



**FINAL DRAFT FOR APPROVAL BY CYPFP**  
**CPC Improvement Plan 2018 – 2020**

Published: TBC 2018

**Getting it Right**  
**in Perth and Kinross**  
*Helping children be the best they can be*

## Introduction

Welcome to the Perth and Kinross Child Protection Committee (CPC) Improvement Plan 2018 – 2020.

This Improvement Plan builds upon our ongoing self-evaluation work to support continuous improvement, as we strive for excellence in all aspects of our partnership work to protect children and young people.

This Improvement Plan is aligned with and supports the [Tayside Plan for Children, Young People and Families 2017 – 2020](#) and the [Perth and Kinross Community Plan \(Local Outcomes Improvement Plan\) 2017 – 2027](#).

Perth and Kinross CPC and partners are committed to [continuous improvement through self-evaluation](#); as demonstrated by this CPC Improvement Plan 2018 – 2020. This shared commitment is also demonstrated through our partnership CPC Business Model; Quality Assurance and Self-Evaluation Strategy; CPC Management Information and Performance Outcome Framework; CPC Annual Self-Evaluation Calendar; CPC Annual Development Day and our CPC Annual Standards and Quality Report.

## National Context

The Scottish Government wants Scotland to be the best place in the world for children and young people to grow up so that they become: *successful learners; confident individuals; effective contributors and responsible citizens*.

All children and young people (including unborn babies) have the right to be cared for and protected from harm and abuse and to grow up in a safe environment in which their rights are respected and their needs met. Children and young people should get the help they need; when they need it and their safety is always paramount.

The protection of children and young people in Scotland is set within the wider policy context of [Getting it right for every child](#) (GIRFEC); the [Early Years Framework](#) and the [UN Convention on the Rights of the Child](#).

[GIRFEC](#) promotes action to improve the wellbeing of all children and young people across eight indicators of wellbeing. The [wellbeing indicators](#) are designed to optimise wellbeing and guide staff working with children, young people and their families to ensure that they are as **safe; healthy; achieving; nurtured; active; respected; responsible and included** as they can be.

The national policy approach has also been enhanced and strengthened by the [Scottish Government's Child Protection Improvement Programme \(CPIP\)](#) as articulated by:

1. [Protecting Scotland's Children and Young People: It is Still Everyone's Job](#) (Dyer: 2017)
2. [Child Protection Improvement Programme Report](#) (Scottish Government: 2017).

## Tayside Wide Context

### Tayside Plan

Within and across Tayside, the [Tayside Plan for Children, Young People and Families 2017 – 2020](#) is the first joint plan to be produced by the three Community Planning Partnership (CPP) areas of Angus, Dundee and Perth and Kinross.

It reflects shared leadership towards multi-agency cross-border collaboration in the planning, management, commissioning, delivery, evaluation and improvement of services to children, young people and families. It also reflects a shared and longstanding commitment to implementing [Getting it right for every child](#) (GIRFEC).

The Plan has been developed by the three Councils, NHS Tayside, Police Scotland, Health and Social Care Partnerships, the Third Sector and other organisations to ensure a consistent approach towards agreed priorities and an absolute focus on improving outcomes for all children, young people and families, regardless of their circumstances.

The Plan focuses on reducing inequalities, promoting educational attainment and enabling children and young people with additional and complex health concerns to access high quality healthcare services. It promotes targeted support towards the early years and addressing the key issues which can act as barriers to children and young people achieving their full potential as they move towards and into adulthood.

In line with [GIRFEC](#), it will ensure that all partners will:

- Reduce inequalities and disadvantage
- Protect the most vulnerable from harm
- Take the right action to prevent needs arising in the first place
- Provide the right support to meet needs at the earliest appropriate time
- Deliver individualised, proportionate and whole family based support
- Provide services which are experienced as integrated and consistent
- Involve children, young people and parents in the design of services
- Develop holistic services for children, parents and communities
- Improve outcomes.

## **Tayside Vision**

The Plan will achieve the Vision of ensuring that:

***“Our children and young people will have the best start in life and Tayside will be the best place in Scotland to grow up”***

## **Tayside Priorities**

The Plan contains five shared priorities; all of which are underpinned by a strong policy and legislative context. Individually and collectively, these shared five priorities will help realise the shared vision. Five Priority Groups are taking forward these five shared priorities which are:

1. Our children will have the best start in life, they will be cared for and supported to learn in nurturing environments
2. Our children, young people and their families will be meaningfully engaged with learning and combined with high quality learning experiences, all children and young people will extend their potential
3. Our children and young people will be physically, mentally and emotionally healthy
4. Our children and young people who experience particular inequalities and disadvantage will achieve health, wellbeing and educational outcomes comparable with all other children and young people
5. Our children and young people will be safe and protected from harm at home, school and in the community.

## **Perth and Kinross Context**

### **Perth and Kinross Community Plan**

Within Perth and Kinross, the [Perth and Kinross Community Plan \(Local Outcomes Improvement Plan - LOIP\) 2017 – 2027](#) clearly articulates an ambitious vision for the future of our area, our communities and our families. The Plan clearly describes how the [Perth and Kinross Community Planning Partnership](#) (CPP) will achieve our shared ambition for excellence.

This is our Plan for positive outcomes for everyone in the area and in particular to tackle stubborn and persistent inequalities which can reduce life chances and opportunities for people.

The Plan is about improving the lives and experiences of everyone who lives, works and visits here. Its development and delivery is overseen by the CPP comprising public, private and third sector bodies.

### **Perth and Kinross Vision**

The vision for the next decade is simple and has been developed in dialogue with people who live in Perth and Kinross:

***“Creating a confident, ambitious and fairer Perth and Kinross, for all who live and work here”***

## Perth and Kinross Strategic Objectives

The Plan contains five strategic objectives to deliver the vision:

1. Giving every child the best start in life
2. Developing educated, responsible and informed citizens
3. Promoting a prosperous, inclusive and sustainable economy
4. Supporting people to lead independent, healthy and active lives
5. Creating a safe and sustainable place for future generations.

## Perth and Kinross Fairness Commission

In 2016, under the auspices of the CPP, a [Perth and Kinross Fairness Commission](#) was established to learn more about how people living in the area experience poverty and inequality in their everyday lives, and the circumstances which prevent them from reaching their full potential.

The outcome of this process is the [Perth and Kinross Fairer Futures Report and Recommendations \(2017\)](#), which offers clear direction for public organisations, employers and communities across Perth & Kinross to collectively address the challenges, and in doing so, transform people's lives. The Commission's report is not an end; rather, it is a beginning. This report marks the start of the next stage of our journey with a challenge.

Fairer Futures aims to spark a renewed and re-energised focus across the whole community, of the continued need to tackle poverty and stubborn inequalities, to transform people's lives and ensure a bright future for all in Perth and Kinross.

## Work of the Child Protection Committee (CPC)

The work of the [Perth and Kinross Child Protection Committee](#) in protecting children and young people from harm, abuse, neglect and exploitation and in keeping them safe is fundamental to realising our vision for improving wellbeing and ensuring better outcomes for our most vulnerable and at risk children and young people.

The work of the CPC is articulated in this CPC Improvement Plan, which is aligned with, and supports both the [Tayside Plan for Children, Young People and Families 2017 – 2020](#) and the [Perth and Kinross Community Plan \(Local Outcomes Improvement Plan\) 2017 – 2027](#).

The CPC supports the ethos that ***getting it right for every child is everyone's job*** and that it is ***still everyone's responsibility to keep children safe***.

## Underpinning National Policy Documents

Underpinning the work of the CPC are *three key* national child protection policy documents; namely [National Guidance for Child Protection in Scotland 2014](#) (Scottish Government: 2014) and two quality improvement frameworks [How well do we protect children and meet their needs?](#) (HMIE: 2009) and [How well are we improving the lives of children and young people?](#) (Care Inspectorate: 2014).

Part 2 of the [National Guidance for Child Protection in Scotland 2014](#) describes the functions of Child Protection Committees as ***continuous improvement; strategic planning and public information and communication***.

These are further described as follows:

### Continuous Improvement

- Policies, procedures and protocols
- The importance of self-evaluation in improving services to protect children
- Promoting good practice
- Learning and 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

## Other Underpinning National Reports and Publications

In addition to the above, there are a number of other national reports and publications underpinning this Improvement Plan. These include:

- [It's everyone's job to make sure I'm alright: Report of the Child Protection Audit and Review](#) (Scottish Executive: 2002)
- [National Framework for Child Protection Learning and Development in Scotland 2012](#) (Scottish Government: 2012)
- [Getting Our Priorities Right: Updated Good Practice Guidance for all Agencies and Practitioners Working with Children, Young People and Families Affected by Problematic Alcohol and / or Drug Use](#) (Scottish Government: 2013)

- [A report on the effectiveness of child protection arrangements across Scotland](#) (Care Inspectorate: 2014)
- [Safeguarding Scotland's vulnerable children from abuse: A review of the Scottish system](#) (Brock: 2014)
- [Scotland's National Action Plan to Tackle Child Sexual Exploitation](#) (Scottish Government: 2014)
- [Progress Report: Safeguarding Scotland's vulnerable children from abuse: A review of the Scottish system \(The Brock Report\) and National Action Plan to Tackle Child Sexual Exploitation](#) (Scottish Government: 2015)
- [National Guidance for Child Protection Committees: Conducting Significant Case Reviews](#) (Scottish Government: 2015)
- [Scotland's National Action Plan to Prevent and Tackle Child Sexual Exploitation – Update March 2016](#) (Scottish Government: 2016)
- [Scotland's National Action Plan to Prevent and Tackle Child Sexual Exploitation – Progress Report 2016 / 2017](#) (Scottish Government: 2017)
- [National Missing Persons Framework for Scotland](#) (Scottish Government: 2017)
- [Trafficking and Exploitation Strategy](#) (Scottish Government: 2017).

### **About this CPC Improvement Plan 2018 – 2020**

This Improvement Plan has been published as an agreed statement of intent, which partners are jointly committed to deliver. We have confirmed that our capacity for improvement remains strong.

It is our individual and collective continuous improvement programme for services to protect children and young people in Perth and Kinross. It describes and sets out our planned programme of improvements for 2018 – 2020. It is a dynamic resource and further areas for development and / or improvement will be added as and when required.

In developing this Improvement Plan we have taken cognisance of the various national and local drivers; including the existing and emerging legislative and policy contexts. It has also taken cognisance of previous and existing improvement planning frameworks and existing and emerging scrutiny and inspection frameworks.

In particular, this Improvement Plan reflects the pre-Inspection Joint Self-Evaluation Report (August 2017) and the [Joint Inspection Report for Services for Children and Young People in Perth and Kinross](#) (Care Inspectorate: April 2018).

This Improvement Plan is outcome-focused. It has been structured in alignment with some of the key questions the Care Inspectorate and other scrutiny bodies have adopted for evaluative purposes and which allows for easy reporting in the CPC Annual Standards and Quality Reports.

These key questions are:

- *What key outcomes have we achieved?*
- *How well do we meet the needs of our stakeholders?*
- *How good is our delivery of services for children, young people and families?*
- *How good is our management?*
- *How good is our leadership?*

This Improvement Plan contains a number of Actions / Tasks; some of which are a priority and others which are ongoing and / or maintenance. These are presented in a way which is intended to be SMART: ***specific; measurable; achievable; realistic*** and ***time-limited***. Each action / task is aimed at keeping children and young people safe; protected them from harm, abuse, neglect and exploitation and at delivering better outcomes for children, young people and their families. Strategic Leads are identified for each of the Actions / Tasks.

### **Monitoring, Evaluation, Outcomes and Impact**

The Child Protection Inter-Agency Coordinator will be responsible for coordinating this Improvement Plan on behalf of the CPC. This Improvement Plan will be monitored, evaluated and reviewed regularly by the CPC. The CPC will consider regular progress / update reports on each Actions / Tasks and will, in turn, provide regular updates to the Children, Young People and Families Partnership (CYPFP).

### **Perth and Kinross Child Protection Committee**

**TBC 2018**



CPC Improvement Plan 2018 – 2020					
Date	Progress / Update Report	Total Actions / Tasks	Total Actions / Tasks Completed	Total Actions / Tasks Added	Total Actions / Tasks Ongoing
TBC 2018	Publication Date	17	0	17	17

#### RAG Legend – Red Amber Green

<b>R</b>	<b>RED:</b> There are <b>significant</b> issues and / or risks that are impacting on the action / task right now = we are not delivering the action / task on time / scope / budget
<b>A</b>	<b>AMBER:</b> There are <b>some</b> issues and / or risks that are impacting on the action / task if not fixed = we are at risk of not delivering the action / task on time / scope / budget
<b>G</b>	<b>GREEN:</b> There are <b>no</b> issues and / or risks impacting on the action / task which is progressing according to plan = we are delivering the action / task on time / scope / budget

No	Outcome	Action / Task	Strategic Lead	Timescale	R A G
What key outcomes have we achieved?					
1	Use of multi-agency performance management information enables us to analyse trends and underpins our self-evaluation and improvement	1.1: Develop and test further qualitative measures in relation to the impact of key child protection interventions and processes for children and young people which reflect their experiences of services	Independent Chair of the CPC	By 31 March 2019	A
		1.2: Implement and embed the new Scottish Government / Care Inspectorate / CELCIS Shared Data Set for Vulnerable Children and Young People to further enhance the prevention and scrutiny role of the CPC and the CYPFP	CPC Inter-Agency Child Protection Coordinator	By 31 December 2019	A
How well do we meet the needs of our stakeholders?					
2	Children and young people’s voices in planning and decision making processes ensures that they are kept safe and promotes their wellbeing	2.1: Further develop the existing provisions for seeking children and young people’s views before, during and after key decision making meetings and extend the reach and use of the Mind Of My Own (MOMO) App to child protection processes	Chair of the CPC Practice Improvement Working Group	By 31 March 2019	A
		2.2: Review and explore the potential resources to strengthen and / or increase the existing advocacy support provisions for children and young people; including Independent Advocacy  (Being taken forward in partnership with the Tayside Regional Improvement Collaborative – Priority Group 5 (Safeguarding and Child Protection))	Chair of the CPC Practice Improvement Working Group	By 31 March 2019	A

No	Outcome	Action / Task	Strategic Lead	Timescale	R A G
3	Coordinated help and support to pregnant women and their families ensures earlier intervention and enhances the wellbeing of infants in the first year of life	<p><b>3.1:</b> Develop and implement in partnership with CELCIS, a three-strand joint programme of work to address neglect and enhance wellbeing – <i>Getting it Right in Perth and Kinross: Pre-Birth and into the first year of life</i>. Three strands of improvement work to:</p> <ol style="list-style-type: none"> <li>1. Better enable communities to offer help and support to women and their families</li> <li>2. Better enable people (practitioners, volunteers, community members) to work together to ensure women and their families get the right help at the right time</li> <li>3. Better enable midwifery and health visiting to provide women and families with access to the right help and support</li> </ol>	PKC ECS Implementation Lead and NHS Tayside Implementation Lead	By 31 December 2020 (Longer Term Initiative – Ongoing)	A
		<b>3.2:</b> Develop and implement a needs-led early intervention pathway and consistent approach across all services and agencies to support pregnant women who are vulnerable and which supports the identification, assessment and management of concerns for their unborn babies	Lead Nurse, Child Protection, NHS Tayside	By 31 March 2019	A
4	Children and young people benefit from an effective early response when they may be at risk of poor parenting and neglect	<b>4.1:</b> Develop and implement a robust early response, intervention and support pathway for children and young people who are living in circumstances where poor parenting and neglect may have an adverse impact on their health and wellbeing	<p>Head of Service Perth and Kinross Council Children, Young People and Families Service</p> <p>Head of Service NHS Tayside, Children, Young People and Families Service</p>	By 30 September 2019	A

No	Outcome	Action / Task	Strategic Lead	Timescale	R A G
		<b>4.2:</b> Improve responses to children and young people whose health is at risk as a result of missed health appointments	Head of Service Perth and Kinross Council Children, Young People and Families Service  Head of Service NHS Tayside, Children, Young People and Families Service	By 30 September 2019	<b>A</b>
<b><i>How good is our delivery of services for children, young people and families?</i></b>					
<b>5</b>	Robust and consistent inter-agency referral discussions ensure highly effective actions to protect children and young people	<b>5.1:</b> Develop and implement a consistent approach to inter-agency referral discussions (IRDs) to further improve day-to-day culture and practice; improve information sharing, improve recording and decision making arrangements, all of which provides better outcomes for children and young people  (Being taken forward in partnership with the Tayside Regional Improvement Collaborative – Priority Group 5 (Safeguarding and Child Protection))	Chair of the CPC Practice Improvement Working Group	By 31 December 2018	<b>A</b>
<b>6</b>	Effective information sharing and compliance with our Code of Practice ensures children and young people are kept safe and their wellbeing is promoted	<b>6.1:</b> Review and refresh the existing Perth and Kinross Practitioner's Guide and Toolkit: Information Sharing, Confidentiality and Consent; in particular the Practitioner's Aide Memoire and Code of Practice to ensure it remains legally compliant with, and takes cognisance of, the General Data Protection Regulation (GDPR) which come into effect on 25 May 2018	CPC Inter-Agency Child Protection Coordinator and Perth and Kinross Council Legal Services	By 31 October 2018	<b>G</b>

No	Outcome	Action / Task	Strategic Lead	Timescale	R A G
7	Chronologies are used effectively to identify significant events, patterns of risk and inform multi-agency assessments of risk	<p><b>7.1:</b> Review and refresh the existing Tayside Practitioner's Guide: Chronologies; in particular the Chronology Template; ensure that all services and agencies, including adult services, can and are able to contribute to a multi-agency Chronology and that it continues to be a high quality and effective tool in the joint holistic assessment of risk and needs and in joint planning to protect children and young people</p> <p>(Being taken forward in partnership with the Tayside Regional Improvement Collaborative – Priority Group 5 (Safeguarding and Child Protection))</p>	Chair of the CPC Practice Improvement Working Group	By 31 December 2018	A
8	High quality assessment frameworks take a holistic approach to assessing risks and are effective in formulating plans to protect children and young people	<b>8.1:</b> Review the existing single service / agency assessment frameworks and ensure that all services and agencies, including adult services, can and are able to contribute to a joint holistic assessment of risks and needs which informs joint planning to protect children and young people	Chair of the CPC Practice Improvement Working Group	By 31 March 2019	A
9	SMART Child's Plans are used effectively to protect children and young people by clearly setting out timescales for actions and are used well to measure progress against intended outcomes	<b>9.1:</b> Review the existing Tayside Child's Plan and ensure that all services and agencies, including adult services, can and are able to timeously contribute to a SMART Child's Plan to address risks and needs and in joint planning to protect children and young people	Chair of the CPC Practice Improvement Working Group	By 31 March 2019	A

No	Outcome	Action / Task	Strategic Lead	Timescale	R A G
10	Child Protection Case Conferences are held within specified timescales and multi-agency decision making is supported by the provision of good quality multi-agency reports	10.1: Continue to monitor and sustain improvement in Child Protection Case Conferences; in particular the timescales for Pre-Birth Child Protection Case Conferences and Initial Child Protection Case Conferences	Service Manager (Fieldwork Services) Services for Children, Young People and Families and Midwifery Manager and Lead Nurse / Interim Service Manager, Children, Young People and Families NHS Tayside	By 31 March 2019	A
		10.2: Continue to monitor the provision and quality of multi-agency reports and assessments for all types of Child Protection Case Conferences	Service Manager (Fieldwork Services) Services for Children, Young People and Families	By 31 March 2019	A
How good is our management?					
11	The CPC continues to be a highly effective multi-agency partnership working tirelessly to protect children and young people	11.1: Review and refresh the component parts of the existing CPC business model to ensure it remains a high performing and effective multi-agency partnership committed to continuous improvement, strategic planning, public information and communication to protect children and young people	Independent Chair of the CPC and CPC Inter-Agency Child Protection Coordinator	By 31 March 2019	G

No	Outcome	Action / Task	Strategic Lead	Timescale	R A G
<b><i>How good is our leadership?</i></b>					
12	The work of the Chief Officers' Group; the Chief Social Work Officer and the CPC is compliant with national guidance	<b>12.1:</b> Following the National Chief Officers' Leadership Event (2 May 2018) implement and embed the new Scottish Government Guidance <i>Protecting Children and Young People: Child Protection Committees and Chief Officer Responsibilities</i> (when published)	Independent Chair of the CPC and Chief Social Work Officer and CPC Inter-Agency Child Protection Coordinator	By 31 March 2019	<b>G</b>

## Ongoing / Maintenance 2018 – 2020

No	Ongoing / Maintenance – Actions / Tasks – Monitor by Thematic Progress Reporting to CPC	Timescale
1	Continue to improve by implementing existing and emerging Scottish Government child protection legislative and policy developments; which also arise from the Scottish Government's Child Protection Improvement Programme (CPIP) Reports (2) per their Recommendations and Action Points and from the Scottish Child Abuse Inquiry (CABI)	Ongoing 2018 – 2020
2	Continue to improve the Multi-Agency Screening Group (MASG), in compliance with emerging legislative and policy developments (i.e. GDPR and the Information Sharing Provisions per Part 4 and 5 of The Children and Young People (Scotland) Act 2014	Ongoing 2018 – 2020
3	Continue to improve the Joint Investigative Interview Arrangements in keeping with National Joint Investigative Interview Requirements; the Scottish Courts and Tribunals Service (SCTS) Evidence and Procedure Review and the Stop To Listen and Trauma Informed Practice approaches	Ongoing 2018 – 2020
4	Continue to improve culture, ethos and practice by implementing and sharing the lessons learned from National and Local Initial Case Reviews (ICRs) and Significant Case Reviews (SCRs)	Ongoing 2018 – 2020
5	Continue to improve and monitor the attendance, provision of written reports and timescales for all Child Protection Case Conferences (CPCCs)	Ongoing 2018 – 2020
6	Continue to improve the involvement and participation of children, young people and their families in key child protection processes and in the work of the CPC	Ongoing 2018 – 2020
7	Continue to improve awareness and understanding of abuse and exploitation; in particular Child Sexual Exploitation (CSE); by implementing the provisions of the CSE Work Plan and by supporting the work of the Young People's CSE Advisory Group	Ongoing 2018 – 2020
8	Continue to improve joint partnership working, particularly between the Children, Young People and Families Partnership (CYPFP); Adult Protection Committee (APC); Alcohol and Drug Partnership (ADP); Child Protection Committee (CPC); Multi-Agency Public Protection Arrangements (MAPPA) and the Violence Against Women Partnership (VAWP); to promote an all-system / whole-family approach to children and young people affected by transitions; domestic abuse; parental mental ill-health and parental problematic alcohol and / or drug use	Ongoing 2018 – 2020
9	Continue to improve the culture, ethos, practice, competence and confidence of practitioners by delivering and implementing a Workforce Learning and Development Framework and a Programme of Opportunities which includes training on Child Protection; Working with Non-Engagement including Disguised Compliance; Over-Optimism; Professional Challenge and Curiosity; Adverse Childhood Experiences (ACEs) and Trauma Informed Practice	Ongoing 2018 – 2020
10	Continue to improve practice by further promoting, embedding and / or consolidating the <i>Getting it Right for Every Child</i> approach; including the National Practice Model; Named Person and Lead Professional	Ongoing 2018 – 2020