



Integrated Business and Inspection Improvement Plan 2011-13

VERSION 3



SCOTTISH
CHILDREN'S REPORTER
ADMINISTRATION



STRATHCLYDE
POLICE



Tier 1 – Core Priorities for Service Improvement

Reference Indicators	Actions to Achieve Outcomes	Success Measures	Evidence	Lead Officer	Progress Red/Green	Completion Dates
2.2 Children benefit from strategies to minimise harm.	Revise the parenting strategy to increase the availability and range of parenting supports for vulnerable families, including support at evenings and weekends when required.	Vulnerable families have access to appropriate parenting and other supports.	Revised parenting strategy.	Alison MacKenzie	Green	April 2012
	Review approaches to ensure that vulnerable families have access to consistent Public Health nursing support.	Families' access to consistent public health nursing support has increased.	Contingency plan for management of vacant Public Health Nurse caseloads. Database of Public Health Nurses to be regularly maintained.	Pat Tyrrell	Green	April 2012
	Increase the availability of support and advice to parents to promote awareness of Internet, mobile and gaming technology.	Parents have increasing opportunities to increase awareness of potential risks and how to protect their children.	Internet safety plan & evaluation of impact.	David Bain	Green	Sept 2012
2.3 Children & young people are helped by the actions taken in immediate response to concerns.	Each CPC partner agency reviews single agency training and supervision arrangements.	Staff understand and comply with legislative and best practice requirements in identifying and responding to child protection concerns including pre-birth.	Review reports and action plans to include Clinical Supervision Strategy for CHP and to incorporate NHS Highland Child Protection Supervision Policy (currently under development)	Pat Tyrrell	Complete Evidence required	Feb 2012

Reference Indicators	Actions to Achieve Outcomes	Success Measures	Evidence	Lead Officer	Progress Red/Green	Completion Dates
	Implement a post investigation debriefing process for staff involved in initial response on Atlantic islands.	Staff report increased confidence and competence in dealing with child protection referrals and effective training and supervision arrangements are in place.	Evidence of training delivered, Supervision schedules/records. Portfolio of minutes of debriefing meetings. Evidence of recommendations being implemented.	Pat Tyrrell	Green	Feb 2012
2.3 cont...	<p>CPC confirms timeframe for responding to child protection referrals and ensures staff are aware of these.</p> <p>CPC establishes the interagency initial response audit and review group</p> <p>Improved initial planning of responses to children at risk between police and social work staff.</p> <p>Implement joint police and social work training to reinforce expected practice for initial response.</p>	<p>All child protection referrals are responded to in line with national guidance.</p> <p>Robust management of CP responses.</p> <p>All child protection concerns are subject to discussion between police DS and social work TL.</p> <p>Staff are aware of and comply with expectations.</p>	<p>Initial response review group reports.</p> <p>Initial response review group reports.</p> <p>Initial response review group reports.</p> <p>Evidence of training delivered and attendees Initial Response Review Group evidenced impact.</p>	<p>Liz Strang</p> <p>Liz Strang</p> <p>Mark Stewart/ Mark Lines</p> <p>Liz Strang</p>	<p>Green On track</p> <p>Green On track</p> <p>Green On track</p> <p>Green</p>	<p>June 2012</p> <p>June 2012</p> <p>April 2012</p> <p>Feb 2012</p>

Reference Indicators	Actions to Achieve Outcomes	Success Measures	Evidence	Lead Officer	Progress Red/Green	Completion Dates
	Review existing practice and protocol governing planning of initial responses to child protection concerns and disseminate to all appropriate staff.	Clear plan of response and timescales agreed and implemented for all CP investigations is widely understood by staff.	Revised guidance, evidence of informing staff/managers	Mark Stewart & Mark Lines	Complete Requires evidence	Feb 2012
	Establishment of single point of contact within Strathclyde Police for initial consideration of all child protection concerns.	DS appointed to oversee child protection issues in Argyll and Bute.	Postholder in place.	Mark Stewart	Complete	31.10. 2011
	Develop new pathway for early sharing/info gathering/decision making.	New procedure including defined point of contact for health developed.	Flow chart and guidance, evidence of compliance from Initial Response Review Group.	Pat Tyrrell	Complete	16 th Jan 2012
	Implement new Health pathway.	All child protection concerns are discussed with a suitably qualified health professional and the need for a medical is always considered.	Initial Response Review Group to meet and review all CP investigations monthly and provide an interim report prior to the six month agreed audit by the chair.	Pat Tyrrell	Green	April 2012
	Managers reinforce and monitor the advice, information and support provided to children and families and other agencies at all stages of investigations.	Children's health and wellbeing is appropriately considered and assessed as part of the response to all CP concerns. Support needs are routinely considered and arrangements are in place to support vulnerable families at all stages of the investigation.	Initial Response Review Group	Liz Strang	Green	May 2012

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5.3 Improving the recognition & assessment of risk & needs	Ensure early identification of vulnerable pregnant women and ensure effective pre-birth planning.	Early consideration of risks and needs for vulnerable pregnant mothers and pre-birth plans established where there are significant concerns, using the GIRFEC Model.	Report of actions and single agency auditing.	Pat Tyrrell	Green No issues	April 2012	
	Establish and disseminate a consistent quality standard for initial assessments, risk assessments and CP plans across all supervisory staff. And support and challenge managers to ensure they are more consistently achieved.	Development of regular multiagency meetings to discuss women identified with additional needs.	Improved consistency and quality of assessment and care planning including risk assessments and risk management plans for vulnerable children. Staff know what a good assessment/plan looks like and are supported and challenged to consistently achieve this standard.	Monthly audit of cases by Midwifery Team Exemplars and CPC auditing evidence extent of compliance. Evidence reinforcing development plans routine sampling by HoS – Quality Assurance to assist	Liz Strang	Green	April 2012
	There is effective monitoring of actions and timescales by managers and feedback on the quality of initial assessments and appropriateness of actions.	Concerns are responded to within national guidance times, staff receive consistent feedback as to the quality of their assessment and improvement recommendations.	Initial Response Review Group - Findings	Liz Strang	Green	June 2012	
	Establishment of the interagency initial response audit and review group.	Children's wider needs and circumstances are assessed including consideration of all available current and historical interagency information.	Review Group established and operating.	Pat Tyrrell/ David Bain	Complete	Dec 2011	
	Agencies ensure processes are in place to systematically record and respond to accumulating concerns.	Staff are effective in the use of chronologies and there is focused staff supervision in place to ensure agencies appropriately respond to accumulating concerns.	Single agency guidance and training on chronologies. Multiagency File audit.	Liz Strang	Green Workshop running 16th March	April 2012	

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	<p>Staff sharing information are given enough detail to understand the context for the child and they consider and evaluate all available agency information including historic information.</p> <p>Guidance on the assessments of kinship carers developed and implemented to ensure all kinship carers are able to meet the needs of individual children.</p>	<p>All relevant information about the child is gathered to assist in the assessment of needs.</p> <p>All kinship carers are appropriately assessed and are able to meet the needs of individual children.</p>	<p>Initial Response Review Group</p> <p>Kinship assessment guidance and completed assessments.</p>	<p>Mark Lines</p> <p>Alex Taylor</p>	<p>Green</p> <p>Green</p>	<p>May 2012</p> <p>29 June 2012</p>
5.4 Improving the effectiveness of planning to meet needs.	Ensure that children at risk have individualised quality plans which address their needs and circumstance and are outcome focused.	Individual children's needs and risks are identified and addressed and high quality outcome focused individual plans are in place for all children considered to be at risk.	Best practice audit of CP Plans & quality standard and guidance. Initial Response Review Group.	Mark Lines	Green	Sept 2012
5.5 Improving service through self evaluation.	<p>Review the CPCs approach to self-evaluation –</p> <ul style="list-style-type: none"> Review approaches to file auditing and CP plan auditing. Undertake service user and staff interviews as part of file and plan auditing. Review the CPCs data needs and how this is used to improve services. Establish single agency self- evaluation to inform CPC self-evaluation. 	<p>Robust programme of self evaluation established to monitor and informing improvement priorities.</p> <p>Self-evaluation recommendations clearly identified, recorded and shared.</p>	<p>CPC self-evaluation strategy document.</p> <p>Audit Reports.</p>	Allen Stevenson	Green	End March 2012

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	<ul style="list-style-type: none"> Review approach to completion of annual self-evaluation to increase scrutiny and challenge the robustness of findings. <p>Produce a timetable of self-evaluation exercises.</p> <p>Undertake annual CPC self-evaluation processes which collates all self-evaluation activity throughout the year.</p> <p>Produce an annual CPC Business & Improvement Plan based on the outcome of the self-evaluation which identifies and prioritises clear and achievable improvement actions.</p> <p>Adopt national best practice on the CPC use of significant incident reviews in light of national guidance.</p>	<p>Self-evaluation exercises undertaken.</p> <p>Annual self-evaluation based on robust evidence.</p> <p>Business and Improvement Plan in place which demonstrates clear links to the outcome of self-evaluation.</p> <p>Systematic evaluation of significant incidents to identify learning which informs Improvement Plan.</p>	<p>Self-evaluation report</p> <p>Annual Self-evaluation Report</p> <p>Business and Improvement Plan</p> <p>Significant incident review procedure and review reports.</p>	<p>Allen Stevenson</p> <p>Allen Stevenson</p> <p>Allen Stevenson</p> <p>Chair of CPC</p>	<p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p>	<p>End March 2012</p> <p>End March 2012</p> <p>End March 2012</p> <p>January 2013</p>
9.3 Continuing our development of people and partnerships & continuing to lead improvement and change.	CPC and CAPCOG to closely monitor the implementation of action points within the Business & Improvement Plan and undertake targeted action where there is delay in implementing priority improvements.	Implementation of the Business Plan is scrutinised at each CPC and CAPCOG via a RoG report.	CPC/CAPCOG minutes	Chair of CPC	Green	Quarterly arrangements in place.

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	Senior managers provide clear direction to their staff which supports and challenges them to ensure new ways of working are sustained	Key action points for improvement have been successfully implemented to deliver improved performance in protecting vulnerable children and ensuring their needs are met.	Self-evaluation	Chair of CPC	Green	Annual Self-evaluation event. June 2012
	CPC and CAPCOG engage with operational staff as part of each meeting.	Staff are aware of improvement priorities and supported and challenged to deliver these.	CPC meetings to take place within localities on a rotational basis to allow members to meet with operational staff. This is to be evaluated.		Green	24/11/11
	Appointment of an Independent CPC Chair to provide additional scrutiny and challenge.	Independent Chair role and remit agreed by CAPCOG and Chair appointed.	New CPC Independent Chair provides scrutiny and challenge. Average 72 days initially for Chair to complete per annum.	CAPCOG	Green	April 2012

Tier 2 – Ongoing Actions to Develop and Improve Services

Reference Indicators	Actions to Achieve Outcomes	Success Measures	Evidence	Lead Officer	Progress Red/Green	Completion Dates
2.1 Children are listened to, understood and respected.	Ensure plans specify the arrangements to ensure that the child is seen as often as needed on an individual basis.	Visits are appropriately scheduled, conducted and recorded – including parent's and child's views.	Best practice audit of CP Plans.	Mark Lines	Green	Sept 2012
	Extend the use and application of Viewpoint for children on the CPR.	Children's views are more consistently available and considered at CP conferences.	Report on use of Viewpoint.	Liz Strang	Green	June 2012

Reference Indicators	Actions to Achieve Outcomes	Success Measures	Evidence	Lead Officer	Progress Red/Green	Completion Dates
	<p>Increase the capacity of the Advocacy Service.</p> <p>Consult with parents about their experiences of interagency CP services through questionnaire and follow up interviews in file audit.</p>	<p>All children on the CPR can access an advocacy service.</p> <p>Annual report of parent's view produced.</p>	<p>Advocacy quarterly reports.</p> <p>Parental views report.</p>	<p>Liz Strang</p> <p>Allen Stevenson</p>	<p>Red Meeting to be set up between Liz, Sue and advocacy</p> <p>Green</p>	<p>March 2012</p> <p>July 2012</p>
<p>5.1 Children and families are involved in key processes and 6.3 Improving the involvement & engagement of families & children in developing policies & services.</p>	<p>Working in core groups training for all staff routinely involved in developing and delivering CP plans to include modules on improving child and adult involvement in CP planning.</p>	<p>Parents feel involved in developing CP Plans and in CP meetings, and that their views have been respected and considered.</p>	<p>Parental views report.</p>	<p>Alex Honeyman</p>	<p>Green</p>	<p>Dec 2012</p>
	<p>Interview children and parents as part of the interagency file audit.</p>	<p>Parents consistently attend and contribute to CP meetings.</p>	<p>File audit report</p>	<p>Liz Strang</p>	<p>Red</p>	<p>March 2012</p>
	<p>Ensure parents/carers are encouraged to attend and contribute to all CP meetings – where consistent with the welfare of the child.</p>	<p>Older children feel involved in developing CP plans and that their views have been respected and considered.</p>	<p>File audit report and attendance figures</p>	<p>Mark Lines</p>	<p>Green</p>	<p>Nov 2012</p>
	<p>Ensure that school age children are invited and supported to attend and contribute to CP meetings where consistent with their best interests.</p>	<p>Parents and children feel that they contribute to planning and their views are considered in decision making.</p>	<p>Parent and child attendance rates at CP conferences/consultation</p>	<p>Mark Lines</p>	<p>Green</p>	<p>Nov 2012</p>

Reference Indicators	Actions to Achieve Outcomes	Success Measures	Evidence	Lead Officer	Progress Red/Green	Completion Dates
5.2 Improving information sharing	Implement pre referral screening meetings for children at risk of referral to SCRA multi agency early and effective interventions (EEI). Continue to deliver participating in CP conference training.	Children at risk – including from domestic violence have their needs consistently assessed and appropriate support where required.	EEI quarterly review reports and case studies	Mark Lines	Green Last meeting postponed due to lack of EEI matters to discuss	July 2012

Tier 3 – Developing Staff and Procedures

Reference Indicators	Actions to Achieve Outcomes	Success Measures	Evidence	Lead Officer	Progress Red/Green	Key Dates
3.1 Staff are motivated, involved and included	Interagency child protection practitioner's forum to meet twice a year with a focus on delivering CPC improvement priorities.	Staff understand and are engaged with improvement priorities.	Minutes	Liz Strang	Green First scheduled 16/03/12, with another in September	March 2012
3.2 Staff training improves outcomes for children.	Quarterly training analysis which evaluates the impact of training on children and families presented to CPC and CAPCOG.	Training impacts on improved outcomes for children.	Training reports	Alex Honeyman	Green Feb 2012	Annual Report April 2012
4.1 Being aware of protecting	Undertake a biennial citizen's panel survey to access public confidence in CP services.	Community awareness understood and informs CPC planning.	Survey results	Liz Strang	Green	June 2012

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children.	Implement CPC communication strategy which better integrates CP and AP communication priorities.	Staff and community awareness of child protection improves.	Strategy and annual review of communication activity. School children involved in competition to design poster on related topic of Child Protection including, internet protection.	Liz Strang	Green	2012
6.1 Improved policies and procedures	Implement national CP guidance and West of Scotland Procedures.	Staff aware of and comply with WoS procedures.	Record of implementation action Compliance of procedures evidenced through audit systems	David Bain	Green Events programed first one 19/01/12 in Islay	March 2012
	Undertake a systematic review of current CPC suite of interagency protocols to ensure compliance with national guidance and best practice.	Protocols are systematically updated to reflect leading practice.	Protocols	Liz Strang	Green	March 2012
7.3 Improved staff training development and support.	Review, update and implement the CPC training strategy.	Revised CP training strategy implemented	Training strategy	Alex Honeyman	Green	Annual Report April 2012
	Training for Adult and Children & Families Social Work staff on Standby rota.	Staff gain experience in undertaking both adult and child protection investigations.	Improved staff confidence in respective roles.	Liz Strang/Ronnie McIlquham	Green Dates to follow	April 2012

TASKS

5.3 – Improving the recognition & assessment of risk & needs

Task – To discuss where/how findings/information taken forward.

Lead Officer – Sue Ross

Tier 3

4.1 – Being aware of protecting children

Task – Review current Communication Strategy and work with Communication team to discuss improvements/updates

Lead Officer – Liz Strang