

Argyll & Bute Child Protection Committee



Strategic Plan 2021/23

The Child Protection Committee Strategic Plan 2021/23

The core business functions of a Child Protection Committee, as set out in the *National Guidance for Child Protection in Scotland 2014*, as applied to local needs and practice, provide a working framework for the CPC Improvement Plan:

Continuous Improvement

- Policies, procedures and protocols
- Self-evaluation, performance management and quality assurance
- Promoting good practice
- Training and staff development

Strategic Planning

- Communication, collaboration and co-operation
- Making and maintaining links with other planning fora

Public Information and Communication

- Raising public awareness
- Involving children and young people and their families

Leadership & Governance

The national Child Protection Improvement Programme emphasises leadership and governance as a key function of the CPC.

The improvement process described in the Plan takes direction from the Care Inspectorate's 2012 quality framework *How well are we improving the lives of children and young people*. The Improvement Plan sits within the wider context of integrated children's services planning and *Getting it right for every child*, promoting the ethos that "child protection is everyone's job", in line with the GIRFEC approach.

The actions detailed in this Plan which relate to the above strategic priorities will be monitored through a traffic light system as set out below.

Key items we want to deliver over the period 2021- 2023 are as follows:

- Provide clear and visible leadership of multi-agency work to identify and protect our most vulnerable children and young people.
- Continue to focus on self-evaluation and continuous improvement
- Continue to embed practice toolkits in daily practice and develop the quality of child protection plans.
- Build our joint approaches to protect and support children affected by Domestic Abuse, Parental Mental Health and Addictions.
- Improve communication and engagement with our communities.

This strategic plan is linked to the Children and Young Person's Service Plan 20-23 and the key priorities we want to deliver are:

Priority 1

GIRFEC Leadership and Communication- CPC plan is linked to our Outcome 1- CPC provides effective leadership and direction in CP and is accountable for its actions

Priority 2

Early Help and Support- Linked to our outcome4- we effectively identify children at risk and share info timeously and act together to protect them from harm

Priority 3

Mental Health and Wellbeing- linked to our High Risk Work plan

Priority 4

Children and Young People voices- link to Outcome 7 – engagement with children families and communities.

Strategic Plan Key

Green- work has commenced is going well and is progressing as planned and according to timescales. Anticipate all milestones will be met and outcomes will be delivered on time brief description in key at start of plan– on track.

Amber- work has still to start on this action or indications that there may exist potential issues in delivering key outcomes or meeting milestones. Remedial Action is currently being undertaken but responsible person/CPC should be attentive. , brief- monitoring required.

Red- indications that there are problems are arising that need to be resolved in order to deliver key outcomes and/ or with in timescale. Significant delays in starting or progressing work, key milestones or targets missed. CPC to review outcomes or timeline and additional supports / resources may be required to deliver outcomes brief- out with deadline revision required.

KEY	WORK HAS COMMENCED	WORK HAS STILL TO START ON THIS ACTION	PROBLEMS ARE ARISING THAT NEED TO BE RESOLVED IN ORDER TO DELIVER KEY OUTCOMES
	(Green)	(Amber)	(Red)

STRATEGIC PRIORITY LEADERSHIP & GOVERNANCE					
OUTCOME 1 <i>The Child Protection Committee provides effective leadership and direction in child protection and is accountable for its actions</i>					
OBJECTIVES What we want to achieve	ACTIONS What we are going to do	LEAD & Key People involved	TIMESCALE When we will do this	EVIDENCE or OUTCOME MEASURES How we will know we are achieving outcomes	PROGRESS REPORT CPC Review
1.1 Committee members understand their role and responsibilities and are supported to exercise these effectively	All new CPC members will receive a CPC induction pack and will meet with Lead Officer to discuss the role of the CP and expectations of CPC members	S Cairns	March 2021 – March 2023	Members report confidence in their role through a survey in March 2022	
	All CPC members will attend CPC development sessions to contribute to the role and function of the CPC	CPC Members		CPC members positively evaluate development session	
	CPC members will be required to demonstrate through the delivery of the CPC improvement plan that information is being disseminated within their organisation and that actions attributed to their organisation are progressed and reported to CPC	CPC Members		CPC members will be asked annually to set out their agency CP priorities which will inform the CPC improvement plan	
1.2 The committee demonstrates its strategic direction and activity through delivery of appropriate business plans	Produce and implement a biennial strategic improvement plan which will be monitored by the PQA using a RAG system. Red actions will be reviewed by PQA and reported to CPC	M McKinnon & S Cairns	April 2021	Improvement plan implemented CPC will use the RAG system to identify where actions are not being progressed in order that corrective action can be taken	
	Produce and implement an annual report	M McKinnon & S Cairns	April 2021 & April 2022	The annual report is presented to key strategic groups and	

				councillors to ensure robust scrutiny of CPC activity	
	An annual development day is held for committee and sub group members	Moirra McKinnon	April 2022	CPC members will be asked to evaluate the day. Learning will be shared and will inform future work of the CPC	
1.3 The committee undertakes ICR'S & SCR'S as appropriate, and reports and acts on findings	ICR'S & SCR'S are conducted according to national guidance	M McKinnon & S Cairns	April 2021-April 2023	The CPC will have a robust strategy for reviewing learning arising from ICR/SCR's and will ensure learning is disseminated and acted upon .	
	Local ICR/SCR guidance will be updated to reflect changes in national practice and to provide practitioners with clear learning pathways (this work will be undertaken with APC colleagues)	S Cairns & J Hempleman	November 2021	The CPC will develop learning pathways and practitioners will be supported to reflect on practice and share learning with colleagues. Learning will be evidenced through programme evaluation and focus group activity	

STRATEGIC PRIORITY CONTINUOUS IMPROVEMENT					
OUTCOME 2 <i>A learning culture to support continuous improvement is embedded in the CPC and promoted across partner agencies</i>					
OBJECTIVES	ACTIONS	LEAD & Key People involved	TIMESCALE	EVIDENCE or OUTCOME MEASURES	PROGRESS REPORT CPC Review
2.1 CPC has robust systems to monitor, measure and to report improvement	Receive, evaluate and act on performance and QA reports	CPC & PQ&A	Quarterly	CPC will have a framework to implement good practice and develop QI approaches to improvement based on existing good practice	
	Multi agency dataset developed based on national minimum dataset and used by CPC to analyse data. Use improvement methodology and test of change to dig deeper into the data(see appendix A)	CPC & PQA	Quarterly		
2.2 We review /evaluate child protection service delivery	Self-evaluation will be embedded in Practice and will be reviewed using a range of methodologies <ul style="list-style-type: none"> - Practitioner focus groups - Survey Monkey with Practitioners - Case file audit - Parent/Child views - Child's Journey 	PQA	April 2021 to April 2023	Analysis of results will identify an improvement action plan based on the needs of the staff	

2.3 Work with colleagues from APC to identify interface issues that can be jointly addressed	<p>Joint development sessions to take place between CPC and APC</p> <p>Multi-agency shared learning opportunities/shadowing e.g. adult MH worker shadows HV or education guidance teacher</p>	<p>CPC and APC Chairs, M McKinnon and Alex Davidson</p>	<p>Meetings Bi-annual</p>	<p>CPC and APC members gain a shared understanding of roles and responsibilities in protecting children and vulnerable adults.</p> <p>There will be clear evidence of joint working practices which improve outcomes for children and families.</p> <p>Joint training and practice initiatives will be evaluated and this information will inform future joint work</p>	
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<p>2.4 The CPC will ensure that there is a comprehensive multi agency child protection training programme in place that is revised on an annual basis to reflect practice priorities</p>	<p>The L&D sub-group will develop and regularly review the range of training programmes delivered</p> <p>Multi agency training will be delivered using a tiered approach to learning which will include</p> <ul style="list-style-type: none"> • General contact workforce • Specific contact workforce • Specialist contact workforce <p>Training will reinforce shared understanding and working knowledge of the tasks, processes, roles and responsibilities and local arrangements for protecting children</p> <p>The L&D group will consider a range of learning approaches such as e-learning to address current restrictions as a consequence of COVID-19</p>	<p>L&D Group Chairperson</p>	<p>Bi-Annual reporting</p> <p>Annual training calendar</p> <p>Report to CPC August CPC</p>	<p>Evidence through staff feedback and case file audit will identify staff and volunteers are confident and competent to carry out their child protection roles and responsibilities</p> <p>Staff will required to reflect on learning and evaluate training attended.</p> <p>The L&D will produce a options paper for the CPC to consider training methods to respond to current social distancing restrictions</p>	
<p>2.5 The CPC will progress key priorities identified through the practitioner self-evaluation activity and CPC development sessions</p>	<p>Child Sexual Abuse - Through locality events understand practitioner needs in relation to identifying and working with victims of sexual abuse</p> <p>Develop and implement training framework which supports practitioner knowledge and confidence in working with CSA which includes CSE and child trafficking</p>	<p>L&D/M McKinnon</p> <p>L&D</p>	<p>Locality workshops to be held between Jan-March 2022</p>	<p>CPC will be provided with written evaluation of learning workshops</p> <p>Training will be presented to CPC and agreement as to how programme will be rolled out</p> <p>Training programme will be delivered and CPC will be provided with evidence of practitioner evaluation</p>	

				Through audit and practitioner workshop CPC will see evidence of increased awareness & identification of CSA & CSE	
	Assessment Tools - Continued implementation of assessment tools to support practitioners assessment of need and risk <ul style="list-style-type: none"> • National risk framework • Assessment and Care (Neglect) 	Brian Reid, Patricia Renfrew / GIRFEC QI Group	April 2021 to April 2023	Through audit child's plans will be reviewed and evaluated using CI criteria to evidence <ul style="list-style-type: none"> • Use of the tools • Quality of assessment • How the use of the tool has impacted on outcomes for children and their families 	
	Child's Plans - the CPC will raise awareness of the guidance for writing child's plans for children on the CP register	Brian Reid, Patricia Renfrew, GIRFEC QI Group	April 2021 to April 2023	Through audit and QA by the CARO's the quality of child's plans will be monitored and evaluated and feedback provided to the worker to enhance practitioner knowledge and skills Common vision of what "good" quality indicator looks like for CP assessments and plans will be established	

	Multi agency manager development sessions - Managers from partner agencies will come together to share practice, explore respective roles and responsibilities and to review current practice	S Cairns/M McKinnon/ L&D	Annually date to be arranged	Managers will <ul style="list-style-type: none"> • understand respective roles • agree how agencies can work better together to improve outcomes for children • agree practice priorities for 2021/22 Sessions will be evaluated and information gathered will inform future development sessions	
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OUTCOME 3 <i>We help our children and young people to keep themselves safe</i>					
OBJECTIVES	ACTIONS	LEAD & Key People involved	TIMESCALE	EVIDENCE or OUTCOME MEASURES	PROGRESS REPORT CPC Review

3.1 Child protection in education	To be clear on the types of support that will be provided to children and families through schools and partners while awaiting a response from CAHMS on referrals	Link person to CPC - Louise Lawson- Education Manager for Inclusion and Equality.	Aug 2021	Comparison of Feedback from education staff on confidence levels prior to and after training.	
	To provide evaluation and feedback to CPC on the Counselling in Schools Service. To provide evaluation and feedback on the LGBTQ+ Network in Hermitage Academy to CPC.	Health/Education Steering Group	Feb 2022	Reports presented to CPC by Education representative	
	To continue to deliver safety messages via the Communications Sub-Group, particularly around online safety information for children, parents and carers	Louise Lawson	April 2022	Reports from Communications Sub-Group Chairperson	
3.2 Scottish Fire & Rescue Service community engagement and keeping children safe	To provide mentoring opportunities with individual children around role models and fire service values	Albert Bruce	April 2022	Annual report on the numbers and impact of the mentoring opportunity for the YP(s) involved	

	Fire stations to continue to be designated as a safe zone where children in trouble can come and speak to someone	Albert Bruce	April 2022	Our Policies and procedures reflect the service priority for children's safety. Staff are aware that any child needing assistance can access fire stations and youth engagement confirms this as part of service values	
	SFRS will visit all children on the CP Register / vulnerable families to undertake fire safety checks and provide advice and practical assistance to ensure homes are safe spaces for children	Albert Bruce	April 2022	Annual report to be brought to CPC by SFFS providing numbers of families visited and the range of remedial activity undertaken to ensure homes are safe spaces for children	

OUTCOME 4 We effectively identify children at risk share information timeously and act together to protect them from harm					
OBJECTIVES	ACTIONS	LEAD & Key People involved	TIMESCALE	EVIDENCE or OUTCOME MEASURES	PROGRESS REPORT CPC Review
4.1 The CPC is alert to the potential that agencies may see an increase in domestic abuse referrals due to COVID-19. All staff across agencies require to have a greater awareness of DA and be confident with appreciative enquiry	DA Guidance and Flowchart implementation to be evaluated and regular audits of referrals to be carried out	LO CPC	April 2022	Consultation of staff and audit results will reflect consistent use of pathway and all referrals managed appropriately	
	Police Scotland will ensure there is an increased awareness of DA and to make referrals as appropriate within the organisation	Police Scotland/ Grant MacLeod	April 2022	Increase in referrals from Police Scotland and improved feedback from agencies such as Women's Aid and ASSIST	
	As part of the implementation of the DA pathway all practitioners will be trained in the use of the DASH assessment tool	MARAC Coordinator	April 2022	Training will be delivered to practitioners across A&B and evaluated Through focus groups and audit activity staff have increased confidence in working with victims of DA and processes are embedded in practice	
	CPC will be regularly updated on the work of MARAC and have oversight of emerging themes/issues that may require to be prioritised and progressed by the CPC	MARAC Coordinator	November and May	MARAC report will be presented to CPC highlighting the need for specific CPC activity / actions	

4.2 The quality of our child protection investigations and risk management continues to improve	IRD multi agency audit of initial responses to be undertaken using an agreed audit tool on a regular basis and findings to be presented to CPC	Sandra Getting's	Biennial Report May/Nov	<p>A report will be presented to CPC on the quality of IRD's undertaken and will highlight areas of learning and how this has been addressed</p> <p>Following each audit cycle</p> <p>Workers involved in the IRD will be given feedback from members of the IRD group and will focus on quality and areas for improvement</p>	
	<p>A similar process will be applied to the quality of Joint Investigative Interviews (JII's) to ensure that the interviews are being conducted as per agreed JII national guidance and that interviews are child centred</p> <p>The CPC, is not one of the pilot sites for the new JII training programme, the learning from the pilot sites will be reviewed by the CPC and applied to practice</p>	Sandra Getting's	Biennial Report May/Nov	<p>A report will be presented to CPC on the quality of IRD's undertaken and will highlight areas of learning and how this has been addressed</p> <p>Workers involved in the IRD will be given feedback from members of the IRD group and will focus on quality and areas for improvement</p>	

4.3 We effectively assess and plan for children at risk	<p>All children on the CPR have an up to date chronology and considered by each CPC conference</p> <p>Encourage all staff to use the risk assessment framework to evidence level of risk</p> <p>All children on the CPR have a child's plan with robust SMART outcomes</p>	<p>Brian Reid, Patricia Renfrew, GIRFEC QI Group</p>	<p>Regularity of audit activity to be agreed and complete by April 2022</p> <p>August 2022</p>	<p>Through case file auditing the CPC would seek assurances that -</p> <ul style="list-style-type: none"> • chronologies are of a consistently good standard and are being used to inform assessment • risk tools are being regularly used as part of the assessment of need and risk • children on the CPR have SMART child's plans that are updated and inform CP Review Conferences 	
	<p>Child's Journey - Continue tracking of small group of children and their journey through the child protection system from referral to destination (due to current situation this may have to partially be retrospective)</p>	<p>M McKinnon/S Cairns</p>	<p>April 2022</p>	<p>The child's progress will be monitored quarterly using an agreed information template and each child's journey will be recorded and outcomes identified</p>	
4.4 We develop our approaches to the child protection case conference model and ensure children's rights are upheld and respected	<p>Case conferences & YPSP meetings are strength based and child and family focused and are informed by the child's plan, chronologies and current risk assessment</p>	<p>Mark Lines</p>	<p>File Audit- November 2021</p>	<p>A sample audit of casework will be undertaken to identify how well children and families are engaged in the process</p>	

			Observations to be completed by April 2022	The CPC lead officer will observe a sample of case conferences and prepare a report for the CPC identifying strengths of existing approaches and recommendations for further practice development	
4.5 We work together to improve the outcomes for children at risk Connects to 2.1	Improved interface between children & adult services particularly where parental mental health substance misuse and domestic abuse are present	C&F & Adult Care Head of service	April 2022	Adult service workers have greater understanding of role within child protection work and contribute to assessments and attend meetings when required. Likewise for C&F staff.	
	Review the current YPSP and sexually harmful behaviour with a view to updating to reflect practice changes and research	High risk working group	Sept 2021	Report to CPC by group setting out changes and how document will be updated	
	Re-write document and implement across agencies/services Evaluate the impact of the YPSP and sexually harmful behaviours protocol on practice and outcomes for children / Y P	High risk working group	Oct 2021 to April 2022	Audit a sample of YP with SHB's and the impact of the protocol on assessment and risk management. Report to be brought to CPC with findings and recommendations for future development	

STRATEGIC PRIORITY STRATEGIC PLANNING					
OUTCOME 5 <i>Collaboration across Public Protection raises awareness of cross-cutting challenges and opportunities for shared solutions in child protection</i>					
OBJECTIVES	ACTIONS	LEAD & Key People involved	TIMESCALE	EVIDENCE or OUTCOME MEASURES	PROGRESS REPORT CPC Review
5.1 Protection of children is a key aim across public protection planning and delivery particularly in relation to children affected by adult mental health, domestic violence, substance misuse and criminal behaviour	CPC develops stronger links and influence through information sharing, joint training and membership of other partnerships such as APC, MAPPA, MARAC, VAW and ADP, All our Children (AOC Third sector collab)	S Cairns/M McKinnon/CPC partners	April 2021-23	Child protection interface with public protection reflected in CPC and partnership reporting to COG Evidence through minutes of meetings, training events, joint sessions etc	

STRATEGIC PRIORITY PUBLIC INFORMATION and COMMUNICATION					
OUTCOME 6 <i>Children, their carers and their families are supported to be fully involved in child protection decision making processes</i>					
OBJECTIVES	ACTIONS	LEAD & Key People involved	TIMESCALE	EVIDENCE or OUTCOME MEASURES	PROGRESS REPORT CPC Review
6.1 The views and experiences of children and their families are systematically recorded and reported to CPC	Advocacy services will engage with children on the CP register to understand their experience and to provide the CPC with recommendations as to how things can be improved	Susan Cairns Jill Gawish	Bi-annually	Report by Advocacy services reflects the views and thoughts of children and their families which inform future CPC priorities and activity	
	Evidence of child and parent's views are recorded in child's plans using their own words	A&B Strategic/ Girfec Imp Groups/ CARO's	Biennial	Use of Child' plan audit tool as part of wider review of quality of child's plans CARO's will review child's plans using the agreed tool to gather reflect how well children's views are being reflected in child's plans Minutes of CPCC's and reviews will provide evidence of children's views being sought and actioned	
	Third Sector will continue to offer support to Children and their families to engage	Sharon Erskine	Bi - Annually	All our Children rep will report figures collated from third sector agencies on	

	<p>with plans and to engage in a meeting setting.</p> <p>Third Sector All Our Children (AOC) will continue to support third sector agencies to access training on contributing effectively to a Child Plan.</p> <p>Third sector AOC will support agency understanding of the DA Pathway and Parental Mental Health protocol.</p> <p>CPC will be regularly updated on the work of AOC and have oversight of emerging themes/issues for Third Sector Partners</p>		Bi - Annually	<p>how many children they are supporting with their child plan</p> <p>All our Children rep will actively encourage agencies to expand their knowledge, understanding and skill set by accessing training opportunities and will feedback to CPC on uptake.</p>	
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OUTCOME 7 <i>Engagement with children, families and communities and raising public awareness</i> <i>There is evidence of greater public awareness of child protection</i>					
OBJECTIVES	ACTIONS	LEAD & Key People involved	TIMESCALE	EVIDENCE or OUTCOME MEASURES	PROGRESS REPORT CPC Review
7.1 Raising public awareness of child protection need to be a priority of the CPC to ensure that communities are equipped with information that allows them to take action if they are concerned about the safety and wellbeing of a child	On line safety messages to be produced regularly and CSE to be targeted. Safety messages to be sent via Schools	Police Scotland/ Communication s Sub-Group	Quarterly	Police and Education members report an increase in confidence and a reduction in online offence reporting	
	Produce up to date leaflets	L&D Sub group	Dec 2020	Leaflets printed and circulated across all partner agencies	
	Improve CPC website for public access	Comm Engag Working Group	By April 2021	Number of hits to the website	
7.2: Engage with young people to ascertain their views on CP processes and safety in the community- Link to HRWG plan and YP Advisory Group.	Public protection e-learning module for professionals to be reviewed	L& D Working Group	October 2021	Regular reporting to CPC on numbers, staff groups using it, evaluations etc	
	- Link to HRWG plan and YP Advisory Group. Young people to be involved in setting priorities for plan 2023-2025	Communication Sub Group	October 2021 2023	Contact established with the YP advisory group. YP views will be recorded on CPC minutes and reflected in the strategic plan.	

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