 pupils. From this priorities for action were identified including facilities for young people to socialise at, the requirement of a coastal transport route and being able to have their voices heard. As a result the pupils were offered five opportunities to get involved to progress key areas, such as ongoing projects to create a skate park in Lossiemouth and a cycle path between Hopeman and Lossiemouth, development of a social space that meets the needs of the young people, the design and delivery of a project around local transport and a project around having their voices heard.

Wider achievement is being built into these initiatives.

Further place standards exercises to include all eight LMG areas are being planned.

## YOU SAID...

More needs to be done for our children and young people experiencing inequalities.

## WE DID...

Poverty issues have been addressed in particular through Moray Foodbank, Moray School Bank and the Rural Environmental Action Project and a seminar bringing parties together to tackle poverty issues was delivered in February 2018 by the community-led Fairer Moray Forum. It is estimated that 18% of children are living in poverty (Nick Taylor policy & research advisor Moray Foodbank February 2018). Moray Foodbank had 969 referrals for food packs between March and December 2017 and community food larders have been introduced to ease access outwith Foodbank working hours to ensure needs are met.

Moray School Bank is a new charity offering assistance with new school clothes and warm winter clothes to children living in financial hardship. Between March and December 2017 there were 188 referrals; there were 87 beneficiaries through the 'Back to School' campaign and 101 through their winter campaign.

## YOU SAID...

Care-experienced children and young people need greater means to access leisure activities.

WE DID...

Fit Life cards will be introduced in early Autumn 2018. Prior to this CEYP were invited to participate in a three month access to leisure pilot which was delivered in collaboration with the Moray Leisure Centre and funded through the Health Improvement Fund. The pilot commenced in May 2018. The 10 young people participating were invited to an open session at the leisure centre, which gave them the opportunity to meet the staff, receive a supported induction and identify the activities they wished to participate in. The young people were issued with pre paid lifestyle cards, which entitled them to access their chosen activities free of charge.

As part of the pilot evaluation, the young people completed a wellbeing wheel, which will repeat at the end of the three-month pilot.

There are plans to extend the pilot offering lifestyle cards to another 10 young people and extend the pilot period for the original 10 young people for a further six months

YOU SAID...

You were worried about care-experienced children and young people going homeless.

WE DID...

The Communities Committee in December 2017 approved the scatter flat initiative. It is anticipated that the first care-experienced young person will benefit from this project by April 2018.

YOU SAID...

Care-experienced children and young people's views needed to be taken into account.

WE DID...

We launched the Champion's Board in June 2017 and have had a number of residential breaks with CEYP to hear more about their "asks" and what would make a positive difference. We have continued to ensure advocacy is offered so that CEYP are supported to express their views and we are engaged in the developing Rights and Participation strategy Group.

YOU SAID...

As parents of children with additional support needs you wanted:

- better communication from schools and other agencies.
- greater specialist training for mainstream staff and consideration of centres of excellence.
- to build resilience in yourselves through post diagnoses supports and opportunities to share experiences/expertise.

WE DID...

We have developed our ASN strategy 2017-2027, taking your views into account, which is underpinned by agreed outcomes.

- Outcome 2 is 'Clear communication and positive relationships are evident between all partners, children and young people, and their families'.
- Outcome 3 is 'All practitioners are appropriately trained to meet additional support needs in their learning environment'
- Outcome 5 is 'Moray Council and our partners work together with families to assess, identify and meet need'.

Our aim is to achieve these outcomes through the development of full action plans which will provide clear statements of how, what, who and when. This will ensure we deliver a service that meets the needs of those receiving.

# Progress on Key Priorities

## Ambitious and Confident Children

### What we said we would do

### What we have done

**We will quality assure and self-evaluate our work with children, young people and their families.**

Develop Quality Assurance Framework.

The quality assurance planning and performance (QAPP) team have developed and put in place a quality assurance Framework and a program of self-evaluation activity, including multi-agency audits, to assess performance in key areas. These activities will help us determine areas where improvements can be made.

The QAPP team has delivered training around the framework and continue to provide support to staff disciplines and teams across the partnership via locality management groups (LMG) and practitioner networks.

Create timetable of self-evaluation and quality assurance exercises throughout the life of the Children's Services Plan.

A self-evaluation calendar 2017-18 is in place and the QAPP team routinely submit key reports to inform progress and improvement.

A formal review and update of the self-valuation calendar and a revised calendar will be in place for 2018-19.

Communicate learning to staff and re-evaluate.

A number of multi-agency review processes have been set up to identify learning opportunities. Processes to ensure we communicate this learning back to key staff effectively are being developed. We are also looking at the PRISM model for providing feedback which has been recognised as good practice.

## What we said we would do

## What we have done

### We will close the attainment gap for our children and young people.

Work in partnership to deliver support to schools and their local communities in order to improve outcomes and close the attainment gap.

Schools will identify the gaps pertinent to their contexts and will consider how to make best use of Pupil Equity Fund (PEF) using a range of partners and strategies in order to close the gap for targeted individuals and groups.

Emerging literacy pilot will be rolled out across schools and the learning shared with early learning and childcare (ELC) partners.

Schools have used a range of data and support to identify their gaps and provide a baseline measure for PEF progress and priorities; there has also been further partnership working through third sector, educational psychology service as well as education and social care. With the first year of PEF funding still ongoing, the full impact of initiatives are not fully measurable; this will be available at the end of the school session.

Evidence from this pilot states practitioners are paying attention to children's strengths and gaps in their foundational skills, using the assess-plan-teach cycle to differentiate their teaching and learning to children's needs.

Almost all class teachers and senior managers have reported the positive impact of taking a developmental approach to Emerging literacy on their children's early literacy, language and communication.

There is evidence of improvement in the tariff Scores across Scottish Index of Multiple Deprivation (SIMD) areas 2, 8, 9 and 10 over the reporting period. The tariff scores in areas 3, 4, 5, 6 and 7 have declined over the reporting period. This remains a high priority nationally and locally.





## What we said we would do

## What we have done

### **We will ensure all children and young people are supported to be responsible citizens**

Develop an early intervention strategy.

An early intervention strategy is yet to be developed.

Refine the range of early intervention and prevention services to best support offenders, victims and parents.

Once developed it will refine the range of early intervention and prevention services to best support offenders, victims and parents.

Using the whole systems approach remains our focus when dealing with young offenders and the percentage suitably diverted away from the criminal justice system continues to increase.

### **We will improve the availability of affordable child care across Moray**

Develop a strategic plan for the delivery of the expansion of Early Learning and Childcare by August 2020.

A delivery plan for the expansion of early learning and childcare has been developed, alongside a financial template with high level capital and ongoing revenue requirements for the area. The plan was approved by Moray Council Children and Young People's Services Committee and sent to the Scottish Government in September 2017. The government requested a further iteration of the financial template from all local authorities by 2 March 2018. This will inform the final revenue and capital allocations for the expansion across Scotland. Moray Council's delivery plan has been published.

## What we said we would do

## What we have done

### **We will consult widely with children and seek their views on our services and how to improve.**

Develop plan, methods of reporting and standards for consultation exercises.

A need for an engagement and participation strategy, with a focus on children's rights, has been identified and is to be developed. This will provide the strategic direction of all consultation exercises across the partnership and will allow the sharing of best practice going forward.

Map and evaluate recent consultation exercises.

The QAPP team have completed an information mapping exercise on engagement and participation activity delivered in 2017-18 and submitted a report to the Executive Leadership Group (ELG).

Carry out consultation and feedback exercises. Collate and share the views of children from existing practices ie school visits and 'Schools for the Future' reviews.

Consultation exercises are routinely carried out to inform strategic planning. The systematic sharing of findings from these consultations is an area which requires further development.

### **We will ensure children achieve their educational aspirations.**

We will deliver an appropriate curriculum and intervene early for those who are disengaging from education and provide supports to children, young people and their families.

Wider accreditation and flexible, appropriate and responsive learner pathways have been a key measure for our schools and are evident in our work which is being undertaken for Developing the Young Workforce, the Moray skills pathways, Skillforce, Moray SEBN; also ongoing emerging work on career education standards, work placement standard to support children and young people to ensure they are engaged in education.

There is a wide range of provisions offered in all our schools and others through a bespoke arrangement/ package. In partnership with education, social work, SDS, CLD and Moray College, pathway planning meetings take place on a regular basis in our schools to ensure early intervention and action based approaches to support positive destinations for our young people.

## What we said we would do

We will improve standards of literacy and numeracy among young people.

## What we have done

Within Moray, we have gathered attainment data for children and young people's progress in literacy and numeracy within the broad general education (3-15) and also the senior phase (S4-S6). Between 2016 and 2017 listening and talking for primaries 1, 4 and 7 has increased, this S3 data showing a slight decline. Reading and writing have shown the same pattern as listening and talking. Numeracy in P1 and 7 has increased with P4 and S3 showing a very slight decrease.

There has been a considerable amount of support and direction for schools to provide robust teacher professional judgement for these anticipated levels of Curriculum for Excellence attainment.

In the senior phase, the leavers in Moray are moving to positive destinations with attainment in Literacy SCQF Level 4 above the Virtual Comparator and Northern Alliance and national averages. For Literacy SCQF Level 5, Moray performs above the virtual comparator and in line with the national average, although very slightly below Northern Alliance averages. This is an improving trend for Moray and most Moray secondary schools are implementing a range of strategies to ensure that this trend continues.

Leavers from Moray are achieving Numeracy SCQF Level 4 below the virtual comparators as well as National and Northern Alliance averages; this is also reflected in SCQF Level 5 attainment for leavers. This is the Moray average and there are some schools in Moray who perform above all related comparators.

## What we said we would do

## What we have done

**We will maximise opportunities for all children and young people to participate in volunteer work and nationally recognised awards.**

We will work in partnership with the third sector and other organisations to provide access to a wide range of opportunities.

During 2017-18 there has been an increase in the number of accreditations achieved through Moray Council engagement team. A significant amount of work has been undertaken across each Associated School Group (ASG) with the emphasis on broadening the predominately school based delivery to include a wider range of group work and one to one supports and an increased focus on health and wellbeing. It is anticipated that as a result of continued staff training a broader range of activity will be accredited in the future.

Moray continues to offer our children and young people lots of opportunities to participate in wider achievement awards through various access means, including cadet groups, scout groups, Youth Scotland, tsiMoray, schools and the local authority.



# Healthier Children

## What we said we would do

## What we have done

### We will improve health supports and outcomes for children before they are born.

#### Implementation of Child Health 2020 Plan.

A North of Scotland Child Health Commissioners meeting took place on the 26th February 2018, with representation from the following NHS Board areas:

- Grampian
- Highland
- Orkney
- Shetland
- Tayside
- Western Isles

A joint agreed approach to progress with a formal review of paediatric services was agreed.

The review will directly respond and in part contribute to the effective delivery and performance of the North of Scotland NHS Delivery Plan 2018-19 and Integrated Children's Services Plans in the North of Scotland.

The next phase of work is underway, based on the past experience of the NHS Grampian Maternity Review and Manchester's Making It Better Review, this includes:

- Communication with key stakeholders regarding the formal review process;
- Planning, recruitment and selection of a dedicated programme support;
- Planning and establishment of a fully committed North of Scotland steering group with an appropriate chair.

With an appropriately resourced and dedicated team a high quality formal review will be completed and aid to inform and support the sustainability of high quality paediatric services for children, young people and their families across the North of Scotland.

#### Child Health 2020

New governance arrangements are in place for NHS Grampian Child Health Services. An Improving Outcomes for Children Transformation Board and Child and Maternal Health Planning Group were established in November 2017.

Workstreams and workstream leads have been identified and confirmed:

- maternity/Neonatal Services
- best start
- early years
- vulnerable families
- speciality services
- child and adolescent mental health service (CAMHS)
- child health IT

For each workstream a programme of work is underway and performance and management reporting systems and infrastructures are in place.

Current priority areas include Best Start and neonatal services; review of A96 corridor paediatric services; mental wellbeing; and CAMHS.

What we said we would do	What we have done
<p>Expectant mothers are provided with relevant healthcare advice on conception/pregnancy.</p>	<p>Baby Steps is a multi-agency, midwife led, fun, interactive eight week programme, actively supporting women to take small steps to improve their health and wellbeing. The interactive health and wellbeing sessions provide the women with tools to support a healthier pregnancy.</p> <p>39 women have attended the programme over the reporting period.</p> <p>100% of women attending these sessions reported:</p> <ul style="list-style-type: none"> <li>• An increase in knowledge and confidence in how to take steps to improve health and wellbeing.</li> <li>• An increase in awareness of support available within the community.</li> <li>• Feeling healthier and more active</li> <li>• A clearer understanding of how to interpret food labels.</li> <li>• An increased awareness of the risks of having a body mass index (BMI) over or equal to 30 and how to reduce these risks.</li> </ul> <p>Baby Steps is also working collaboratively with colleagues from the innovation hub to explore the development of a preconception/baby steps app.</p>
<p>All eligible pregnant women will be able to access Family Nurse Partnership (FNP)</p>	<p>NHS Grampian continues to offer the FNP scheme to all eligible pregnant women across the three health and social care partnerships. We have supported 33 pregnant eligible females in the Moray area to date. The breastfeeding rate is high amongst this targeted population. A number of young women have also been supported to successfully stop smoking. Overall the clients feel supported through the therapeutic relationship with their family nurse.</p>

### What we said we would do

Explore and plan the implementation of the new five-year plan for maternity and neo-natal care in Scotland.

### What we have done

Expectant mothers and best start – a five-year forward plan for maternity and neo-natal care in Scotland.

Best start contains 76 recommendations and a local action plan is in place and includes:

- Every woman will have a clear birth plan developed for her needs which is updated regularly throughout her maternity journey (pre and post natal).
- The percentage of mother's smoking continued to decline over the reporting period by 0.4% to 18.2%, sustaining a decreasing trend from 2009 onwards, however still remains above the Scottish rate of 16.3%.
- The percentage of babies born with a low birth rate has increased by 0.2% over the reporting period to 2.1%. This measure has shown an increasing trend since 2012, however the actual numbers are low and a very small difference can impact the measure.

## What we said we would do

## What we have done

### We will improve health supports and outcomes for children and young people

Implementation of Child Health 2020 strategy.

Child Health 2020 – See previous section.

Targeting of services within the communities which have the lowest breastfeeding rates.

NHS Grampian has achieved UNICEF baby friendly status. In November 2017 we underwent review for re-accreditation, which ensures we build upon the achievements of our original accreditation, and continue to improve. The results of this review are pending.

UNICEF baby friendly standard updates are delivered by the infant feeding midwife every two years to staff within the acute and community setting.

Quarterly audits are undertaken and action plans are developed to address recommendations identified through audit and are revisited within 6-8 weeks. Audits carried out by the infant feeding midwife pre and post UNICEF assessment demonstrate consistent positive results

Infant feeding support groups e.g. BRAG (Breastfeeding Reassurance Awareness Group) is a weekly drop-in that aims to support and reassure women who breastfeed. Average attendance is 14-22 women per week. Feedback from the women who attend demonstrates they feel supported, reassured and empowered from the advice they receive.

The infant feeding team provides specialised/ongoing care through home visits, clinics and video conferencing.

Maintain the number of children who have a 27-30 month development review.

Child health 27-30 month child health reviews. Most health visiting teams submit data monthly on the health visitor dashboard to monitor number of children attending for review and number who breach at 30 months. From September 2018 all health visiting teams will be submitting data to ensure early identification of those children who miss reviews to allow more robust follow up where required.

Intervene early and provide support to children identified as having development concerns at 27-30 month review.

## What we said we would do

Provide support and information to families and educational establishments to improve healthy nutrition

## What we have done

The 'Grow Well Choices Farm' (early years) is a tool to support the delivery of key health improvement messages in relation to healthy eating and active living; supported by training delivered by a child healthy weight coach.

An audit amongst private nurseries has demonstrated elements of the 'Grow Well Choices Farm' toolkit are being fully utilised, for example, the home link element which supports engagement with parents/carers.

In Moray we have a number of 'Confidence to Cook' trainers who offer cooking workshops or courses, or one-to-one cooking support. The emphasis will be on targeted support to help those with limited cooking skills to cook healthily and well on a budget.

More children successfully achieved early level reading, listening and talking and numeracy in Primary 1 and Primary 4 over the reporting period. There were also more children who successfully achieved early level writing in Primary 4.

Our young children's dental health continues to improve with an increase in P1 children having no evidence of dental decay. Childsmile operates in 55 out of 58 nurseries which is hugely supporting this improving trend.

## What we said we would do

## What we have done

### We will ensure that children, young people and families have access to regular healthy exercise.

Work in partnership to promote healthy living from birth.

See Baby Steps information above.

Children receive two hours of quality physical education per week.

85% of schools (45 of 53) are achieving the required two hours of quality physical education for all S1 - S4 pupils. Two further schools achieve two sessions of PE per week, which are either 50 or 55 minutes per session. The level varies for S5 and S6 pupils, in order to allow them greater flexibility and access to study chosen subjects at a higher level.

Ensure that wellbeing indicator 'active' is embedded in the curriculum.

Implementing the Moray Mile or other initiatives where there is an identified problem with children not undertaking regular exercise.

The Moray Mile initiative is implemented at a number of schools on a discretionary basis which allows schools to target particular groups of children if required.

Increase opportunities for families to access leisure services.

We continue to promote the family Fit Life? membership scheme which provides unlimited usage of Moray Council's sport, leisure and community facilities and the activities that take place in these facilities. There are currently 2113 active family memberships across Moray.

## What we said we would do

## What we have done

### **We will ensure that all Looked After Children (LAC) experience improved health outcomes after becoming Looked After.**

All looked-after children will receive health assessments at appropriate times.

The Moray process for alerting NHS Grampian staff of those children who are Looked After has been updated and strengthened through improved information sharing mechanisms.

School nurses in Moray receive relevant information who then carry out the health assessment. Data shows there is a marked increase in the number of identified LAC cases within Moray and an increase in the number of referrals completed within four, six and eight weeks. Data also shows there has been a marked increase in the number of new referrals health assessments completed within eight weeks (a 20% increase against the same period for 2016).

Children's plans have comprehensive health and wellbeing actions.

Children's plans are being routinely audited for quality assurance purposes and any identified gaps highlighted.

Increase opportunities for looked-after children to access leisure services.

There has been progress in agreeing care-experienced young people (CEYP) should have Fit Life? membership cards a no cost to them. Fit Life cards will be introduced in early Autumn 2018. Prior to this CEYP were invited to participate in a three-month access to leisure pilot which was delivered in collaboration with the Moray Leisure Centre and funded through the Health Improvement Fund. The pilot commenced in May 2018. The 10 young people participating were invited to an open session at the leisure centre, which gave them the opportunity to meet the staff, receive a supported induction and identify the activities they wished to participate in. The young people were issued with pre paid lifestyle cards, which entitled them to access their chosen activities free of charge.

As part of the pilot evaluation, the young people completed a wellbeing wheel, which will repeat at the end of the three-month pilot.

There are plans to extend the pilot offering lifestyle cards to another 10 young people and extend the pilot period for the original 10 young people for a further 6 months



## What we said we would do

## What we have done

### We will ensure children and young people achieve the best possible mental health

Ensure children have access to child and adolescent mental health services (CAMH).

NHS Grampian has ongoing gaps in medical staffing and long term sickness absence in the CAMH service. For the period ending December 2017 there were less than half the clinical staff (rate per 100,000 of the population aged 0-18) in comparison to national average and the lowest of all health boards. Posts are being advertised and filled during this period. The number of clinical staff in NHS Grampian has decreased by 13.5% since 2005 despite doubling across Scotland over the same period.

Ensure that those children and young people or families who have identified mental health issues are supported by partners and are signposted to appropriate support.

On-line support for children and young people has been developed by providing schools with a list of approved apps. Guidance on self-harm and suicide prevention has also been developed for practitioners working with children and young people.

What we said we would do	What we have done
<p>Ensure that needs are identified early through partners working together to best meet the needs of individuals and families.</p>	<p>Children's services partners recognise the importance of early intervention in respect of mental health and have supported the joint NHS and Moray Council-funded posts of mental health development workers.</p> <p>Working in partnership with Moray schools the Moray social, emotional and behavioural needs (SEBN) service support the mental health and wellbeing of children and young people by providing targeted nurture based health and wellbeing experiences. For children and young people on care and education placements outwith Moray the SEBN service are involved in setting, tracking and monitoring educational and health and wellbeing outcomes to ensure that they best meet the child's needs.</p> <p>The Moray educational psychology service continues to support mental health and wellbeing at a preventative level via:</p> <ul style="list-style-type: none"> <li>• the Building Relationships Programme (22 schools in cohort 1 and an anticipated roll out to cohort 2)</li> <li>• well evaluated core training in a range of areas of wellbeing from grief to resilience</li> <li>• co-development and evaluation of the 'Life Coaching in Schools' pilots</li> <li>• co-development of the classroom wellbeing kit and its pilot</li> <li>• involvement in national wellbeing research</li> </ul> <p>As part of the Moray Learning &amp; Development Group remit, 'Healthy Minds' training delivered by the mental health development workers has proved popular with high uptake across the authority: 125 practitioners have been given the training from July 17-Jan 18 with over 90% stating that their knowledge had increased after attending training.</p>

## What we said we would do

## What we have done

### We will ensure children and young people are informed to make healthy lifestyle choices.

We will work in partnership to educate young people regarding the risks of smoking, drug and alcohol consumption.

Strategically over the next 3 years to reduce smoking rates and create a culture where smoking tobacco is not the norm; we will adopt a targeted approach focussing on specific vulnerable groups and communities where smoking levels are high, with a focus on:

- Prevention – creating environments where young people do not want to smoke and they don't see adults smoking.
- Protection – protecting people from second-hand smoke at work, in their home and their community.
- Cessation – helping people to stop smoking.

Through partnership working we aim to deliver the actions to achieve our aim; focusing on six priority areas, which include; pregnant women who smoke and young people in particular looked-after children (LAC) and vulnerable young people.

Police Scotland has a cadre of school liaison officers, who have strong working relationships with guidance and head teachers, across all local authorities. They deliver age appropriate lesson plans to all pupils in P6 and 7 and S1 through to S6. These lesson plans are updated regularly to ensure they are reflective of the most recent information and trends and comply with the requirements of curriculum for excellence.

These lessons include 'substance misuse – drugs' and 'substance misuse – alcohol'.

They are for a secondary audience and are delivered as requested by individual schools at a time supportive of their own delivery timetable for the school curriculum.

During the 2016/2017 academic year these lessons were delivered a total of 129 times within Moray, whilst in the 2017/2018 academic year to date, these have been delivered 54 times and have been positively received.

Whilst there is no specific tobacco related input, tobacco and smoking is actively referred to within the 'substance misuse – drugs' input, making reference to its harmful health effects.

It is recognised a more coherent and consistent approach is needed across all of Moray, in order to educate and support our children and young people who do, or are likely to, use alcohol and/or drugs. Any approach has to be based around the national guidance for good practice and must ensure any substance use is not addressed in isolation, but seen as part of a range of needs for support, tailored around each individual child. This is an area for further development.

# Safer Children

## What we said we would do

## What we have done

### Children are safe from harm, abuse and neglect.

Supervision will be strengthened across all services to ensure early intervention in cases of cumulative harm or neglectful parenting.

Establish a baseline of supervision across relevant partners.

Supervisors will receive training on risk assessment/chronologies and child's plan.

Training courses on identifying neglect/risk assessment/chronologies/children's plan to be included in Moray Learning and Development Group (MLDG) training calendar.

Work has been ongoing across each agency to strengthen supervision and ensure staff are supported, supervised and accountable in their work with children, young people and families.

NHS Grampian has carried out focus groups which have identified areas for improvement. These are being implemented and processes are being reviewed and monitored.

Police in strengthening supervision and operational practice, have briefed first line managers around key processes and topics. More robust monitoring processes, at a first line manager level, are in place to ensure accountability and supervision at all times of all ongoing child protection investigations in Moray.

Social work have reviewed supervision practices and ran a pilot of a competency based supervision model within one identified team. A number of SW development sessions have been delivered highlighting the importance of supervision. As a result of the above work there is mandatory training for social work managers and senior social workers planned for delivery in March and April 2018.

Education supervision is delivered by quality improvement officers to head teachers on a thematic approach and based on current educational priorities. A proposal with key recommendations has been presented to the Executive Leadership Group (ELG).

Multi-agency training has been developed by Moray Learning and Development Group (MLDG) in each of the key areas and 25 sessions were delivered to supervisors and other staff over the reporting period. A training calendar for 2018/19 has been formalised incorporating the key areas for improvement.

Multi-agency practice audits and training evaluations will continue to be developed and undertaken in order to provide meaningful information to identify and address any barriers to best practice and enable continuous improvement.

## We will ensure children and young people are safe at home, schools and communities.

Provide education and support to children, young people and families to help keep them safe.

The health visitor universal pathway for 0-5 years has home safety and accident prevention as health promotion topics to be covered at key stage contacts from 0-5 years. As well as covered by nursery nurses at group sessions, this is incorporated as part of any individual parenting work with families.

The highest risk age category, for children and young people, being involved in a road traffic accident remains 16-17 years. The 'Safe Drive Stay Alive' campaign aims to reach new and pre-drivers in an emotive and hard-hitting way, positively influencing their behaviours and attitudes on the roads. Over 700 S5 pupils in Moray attended the 'Safe Drive Stay Alive' event in Aberdeen in November 2017.

Following a child being de-registered from the Child Protection Register hold a minimum of two core group meetings to assess improvements for the child.

This is an area of activity being looked at currently by the review team with the aim of ensuring two child's planning meetings following de-registration. Performance measures will be built in going forward to ensure compliance.

## We will improve multi agency support for vulnerable children and young people.

Implementation of GIRFEC in line with the requirements of the Children and Young People (Scotland) Act 2014.

The Moray GIRFEC Pathway and Child Planning process was launched in August 2016. It was agreed in October 2017 there was a need to evaluate and review the child planning process which is currently being undertaken in consultation with practitioners and children and young people and their families.

A refined child planning process will be launched on completion of the full review.

Robust risk assessment processes are in place to support early intervention.

Multi-agency practice audits continue to highlight areas of weakness and further work to ensure staff are suitably trained and have the necessary tools to effect robust risk assessments is ongoing.

## What we said we would do

## What we have done

### We will protect children from child sexual exploitation and harm online.

We will work in partnership to educate children, young people and their families regarding online safety and the risks of child sexual exploitation.

The Child Protection Committee (CPC) has recently committed to supporting the implementation of the Safe, Strong, Free project across Moray. This project will run for two years and is a primary abuse prevention program that has evidenced outcomes in raising awareness in children and reducing potential vulnerabilities. This will be a starting point for a wider public debate about child protection and protecting children.

The Moray Learning and Development Group have delivered CSE training to 49 staff over the reporting period. The lead for CSE training has also attended at the licensing forum on several occasions to raise awareness through local bars and restaurants.

We will work in partnership to raise awareness of child sexual exploitation (CSE) within our communities.

Going forward, online safety will also form a key part of the MLDG calendar for 2018 and this training, along with CSE training, will be quality assured to measure the impact on practice and importantly children and young people.

There are plans in place for the launch of the Barnardo's Z cards for night-time economy which will be distributed across Moray.

Carry out analysis on CSE crimes in Moray.

The CSE checklist recently issued by Centre of Excellence for Looked After Children in Scotland (CELCIS) (as part of the feedback from the self-evaluation toolkit completed by Moray CPC during 2016/2017) is being used by the child protection co-ordinating group as the basis to provide Moray CPC with an operational report on CSE. This will be considered by Moray CPC to ascertain what/if any further action is required.

Ensure up to date information and advice will be accessible on Moray Council website.

Police Scotland are currently researching CSE crimes in Moray and will present the analysis to Moray CPC.

There is ongoing review of the materials presented on the Moray Council Child Protection webpages to ensure they are updated routinely.

# Moving Forward

We are committed to working together to improve outcomes for children and families. To achieve this we will continue to focus our energies and resources on:

- collecting robust evidence of need
- developing and delivering efficient early intervention approaches, which address priority needs
- evidencing impact of our joint work so we can target our shared resources to best effect
- embedding a system of continuous improvement

To support the delivery of these commitments a number of key initiatives are under development.

## Partnership Learning Organisation

Recognising the need to strengthen performance management, self-evaluation and quality assurance, the Community Planning Partnership has made a commitment to create and establish a strong learning ethos across the partnership. By developing a 'partnership learning organisation' approach, in a complex multi-agency setting, we will ensure there is a focus on continuous learning and improvement, and the systems and behaviours needed to allow that to flourish are embedded.

A common understanding of the values, standards and practices required in a dynamic children's services environment, builds the foundations of a partnership learning culture. Identification and utilisation of learning opportunities will be an integral part of day to day activity, enhancing cross agency understanding and activity. This will enable stronger links with performance management and quality assurance systems.

## Realigning Children's Services

Moray has recently been accepted onto the Realigning Children's Services (RCS) programme, funded by the Scottish Government. The Scottish Government recognises leaders and their teams must work together across organisational boundaries to shape services around the needs and demands of individuals and communities. It is essential that we keep a clear focus on prevention and early intervention, with the aim of breaking cycles of inequality and poverty.

This programme aims to provide support to leaders and teams locally to help this vision become a reality. To do this RCS will:

- Collect data on wellbeing directly from children and parents,
- Map children's services that are currently provided and how much they cost,
- Deliver a development and facilitation programme for Community Planning Partnerships.

By engaging in this programme the Moray CPP hopes to gain:

- An increased understanding, working knowledge and experience of joint commissioning practice and application, which will help us plan and future proof services for children and young people in Moray.
- Knowledge, understanding and practice of service mapping tools, that will help us to effectively shift local investment upstream to enhance our early intervention and prevention portfolio and reduce the dependence upon acute or crisis intervention resources.
- Via the learning and experience of using tested research mechanisms and resources, a stronger position to make informed decisions on our children's services, with the aim to reduce health and social inequity and to improve outcomes for our children.



## The Quality Assurance Planning and Performance Team (QAPP)

A quality assurance performance and planning (QAPP) team was established during late April 2017, as part of the response to the Care Inspectorate Report into children's services in Moray published in February 2017. The team was made up of an interim manager and members from police, health, education and local authority.

It was recognised there was an opportunity to develop the QAPP team, to increase its value to the partnership by improving practice, performance, self-evaluation and the way we deliver services to our children, young people and families.

As a result a permanent QAPP team has been jointly commissioned and a permanent manager is in place. The manager also has supervisory responsibilities for the locality wellbeing officers (LWOs) who facilitate the locality management groups (LMG). This will improve links and strengthen correlation between the need and delivery of local services.

The QAPP team's function is to:

- support and monitor the effective delivery of the children's services plan,
- develop appropriate routine procedures for joint self-evaluation of all integrated services and for future planning requirements,
- maintain a robust joint planning and quality assurance/self-evaluation calendar for children's services in Moray,
- develop an improvement agenda based on relevant frameworks for evaluating services for children and young people and ensure an overview of relevant improvement methodology programmes such as CYPIC (Children and Young Peoples Improvement Collaborative),
- provide regular performance reports to the Executive Leadership Group (ELG) and Chief Officer's Group (COG),
- support working groups with planning, joint self-evaluation and continuous improvement, and
- maintain an overview of local and national reports and inspections and advise on implications for services in Moray.

The QAPP team will also coordinate and support the delivery of the strategic and operational improvement plans 2017-2018, compiled in response to the Care Inspectorate Joint Inspection of children's services in the Moray Community Planning Partnership, which took place between 22 August 2016 and 7 October 2016.

## Permanence and Care Excellence (PACE)

Achieving 'early permanence' for looked-after children is a key priority for all, given that a prolonged period of compulsory measures of care is disruptive for most children (Scottish Government, 2015).

Permanence is defined by the Scottish Government as 'providing children with a stable, secure, nurturing relationship and home, where possible within a family setting that continues into adulthood.' The initial focus in permanence planning should be on a child remaining with, or returning to, their birth family, and only if that option is not appropriate, for a kinship carer to be identified from the child's wider network. It is only in circumstances where no potential kinship carer can be identified that other options should be explored.

As part of the vision and strategy to achieve improved outcomes for children and young people in Moray, PACE, which is recognised as an applied improvement methodology, is coming to Moray.

At the end of 2017 the Chief Officers Group (COG) agreed commitment to and engagement with PACE. Preparatory work such as a data sharing agreement and collection of baseline statistics has been ongoing. From April 2018, working together with 'Centre for Excellence for Looked After Children in Scotland' (CELCIS), Scottish Government and the partnership members in Moray, we will agree what our areas for improvement are, and together, we will focus on making a difference in terms of care planning for looked-after children in Moray.

Permanence is an inherently complex process and each child's journey and experience can be different. PACE brings all partners, who have a responsibility for achieving permanence for looked-after children, together to improve the process for each child. With COGs commitment to PACE – all agencies, with a responsibility for achieving permanence for children, have committed to participate in the programme, this is in essence a whole system approach.

The aim of the PACE programme is to apply improvement methodology to identify and address areas of drift and delay in the permanence process, using a whole-system approach. To achieve this, PACE provides intensive support and improvement coaching to multi-agency partners to identify areas for improvement, and then to test changes to the local system. This process allows areas to build up a picture of what works, before implementing any changes in their system. This

approach has worked well in several areas of Scotland and has been shown to have had a positive impact on children through improving the rigour and speed of permanence decisions, and by ensuring that children are in permanent destinations most suited to their needs.

In areas which have participated in the PACE programme so far, there is evidence of positive change for children.

The PACE programme follows the improvement approach being promoted by the Scottish Government. The 3-step approach is designed to achieve sustainable, transformational change by:

Agreeing a vision and an aim to work towards.

- Creating the conditions for improvement through leadership and through the empowerment and engagement of all staff.
- Testing changes on a small scale to learn what works, before making any decisions about changing current processes and/or implementing changes to current practice.

## Safe, Strong, Free (SSF) Project

This project is a primary abuse prevention programme. It has been developed by a Highland charity which aims to reduce the vulnerability of young children to abuse and assault.

Children attend a program of interactive puppet workshops to teach them strategies to use which will help them stay safe if they encounter bullying, an approach from a stranger or an unwanted/inappropriate approach from an adult they know. They are then given short story books that reinforce the messages.

A representative from the SSF project was invited to showcase the benefits of the program to the Executive Learning Group. This provided sound evidence of improved outcomes for children who had participated in the program. As a result the partnership are working with SSF to support the delivery of the programme across Moray.

## **Review of Children's Service's Plan Action Plan**

The children's services plan is a three year plan which needs to evolve and develop over that period, to ensure it continues to be relevant and meet the needs of our children and young people.

This report highlights actions taken to address our priorities and evidences initial progress. We recognise that focus is now required to develop and strengthen an appropriate suite of performance measures, so we can demonstrate that actions taken deliver improved outcomes for children and young people. We also recognise the need to ensure we have the appropriate systems in place to capture the data required.

In order to address these areas, a two phase approach has been approved by the Executive Leadership group:

- Key stakeholders from across the partnership will review the aims and actions outlined in the action plan to ensure they are still relevant and will continue to deliver on our strategic aims.
- The second phase will be strengthening our performance measures around those actions so that we are confident the data can be captured and will be able to show improvements in the lives of children and young people.

The revised performance measures will take cognisance of:

- national performance measures currently being developed by the Scottish Government,
- the work currently being planned in Moray in regards to realigning children's services and PACE,
- Northern Alliance performance data being developed.

Once these revisions have been drafted, there will be a process of consultation with children, young people and their families and carers to refine and agree.

We recognise the importance of including the voices of our children and families to inform any revision of the children's services plan, and as we develop our participation and engagement strategy, a key aim is to strengthen our consultation practices to enable this.



# Action Plan 2017/2020

**Priority 1 – Ambitious and confident children:** to improve the life chances of children, especially the most vulnerable, by supporting them and their families at the earliest stages.

Aim						
We will quality assure and self-evaluate our work with children, young people and their families.						
Actions						
Develop Quality Assurance Framework. Draft Terms Of Reference. Create timetable of self-evaluation/quality assurance exercises throughout the life of the Children's Services Plan (CSP). Communicate learning to staff and re-evaluate.						
Improvement Measures	Baseline	Yr 1	Yr 2	Yr 3	Lead	Wellbeing Indicator/ UNCRC
Number of single and multi-agency quality assurance exercises carried out demonstrating improved outcomes for children, young people and families.	No Baseline	Routine Multi-Agency Practice Audits are now being conducted, with 6 audits being undertaken to date. The Multi-Agency Practice Hub (MAPH) group is now well established. The group has met 23 times over this reporting period and has reviewed 724 referrals to the social work (SW) triage team and 30 Initial Referral Discussions (IRD). These processes are newly established and, although showing early signs of improved practice, it is too early to evidence improved outcomes from them. Plans are in place to map single agency quality assurance processes in order to identify and address any gaps.			QAPP Team	Included Respected 1-6
Number of repeat or re-evaluation quality assurance exercises showing continuous improvement.	No Baseline	No current data is available as above.			QAPP Team	
Number of multi-agency practice audits undertaken.	0	6				

Aim						
We will close the attainment gap for our children and young people.						
Actions						
<p>Work in partnership to deliver support to schools and their local communities in order to improve outcomes and close the attainment gap. Schools will identify the gaps pertinent to their contexts and will consider how to make best use of Pupil Equity Fund (PEF) using a range of partners and strategies in order to close the gap for targeted individuals and groups.</p> <p>Emerging literacy pilot will be rolled out across schools and the learning shared with Early Learning and Childcare Collaborative (ELCC) partners.</p>						
Improvement Measures	Baseline	Yr 1	Yr 2	Yr 3	Lead	Wellbeing Indicator/ UNCRC
Improvements evidenced through baseline assessment data and attainment data, as well as evaluative commentaries by schools and during QA visits.	15/16 = Tariff Scores (SIMD) 1 - N/A 2 - 521 3 - 683 4 - 778 5 - 711 6 - 834	2016/17 = Tariff Scores (SIMD) 1 - N/A 2 - 732 3 - 609 4 - 635 5 - 706 6 - 777			Schools	Achieving 17-18, 28-30
SIMD Decile Scores (1 = most deprived; 10 = least deprived) Decile scores show the level of deprivation in a community by breaking scores into 10% groupings. Education group the children according to their SIMD decile, they then crunch all their attainment scores and produce a number which describes the attainment of that group. It isn't an average but rather the sum of all of the different criterion under which the children are measured.	7 - 870 8 - 874 9 - 889 10 - 1044	7 - 816 8 - 936 9 - 953 10 - 1140				

Improvement Measures	Baseline	Yr 1	Yr 2	Yr 3	Lead	Wellbeing Indicator/ UNCRC
Proportion of positive school inspection outcomes.	2015/16 - 80% (8 out of 10 areas assessed as good or better over 2 school inspections)	2016/17 - 86% (12 out of 14 areas assessed as good or better over 4 school inspections)			Schools	
Number of schools/ children participating in Early literacy Pilot. <a href="https://education.gov.scot/improvement/documents/sacfi4e-northern-alliance-literacy-interim-report.pdf">https://education.gov.scot/improvement/documents/sacfi4e-northern-alliance-literacy-interim-report.pdf</a>	0	3			Schools	
Increase primary school attendance rates for children and young people.	2015/16 95.6%	2016/17 95.2%			Schools	
Increase secondary school attendance rates for children and young people.	2015/16 92.5%	2016/17 92.2%			Schools	
Reduce school exclusion rates (per 1000 pupils).	2015/16 35.8/1000 (449 incidents / 231 pupils)	2016/17 33.1/1000 (397 incidents / 224 pupils)			Schools	



Aim						
We will maximise the training, employment and education opportunities for all school leavers.						
Actions						
Continue to work in partnership to improve provision for post school learning and employment for young people. Launch and implement the Skills Pathways Planning (SPP) groups focussing on 8 employment sectors with partnership working with schools, Skills Development Scotland, college, third sector and employers. Continue to consider curricular pathways across the senior phase.						
Improvement Measures	Baseline	Yr 1	Yr 2	Yr 3	Lead	Wellbeing Indicator/ UNCRC
Increase the % of young people entering positive destinations from school.	2015/16 92.7%	2016/17 93.5%			Schools	Achieving Included 28-30
Increase the % of young people from deprived areas entering positive destinations from school.	2015/16 84.7%	2016/17 87.2%			Schools	
Increase in the % of 16 - 19 year olds in education, employment or training.	2015/16 91%	2016/17 90%.			Opportunities for All	
Increase the % of Looked After Children who enter education, employment or training following school.	2015/16 58.3% (14 out of 24 school leavers)	2016/17 74%. (14 out of 19 school leavers)			corporate parenting	
Increase the % of Looked After Children who remain in employment, training or education 1 year after leaving school. Data is given in October for leavers during the previous year September to September.	2015/16 72%	2016/17 64 %			corporate parenting	
A further data cut is taken in February to look at those who are sustaining a placement/education/ work.						

Improvement Measures	Baseline	Yr 1	Yr 2	Yr 3	Lead	Wellbeing Indicator/ UNCRC
Increase the % of Children with Additional Support Needs (ASN) who enter education, employment or training following school.	2015/16 87.1% (242 out of 278)	2016/17 89.3% (242 out of 271)			Opportunities for All	

Aim						
We will ensure all children and young people are supported to be responsible citizens						
Actions						
Develop early intervention strategy. Refine the range of early intervention and prevention services to best support offenders, victims and parents.						
Improvement Measures	Baseline	Yr 1	Yr 2	Yr 3	Lead	Wellbeing Indicator/ UNCRC
Reduce the number of young people committing/suspected of crime.	2011/16 5 year average 394	2012/17 5 year average 367			Police Scotland	Included Responsible 12-14, 16, 40-41
Increase the % of young people aged 8-17 who are engaged in diversionary activities and diverted from Criminal Justice processes.	2015/16 83% (176 out of 212 reported)	2016/17 (until 09.03.17) 90.7% (235 out of 259 reported)			Children & Families social work	
Reduce the % of young people aged 8-17 who are not engaged in diversionary activities and referred to Scottish Children's Reporter Authority (SCRA) or Crown Office and Procurator Fiscal Service (COPFS).	2015/16 17% (36 out of 2012 reported)	2016/17 (until 09.03.17) 9.3% (24 out of 259 reported)			Children & Families social work	

Aim						
We will improve the availability of affordable child care across Moray.						
Actions						

Develop a strategic plan for the delivery of the expansion of early learning and childcare.

Improvement Measures	Baseline	Yr 1	Yr 2	Yr 3	Lead	Wellbeing Indicator/ UNCRC
Increase number of establishments offering flexible service delivery models, so that families in Moray can access their 1140 hour Early Learning Childcare (ELC) entitlement in a more flexible way.	No baseline data.	2017 data: Nurseries offering fully flexible model – 10 Nurseries offering sessions with wraparound – 11 Nurseries offering am/pm sessions only – 37			Early Years Strategic Group	Included Nurtured 26-29
Improvement in quality scores for all ELC establishments in Moray	No baseline data.	2017 data: Number of ELC providers with CI mean quality of 4 or less: 7 Number of ELC providers with Ed Scotland mean quality score of 4 or less: 16			Early Years Strategic Group	
Maintain % of funded Early Learning provision graded as satisfactory or better.	2015/16 100%	2016/17 100%			Early Years Strategic Group	

Aim						
We will consult widely with children and seek their views on our services and how to improve.						
Actions						
Develop plan, methods of reporting and standards for consultation exercises. Map and evaluate recent consultation exercises. Carry out consultation and feedback exercises. Collate and share the views of children from existing practices ie school visits and Schools for the Future reviews. Improvement Plans informed by consultation and feedback.						
Improvement Measures	Baseline	Yr 1	Yr 2	Yr 3	Lead	Wellbeing Indicator/ UNCRC
Increase % of child's plans assessed for inclusion of child's view rated as good or better.	No baseline data.	February 2018 Audit – 19% (3 out of 16)			Early Years Strategic Group	
Increase % of Child's Plans assessed for supporting children's rights rated as good or better	No baseline data.	February 2018 Audit – 8% (1 out of 12)			Early Years Strategic Group	
Increase number of Moray schools having been awarded Silver Rights Respecting Schools Award (RRSA).	1	9			Executive Leadership Group	

Aim							
We will ensure children achieve their educational aspirations.							
Actions							
We will deliver an appropriate curriculum and intervene early for those who are disengaging from education and provide supports to children, young people and their families.							
We will improve standards of literacy and numeracy among young people.							
Improvement Measures	Baseline	Yr 1	Yr 2	Yr 3	Lead	Wellbeing Indicator/ UNCRC	
Increase % of school leavers achieving level 4 numeracy	2015/16 88.1%	2016/17 87.1%			Schools	Responsible Achieving 12-13, 15, 28-29	
Increase % of school leavers achieving level 4 literacy	2015/16 95.6%	2016/17 95.3%			Schools		
Increase % of school leavers achieving level 5 numeracy	2015/16 62.7%	2016/17 60.8%			Schools		
Increase % of school leavers achieving level 5 literacy	2015/16 79.9%	2016/17 80.1%			Schools		

Aim						
We will maximise opportunities for all children to participate in volunteer work and nationally recognised awards.						
Actions						
We will work in partnership with the Third Sector and other organisations to provide access to a wide range of opportunities.						
Improvement Measures	Baseline	Yr 1	Yr 2	Yr 3	Lead	Wellbeing Indicator/ UNCRC
Increase number of children and young people achieving Dynamic Youth	2015/16 121	2016/17 57			CLD	Responsible Achieving 15, 27-28, 31
Increase number of children and young people achieving Duke of Edinburgh	2015/2016 157 full awards achieved with an additional 117 in the system achieving partial awards.	2016/17 126 full awards achieved with 129 in the system achieving partial awards.			tsiMoray	
Increase number of children and young people achieving Saltire Awards (through tsiMoray)	2015/16 124 New Saltire Award Registered 269 achieved	2016/17 352 New Saltire Award Registered 328 achieved			tsiMoray	
Increase number of children and young people achieving John Muir Award (age 16 and under)	2015/16 496	2016/17 495			tsiMoray	



**Priority 2 – Healthier Children:** children get the healthiest start in life and are supported to achieve the best possible mental health and wellbeing and there is equality for vulnerable groups.

Aim						
We will improve health supports and outcomes for children before they are born.						
Actions						
Implementation of Child Health 2020 plan. Expectant mothers are provided with relevant healthcare advice on conception/pregnancy. All eligible pregnant women will be able to access Family Nurse Partnership (FNP). Explore and plan the Implementation of the new Maternity and Neo-natal Care in Scotland 5 year plan						
Improvement Measures	Baseline	Yr 1	Yr 2	Yr 3	Lead	Wellbeing Indicator/ UNCRC
Decrease the number / % of mothers smoking during pregnancy	2013/14 to 2015/16 3 year average 18.6%	2014/15 to 2016/17 3 year average 18.2%.			NHS Grampian	Healthy Safe 6, 18, 23-25, 27
Reduce the number/% of babies born with a low birth rate.	2013/14 to 2015/16 3 year average 1.9%	2014/15 to 2016/17 3 year average 2.1%			NHS Grampian	
Reduce number of pregnant women who are obese	2015/2016 19.3% Grampian figures	2016/17 20.7% Grampian figures			NHS Grampian	

Improvement Measures	Baseline	Yr 1	Yr 2	Yr 3	Lead	Wellbeing Indicator/ UNCRC
Increase the % of eligible women invited to Baby Steps Programme.	No baseline data.	<p>Programme 1 68% (19 out of 28) of those women eligible were invited</p> <p>Programme 2 76% (16 out of 21) of those women eligible were invited</p> <p>Programme 3 88% (30 out of 34) of those women eligible were invited</p>			NHS Grampian	
Increase number of young women referred to FNP.	2016 16 referrals	2017 54 referrals			NHS Grampian	
Increase % of young women referred to FNP accessing the service.	2016 31 % (5 out of 16 referred)	2017 19% (10 out of 54 referred)			NHS Grampian	

Aim						
We will improve health supports and outcomes for children and young people.						
Actions						
<p>Implementation of Child Health 2020 strategy</p> <p>Targeting of services within the communities which have the lowest breastfeeding rates.</p> <p>Maintain the number of children who have a 27-30 month development review.</p> <p>Intervene early and provide support to children identified as having development concerns at 27-30 month review.</p> <p>Provide support and information to families and educational establishments to improve healthy nutrition</p>						
Improvement Measures	Baseline	Yr 1	Yr 2	Yr 3	Lead	Wellbeing Indicator/ UNCRC
% of babies exclusively breast fed at 6 - 8 week review.	2013/14 to 2015/16 – 30.7%	2014/15 to 2016/17 – 32.7%			NHS Grampian	Health Nurtured 18, 24-27
Increase the number/% of eligible households participating in the Healthy Start Scheme.	Average uptake of the health start scheme across Grampian up to March 2016 was 59%	Average uptake of the Health Start Scheme across Grampian up to March 2017 was 60%			NHS Grampian	
Increase % of children who have no developmental concerns identified at the time of their 27-30 month child health review.	2015/16 90.7% of eligible children had a review of which 75.8% had no concerns	2016/17 92% of eligible children had a review, 82.5% had no concerns			NHS Grampian	
Increase % of children with no evidence of dental decay at P1.	2015/16 73.8%	2016/17 79.3%			NHS Grampian	

Aim						
We will ensure that children, young people and families have access to regular healthy exercise.						
Actions						
<p>Work in partnership to promote healthy living from birth.</p> <p>Ensure that Well-being Indicator 'active' is embedded in the curriculum</p> <p>Children receive 2 hours of quality physical education per week</p> <p>Increase opportunities for families to access leisure services.</p> <p>Implementing the Moray Mile or other initiatives where there is an identified problem with children not undertaking regular exercise</p>						
Improvement Measures	Baseline	Yr 1	Yr 2	Yr 3	Lead	Wellbeing Indicator/ UNCRC
Increase % of infants and children with a healthy weight at their developmental reviews at 8 month, 12 months, 27 months, preschool and at routine P1 health review.	2015/2016 76.7% at P1 health review	Data has not been published for this as of yet. This information is collected via a newly developed Child Health Dashboard and will be requested as soon as available.			NHS Grampian	Active Healthy 13, 15, 23-24, 28-29, 31
% of schools achieving two hours of physical education	No baseline data.	85% (45 of 53)			Schools	
Number of FitLife? Memberships cards in circulation.	No baseline data.	As at 05/03/2018 There were 8885 family FitLife? cards in circulation.			Lifelong Learning, Culture & Sport	

Aim						
We will ensure that all Looked After Children (LAC) experience improved health outcomes after becoming Looked After.						
Actions						
All Looked After Children will receive health assessments at appropriate times. Children's Plans have comprehensive health and wellbeing actions. Increase opportunities for Looked After Children to access leisure services.						
Improvement Measures	Baseline	Yr 1	Yr 2	Yr 3	Lead	Wellbeing Indicator/ UNCRC
Increase % of health assessments for Looked After Children carried out within 8 weeks of notification to Health Board.	2015 68%	2017 75%			NHS Grampian	Healthy Nurtured Included 9, 20-22, 24-26, 31
Looked After Children report increased opportunities to access leisure services including access to Fit Life? membership cards.	No baseline data.	Moray Care Experienced Young People (CEYP) identified they would benefit from having Fit Life? membership cards at no cost or reduced cost to them. Fit Life cards will be introduced in early Autumn 2018. Prior to this CEYP were invited to participate in a 3 month access to leisure pilot which was delivered in collaboration with the Moray Leisure Centre and funded through the Health Improvement Fund. The pilot commenced in May 2018. The 10 young people participating were invited to an open session at the leisure centre, which gave them the opportunity to meet the staff, receive a supported induction and identify the activities they wished to participate in. The young people were issued with pre paid lifestyle cards, which entitled them to access their chosen activities free of charge. As part of the pilot evaluation, the young people completed a wellbeing wheel, which will repeat at the end of the 3 month pilot. There are plans to extend the pilot offering lifestyle cards to another 10 young people and extend the pilot period for the original 10 young people for a further 6 months.			corporate parenting Strategic Group	

Aim						
We will ensure children and young people achieve the best possible mental health.						
Actions						
Ensure children have access to Child and Adolescent Mental Health Services (CAMHS). Ensure that those children and young people or families who have identified mental health issues are supported by partners and are signposted to appropriate support. Ensure that needs are identified early through partners working together to best meet the needs of individuals and families.						
Improvement Measures	Baseline	Yr 1	Yr 2	Yr 3	Lead	Wellbeing Indicator/ UNCRC
Reduce assessment waiting times for CAMHS. *ISD data from Quarter July-September 2017. This is a Grampian measure as it is currently not reported at a local level.	45% seen within 18 weeks	*33% seen within 18 weeks			NHS Grampian	Included Healthy Nurtured 3, 24, 39
Increased confidence in schools to support young people with mental health and wellbeing issues.	No baseline data.	The Moray Learning & Development Group has collated evaluations, in relation to Mental Health training delivered between July 17 and Jan 18, from 51 education professionals. Almost all reported an increase in their knowledge. It is recognised more robust performance data is needed in this area.				
Number of participants receiving Healthy Minds training and evaluating it positively.	No baseline data.	125 practitioners with over 90% stating that their knowledge had increased after attending training.			NHS Grampian	

Aim						
We will ensure children and young people are informed to make healthy lifestyle choices.						
Actions						
We will work in partnership to educate young people regarding the risks of smoking, drug and alcohol consumption.						
Improvement Measures	Baseline	Yr 1	Yr 2	Yr 3	Lead	Wellbeing Indicator/ UNCRC
Increase percentage of 13 and 15 year-olds (taking part in 2-yearly Schools Adolescent Lifestyle and Substance Use Survey (SALSUS)) who have never smoked at all.	2015 data: 13 year olds – 87% 15 year olds – 60%	Data not published as yet.			NHS Grampian	Nurtured Active Healthy 12, 17-18, 24, 33
Decrease percentage of 13 and 15 year-olds (taking part in 2-yearly SALSUS survey) who said they had drunk alcohol in the week prior to the survey.	2015 data: 13 year olds – 5% 15 year olds – 25%	Data not published as yet.			Moray Alcohol & Drug Partnership	
Increase percentage of 13 and 15 year-olds (taking part in 2-yearly SALSUS survey) who said they had never used drugs.	2015 data: 13 year olds – 98% 15 year olds – 83%	Data not published as yet.			Moray Alcohol & Drug Partnership	
Reduce the number of children and young people (0-19) years presenting at Dr Grays Hospital with alcohol or drugs as a contributory factor	2016/17 Alcohol – 31 Drugs – 3 Alcohol and Drugs – 34 Total – 36 Data obtained through A&E staff recording whether drugs or alcohol is a contributing factor to the patient's attendance.	2017/18 (as at end Jan) Alcohol – 23 Drugs – 5 Total – 28 Data obtained through A&E staff recording whether drugs or alcohol is a contributing factor to the patient's attendance.			NHS Grampian	

**Priority 3 – Safer children:** to protect children from the risk of harm, abuse and neglect and promote and support safer environments and communities.

Aim						
Children are safe from harm, abuse and neglect.						
Actions						
Children are safe from harm, abuse and neglect.						
Supervision will be strengthened across all services to ensure early intervention in cases of cumulative harm or neglectful parenting.						
Supervisors will receive training on Risk Assessment/Chronologies and Child's Plan.						
Establish a baseline of supervision across relevant partners.						
Training courses on identifying Neglect/Risk Assessment/ Chronologies/Children's Plan to be included in Moray Learning and Development Group (MLDG) training calendar.						

Improvement Measures	Baseline	Yr 1	Yr 2	Yr 3	Lead	Wellbeing Indicator/ UNCRC
Number of MLDG training courses delivered and evaluated positively.	2016/17 33	2017/18 25			Child Protection Committee	Safe Respected Nurtured 3-6, 9, 11-13, 16-30, 32-37, 39-42
Number of supervisors attending MLDG training courses.	2016/17 16	2017/18 39			Child Protection Committee	



Aim						
We will ensure children and young people are safe at home, schools and communities.						
Actions						
Provide education and support to children, young people and families to help keep them safe. Following a child being de-registered from the Child Protection Register (CPR) hold a minimum of 2 Core Group meetings to assess improvements for the child.						
Improvement Measures	Baseline	Yr 1	Yr 2	Yr 3	Lead	Wellbeing Indicator/ UNCRC
Rate (per 1,000 children 0-15) of children registered on CPR	3.9	4.8			Child Protection Committee	Safe Healthy Nurtured Respected 9-12, 19-22, 24-29, 32-34, 36, 39
% of de-registrations from Child Protection Register which have core group meetings continuing for a period of 6 months after de-registration.	No baseline data.		This is an area of activity being developed by our Review Team, with the aim of ensuring two child's planning meetings are held, following de-registration. Performance measures will be built in going forward to ensure compliance.			
% of looked after children in out of area placements as at the 31st March each year	2015/16 9.4%	2016/17 8.9%			Children & Families social work	
Reduction in the number of emergency hospital admissions as a result of unintentional injury. (Children under 5 years)	2015/16 43 admissions	2016/17 60 admissions			NHS Grampian	
Reduction in number of child road traffic casualties.	2016/17 15	2017/18 4			Police Scotland	
% of looked after children in kinship care.	15.9% (33/208 LAC at end of June 2016)	20.2% (44 / 218 LAC at the end of March 2018)			corporate parenting Strategic Group	

Aim						
We will improve multi agency support for vulnerable children and young people.						
Actions						
Implementation of GIRFEC in line with the requirements of the Children and Young People (Scotland) Act 2014. Robust risk assessment processes are in place to support early intervention.						
Improvement Measures	Baseline	Yr 1	Yr 2	Yr 3	Lead	Wellbeing Indicator/ UNCRC
% of Child Plans risk assessment rated as good or better.	Care Inspectorate report: 65%	February 2018 Audit 60% (12 out of 20)			QAPP team	
% of chronologies assessed as being fit for purpose.	Care Inspectorate report: 'just over half'	February 2018 Audit 61% (11 out of 18)			QAPP team	
% of child's plans assessed for providing effective support at an early stage rated as good or better.	Care Inspectorate report: Initial assessments, particularly for children experiencing neglectful parenting or emotional harm, were not sufficiently robust.	February 2018 Audit 71% (12 out of 17)			QAPP team	
% of children's assessment of need plans rated as good or better.	Care Inspectorate report: 68%	February 2018 Audit 79% (15 out of 19)			QAPP team	

Aim						
We will protect children from child sexual exploitation (CSE) and harm online.						
Actions						
We will work in partnership to educate children, young people and their families regarding online safety and the risks of child sexual exploitation.						
We will work in partnership to raise awareness of CSE within our communities.						
Carry out analysis on CSE crimes in Moray.						
Ensure up to date information and advice will be accessible on Moray Council website.						
Improvement Measures	Baseline	Yr 1	Yr 2	Yr 3	Lead	Wellbeing Indicator/ UNCRC
Number of participants receiving multi-agency CSE training and evaluating it positively.	No baseline data.	2016/17 79 participants			Child Protection Committee	Safe Nurtured 17-19, 28-29, 34-37, 40
Number of online safety presentations given by Police Scotland School Liaison Officers.	2015/16 74 inputs	2016/17 115 inputs			Police Scotland	



