

FINAL DRAFT



CPC Improvement Plan 1 August 2021 – 31 July 2023

Published:

Introduction

Welcome to the Perth and Kinross Child Protection Committee (CPC) Improvement Plan 1 August 2021 – 31 July 2023.

This Two-Year Improvement Plan builds upon previous CPC Improvement Plans and our ongoing quality assurance and self-evaluation work to support our continuous improvement; as we continue to strive for excellence in all aspects of our partnership work to protect children and young people.

This CPC Improvement Plan is aligned with, and strongly supports, the [Tayside Plan for Children, Young People and Families 2021 – 2023](#) 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. This shared commitment is also demonstrated through our partnership CPC Business Model; Quality Assurance and Self-Evaluation Strategy; CPC Monthly Management Information and Performance Outcome Framework; CPC Annual Self-Evaluation Calendars; CPC Annual Development Days and our CPC Annual Standards and Quality Reports.

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* and where children are *loved, safe and respected and realise their full potential*.

All children and young people (including unborn babies) have the right to be cared for and protected from harm, abuse, neglect and exploitation 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. It should be the right help; from the right people; at the right time and their safety is always paramount.

The care and protection of children and young people in Scotland is set within the wider policy context of [Getting it right for every child \(GIRFEC\)](#); the [UN Convention on the Rights of the Child](#) and more recently within the findings from the [Independent Care Review: The Promise](#) (2020) which clearly advocates Scotland's ambition for children and young people – *we grow up loved, safe and respected so that we realise our full potential*. We also acknowledge [The Plan 2021 – 2024](#) which sets out the current five priority areas and key milestones – *the right to a childhood; whole family support; supporting the workforce; planning and building capacity*.

[GIRFEC](#) promotes action to improve the wellbeing of all children and young people across eight indicators of wellbeing. The GIRFEC approach has been tested and developed across Scotland since 2006. It is based on research evidence and the experiences of practitioners, families and children.

The [GIRFEC wellbeing indicators \(SHANARRI\)](#) 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.

Tayside Context

Tayside Plan

Within and across Tayside, the [Tayside Plan for Children, Young People and Families 2021 – 2023](#) continues to be the shared/joint plan 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 Tayside 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.

Tayside Plan – Our 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 Plan – Our Five Priorities

1. Our children will have the ***best start in life*** in a nurturing environment
2. Our children and young people will be ***meaningfully engaged with high quality learning*** experiences to extend their potential
3. Our children will ***grow up healthy, confident, and resilient*** with improved mental and physical health and strengthened emotional wellbeing
4. Our children, young people and families at risk, who face significant inequalities and disadvantage, will have ***improved life chances***
5. Our children and young people are ***safe from harm***

Tayside Plan – Our Guiding Principles

- Rights based – this means that there is evidence that children’s rights are considered in everything we do and that rights are promoted or enhanced by what we are doing
- Easily understood and accessible – we will make sure that we clearly say what we are doing and what difference it will make. We won’t use confusing or stigmatising language, acronyms or jargon to ensure everyone has the same understanding of what we want to do
- Based on what people with lived experience tell us – this means asking, listening, and acting on the voice and experience of people who use services and have lived experience

- Linked clearly to evidence – it will be clear what our evidence base shows and we will measure the difference we are making. This will include use of data measures and the views of those accessing services, staff working with families, national impact reports and local research etc
- Making the best use of resources – the benefits of working together on a Tayside basis and across different agencies/services will be clearly stated

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 Community Plan 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 Community Plan 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

Work of the Perth and Kinross 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 2021 – 2023](#) 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 2021](#) (Scottish Government: 2021); [Protecting Children and Young People: Child Protection Committee and Chief Officer Responsibilities](#) (Scottish Government: 2019) and [A Quality Framework for Children and Young People in Need of Care and Protection](#) (Care Inspectorate: 2019).

[Protecting Children and Young People: Child Protection Committee and Chief Officer Responsibilities](#) (Scottish Government: 2019) describes the functions of Child Protection Committees as:

- *Continuous improvement*
- *Public information, engagement and participation*
- *Strategic planning and connections*
- *Annual reporting on the work of the CPC*

About this CPC Improvement Plan 1 August 2021 – 31 July 2023

This Two-Year CPC Improvement Plan has been published as an agreed statement of intent, which partners are jointly committed to deliver; confirming that our capacity for improvement remains very strong. It is both ambitious and comprehensive.

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 2021 – 2023. It is a dynamic resource and further areas for development and/or improvement will be added as and when required.

In developing this CPC Improvement Plan, we have taken cognisance of the various national and local drivers; including existing and emerging legislative and policy changes. It has taken cognisance of previous and existing improvement planning frameworks and existing and emerging scrutiny and inspection frameworks. It has also taken cognisance of recent local self-evaluation and review activities and from the learning identified from Initial Case Reviews (ICRs) and Significant Case Reviews (SCRs).

This CPC Improvement Plan is **outcome-focused and includes key performance indicator measures**, to evidence the **impact and outcomes** of our shared work (Appendix 1). It also contains a **schedule of ongoing CPC Actions/Tasks** (Appendix 2).

It has been structured in alignment with recent research work carried out within Tayside by Dr Sharon Vincent, Northumbria University, which identified key areas for practice improvement, which have been translated into 6 Priorities for Practice. These are:

Relationship with Children and Families:

1. *Focus on the Child*
2. *Engagement and Relationship Building*
3. *Assessment and Planning*

Working Together:

4. *Early Intervention and Support (Right Help at Right Time)*
5. *Partnership Working*
6. *Empowerment, Supervision and Leadership*

This CPC 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; protecting 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. **A number of the actions/tasks are being taken forward in partnership with the Tayside Regional Improvement Collaborative – Priority Group 5 (Safeguarding and Child Protection). A number of the actions/tasks will be supported by staff learning and development opportunities and with follow-up quality assurance processes.**

Monitoring, Evaluation, Outcomes and Impact

The Child Protection Inter-Agency Co-ordinator will be responsible for co-ordinating this CPC Improvement Plan on behalf of the CPC.

This CPC Improvement Plan will be monitored, evaluated and reviewed regularly by the CPC. The CPC will consider regular progress/update reports on each action/task and will, in turn, provide regular updates to the Children, Young People and Families Partnership (CYPFP).

Bill Atkinson

**Independent Chair
Perth and Kinross Child Protection Committee
1 August 2021**

Our Plan on a Page:

National Context				
GIRFEC	UNCRC		Independent Care Review: The Promise	
Tayside Context				
Aligned to priorities and guiding principles of the Tayside Plan for Children, Young People and Families 2021 – 2023				
Priority 1: Our children will have the best start in life in a nurturing environment	Priority 2: Our children and young people will be meaningfully engaged with high quality learning experiences to extend their potential	Priority 3: Our children will grow up healthy, confident, and resilient with improved mental and physical health and strengthened emotional wellbeing	Priority 4: Our children, young people and families at risk, who face significant inequalities and disadvantage, will have improved life chances	Priority 5: Our children and young people are safe from harm
Rights based	Easily understood and accessible	Based on what people with lived experience tell us	Linked clearly to evidence	Making the best use of resources
Perth and Kinross Context				
Aligned with the Perth and Kinross Community Plan				
“Creating a confident, ambitious and fairer Perth and Kinross, for all who live and work here				
Giving every child the best start in life	Developing educated, responsible and informed citizens	Promoting a prosperous, inclusive and sustainable economy	Supporting people to lead independent, healthy and active lives	Creating a safe and sustainable place for future generations
Perth and Kinross Child Protection Committee (CPC)				
Continuous improvement	Public information, engagement and participation	Strategic planning and connections	Annual reporting on the work of the CPC	
CPC Improvement Plan 1 August 2021 – 31 July 2023				
<p>This two-year CPC Improvement Plan has been published as an agreed statement of intent, which partners are jointly committed to deliver; confirming that our capacity for improvement remains very strong. It is outcome-focused and includes key performance indicator measures, to evidence the impact and outcomes of our shared work. It has been structured in alignment with recent research work, which identified key areas for practice improvement. These have been translated into 6 Priorities for Practice. The Plan contains a number of actions/tasks; some of which are being taken forward in partnership with the Tayside Regional Improvement Collaborative – Priority Group 5 (Safeguarding and Child Protection). A number of the actions/tasks will be supported by staff learning and development opportunities and with follow-up quality assurance processes.</p>				
Relationships with Children and Families			Working Together	
1. Focus on the child			4. Early Intervention and Support (Right Help at Right Time)	
2. Engagement and relationship building			5. Partnership Working	
3. Assessment and planning			6. Empowerment, Supervision and Leadership	

CPC Improvement Plan 1 August 2021 – 31 July 2023

Date	Progress/Update Report	Total Actions/Tasks	Total Actions/Tasks Completed	Total Actions/Tasks Added	Total Actions/Tasks Ongoing
01/08/2021	Published	25	-	-	25 (Year 1:10 and Year 2:15)

RAG Legend – Red Amber Green

R	RED: <i>There are significant issues and/or risks that are impacting on the action/task right now = we are not delivering the action/task on time/scope/budget</i>
A	AMBER: <i>There are some 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</i>
G	GREEN: <i>There are no 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</i>

No	Expected Impact	Actions/Tasks	Strategic Lead	Target Timescale	R A G
<i>Priority 1: Relationship with Children and Families</i>					
Outcome 1 – Focus on the Child					
<i>We will keep the child¹ at the centre of our work. We will see them, listen to them and focus on their physical, mental and emotional wellbeing. We will see beyond their outward presentation and seek to understand their lived experience. We will actively seek and support them to express their views, when assessing their needs and any potential risks. We will always involve them in assessment, planning and decision-making. We will be inquisitive, curious and alert to parental disguised non-compliance. The risks of disproportionate optimism, in respect of the parent's² potential to improve, will be fully understood and resisted. The child's welfare is always paramount.</i>					
1	Children and young people are kept safe; they are seen; their voices are actively sought and heard in all assessment, planning and key decision-making processes	1.1: Further develop the existing provisions for seeking children and young people's views, including the views of their siblings and extended family; particularly those with lived experience, before, during and after key decision-making meetings; which ensures that they are listened to, understood and respected and that their views are taken into consideration in all single and multi-agency key decision-making processes	CPC Practice Improvement Working Group	By end of Year 2 31 July 2023	
		1.2: Further develop and strengthen the existing advocacy support provisions for children and young people; including the provisions for Independent Advocacy in key child protection meetings	Perth and Kinross Advocacy Working Group	By end of Year 2 31 July 2023	
		1.3: Promote and embed into practice the Tayside Multi-Agency Practitioner's Guidance: Key Child Protection Meetings – Information for Children and Families across all services and agencies to improve day-to-day practice	Child Protection Inter-Agency Co-ordinator	By end of Year 1 31 July 2022	
		1.4: Promote and embed into practice the Tayside Multi-Agency Practitioner's Guidance: Key Child Protection Meetings – Information for Practitioners across all services and agencies to improve day-to-day practice	Child Protection Inter-Agency Co-ordinator	By end of Year 1 31 July 2022	

¹ Note: Children and Young People including Unborn Babies

² Note: Parents and Carers

No	Expected Impact	Actions/Tasks	Strategic Lead	Target Timescale	R A G
	Practitioners are competent; confident; professionally inquisitive; curious; alert to and can skilfully respond to parental disguised non-compliance	1.5: Promote and embed into practice the Perth and Kinross CPC Multi-Agency Practitioner's Guide: Professional Curiosity across all service and agencies to improve day-to-day practice	Child Protection Inter-Agency Co-ordinator	By end of Year 2 31 July 2023	
<p>Outcome 2 – Engagement and Relationship Building</p> <p><i>We will build and sustain constructive, positive and trusting relationships with children and families; which is both supportive and challenging. We will help parents to engage with services and agencies, as this is central to improving the child's wellbeing and minimising the risk of harm. We will adopt a trauma informed practice approach and understand the role of fathers, partners and other significant adults in a child's life.</i></p>					
2	Practitioners and managers have an understanding and awareness of childhood trauma and their work with children and families is trauma informed	2.1: Further develop and embed a multi-agency whole system awareness and understanding of childhood trauma; develop a trauma informed workforce which is alert to, can recognise and respond to, the needs of children and young people affected by the impact of childhood trauma	Chief Social Work Officer (CSWO)	By end of Year 2 31 July 2023	
	Practitioners and managers have an understanding and awareness of domestic abuse and coercive controlling behaviour and their work with children and families is effective and domestic abuse informed	2.2: Develop and embed a multi-agency whole system awareness and understanding of domestic abuse and coercive controlling behaviour; develop a domestic abuse informed workforce which is alert to, can recognise and respond to, the needs of children and young people affected by domestic abuse and coercive controlling behaviour	Detective Chief Inspector – Police Scotland Tayside Division PPU/Violence Against Women Partnership	By end of Year 1 31 July 2022	
	Fathers, partners and/or significant others in a child or young person's life are involved in all assessment, planning and key decision-making processes which affect that child or young person	2.3: Develop and implement a Perth and Kinross CPC multi-agency practice guidance on the involvement and participation of fathers, partners and/or significant others in a child or young person's life; which ensures they are actively involved and engaged in all assessment, planning and key decision-making processes	CPC Practice Improvement Working Group	By end of Year 2 31 July 2023	

No	Expected Impact	Actions/Tasks	Strategic Lead	Target Timescale	R A G
<p>Outcome 3 – Assessment and Planning</p> <p><i>We will develop robust, dynamic assessments and plans which take a holistic view of the child’s wellbeing, their environment and the impact of parental issues and behaviours. We will identify and analyse patterns of risk, using shared tools and techniques, being alert to the impact of cumulative and escalating concerns. We will develop robust plans which support and meet need and risk by building on family strengths and resilience, ensuring plans are accurate, evidence based, outcome-focused and SMART. We will always respond flexibly to changing family circumstances, reviewing the assessment and plan to ensure the child is safe and supported.</i></p>					
3	Inter-Agency Referral Discussions (IRDs) are robust; consistent and ensure highly effective actions are taken to keep children and young people safe from further harm and abuse	3.1: Promote and embed into practice the Tayside Multi-Agency Practitioner’s Guidance: Inter-Agency Referral Discussions (IRDs) and IRD Recording Template, across all service and agencies to improve day-to-day practice and to ensure there is a consistent and high-quality approach to IRDs; particularly in relation to information sharing, safety planning, recording and decision-making	Detective Chief Inspector – Police Scotland Tayside Division PPU	By end of Year 1 31 July 2022	
	Vulnerable pregnant mothers and families get early help and highly effective support when there are concerns about their unborn baby (babies)	3.2: Promote and embed into practice the Tayside Multi-Agency Practitioner’s Guidance: Concern for Unborn Babies (UBBs) across all service and agencies to improve day-to-day practice	Lead Nurse, Child Protection, NHS Tayside and Child Protection Inter-Agency Co-ordinator	By end of Year 1 31 July 2022	
	Chronologies are used effectively to identify significant events, patterns of escalating risk and inform key multi-agency assessments of risk, robust safety planning and key decision-making processes	3.3: Promote and embed into practice the Tayside Multi-Agency Practitioner’s Guidance: Chronologies across all service and agencies to improve day-to-day practice	Child Protection Inter-Agency Co-ordinator	By end of Year 1 31 July 2022	
	Assessment frameworks are of a consistently high quality; take a whole family and whole system holistic approach to assessing risks and needs and inform robust safety planning and key decision-making processes	3.4: Review the existing single and multi-agency assessment frameworks and ensure that all services and agencies (whole system), including adult services, can and are able to contribute to a joint holistic (whole family) assessment of risks and needs, which informs robust safety planning and decision-making processes	CPC Practice Improvement Working Group	By end of Year 2 31 July 2023	

No	Expected Impact	Actions/Tasks	Strategic Lead	Target Timescale	R A G
	Vulnerable children and young people, whose behaviour places them and/or others at risk of serious harm, are effectively supported and protected from further serious harm and/or abuse	3.5: Develop and implement a Perth and Kinross CPC multi-agency Framework for Risk Assessment Management and Evaluation (FRAME) for children aged 12 – 18; in compliance with the Scottish Government’s Guidance: Framework for Risk Assessment Management and Evaluation (FRAME) for children aged 12 – 17 (June 2021)	CPC Practice Improvement Working Group and Protecting People Co-ordination Group	By end of Year 1 31 July 2022	
	Vulnerable young people, including transient young people, benefit from a whole family and whole system approach; particularly during their transition from children’s services to adult services	3.6: Develop and implement a Perth and Kinross CPC multi-agency Vulnerable Young Person’s Support and Protection Framework, which includes a transition pathway between children’s services and adult services; particularly for vulnerable young people aged between 16 and 18, which ensures a whole system approach in relation to holistic (whole family) assessment of risks and needs and which informs robust safety planning and decision-making processes	Protecting People Co-ordination Group	By end of Year 2 31 July 2023	
Priority 2: Working Together					
<p>Outcome 4 – Early Intervention and Support (Right Help at the Right Time)</p> <p><i>We will have in place early and effective intervention which aims to minimise the risk of further harm and abuse to children. We will refresh and embed the Getting it right for every child approach across all services and agencies to ensure that children get the right help, at the right time, from the right people. This will include widespread use of the National Practice Model and support for those fulfilling the role of the named person and those carrying out the role of the Lead Professional. We will develop a shared threshold and understanding about how to address neglect and enhance wellbeing. We will also have an understanding of the impact of rurality and poverty.</i></p>					
4	Practitioners and managers are GIRFEC practice informed and aware, which ensures children and young people get the help they need; when they need it and it is the right help; from the right people at the right time	<p>4.1: Support the reinvigoration of the <i>Getting it right for every child (GIRFEC)</i> approach within all services and agencies across Perth and Kinross, in compliance with the refreshed Scottish Government GIRFEC Guidance; in particular the:</p> <ul style="list-style-type: none"> • Principles and Values • National Practice Mode • Role of the named person • Role of the Lead Professional 	Depute Director of Education and Children’s Services	By end of Year 2 31 July 2023	

No	Expected Impact	Actions/Tasks	Strategic Lead	Target Timescale	R A G
		<ul style="list-style-type: none"> • Information Sharing • Child/Young Person's Plan • Planning Meetings 			
	Child's Plans are SMART and used effectively to protect children and young people from further harm and abuse	4.2 Review the existing Tayside Child's Plan and Guidance to ensure that all services and agencies (whole system), including adult services, can and are able to timeously contribute to a joint holistic (whole family) SMART Child's Plan, which addresses risks and needs	CPC Practice Improvement Working Group	By end of Year 1 31 July 2022	
	Practitioners and managers are alert to the impact of poverty on children and families and are aware of the range of agency help and supports available to support them	4.3: Further develop and raise multi-agency awareness and understanding of the impact of all types of poverty (both rural and urban) on children, young people and families across Perth and Kinross; supported by a multi-agency social needs screening pathway to mitigate that impact	Perth and Kinross Child Poverty Project Officer and Child Poverty Working Group	By end of Year 2 31 July 2023	
	Practitioners and managers can recognise and respond effectively to harm, abuse and non-accidental injuries sustained by children, young people and in particular, non-mobile babies	4.4: Develop and disseminate a Perth and Kinross CPC multi-agency practice guidance on the recognition and response to what constitutes harm, abuse and Non-Accidental Injuries (NAIs) in children and young people; in particular the safe handling of young babies who are non-mobile, all supported by public health type messaging approach	Consultant Paediatrician and Child Protection Inter-Agency Co-ordinator	By end of Year 1 31 July 2022	
Outcome 5 – Partnership Working					
<p><i>We will work in partnership across children services, adult services and geographical areas in the best interests of the child. We will have a clear understanding of each other's roles, responsibilities and limitations and work flexibly in the best interests of the child. We will proportionately share and exchange relevant information as necessary. This will be enabled through reasoned, confident and accurate recording of what information is to be shared; why the information is to be shared; with whom the information is to be shared and the likely risks if the information is not shared. We will work together to resolve any disputes or disagreements and escalate concerns where appropriate.</i></p>					
5	Children and young people at risk of poor parenting and/or neglect are identified early and benefit from an effective early response and support	5.1: Further develop and implement across all services and agencies a shared and consistent understanding and awareness of how to address neglect and enhance wellbeing; with a particular focus on early identification; agreed thresholds; high quality intervention and support mechanisms	CPC Practice Improvement Working Group	By end of Year 2 31 July 2023	

No	Expected Impact	Actions/Tasks	Strategic Lead	Target Timescale	R A G
	Practitioners have the confidence to challenge each other where necessary; know how to resolve any disputes or disagreements and know how and when to escalate concerns	5.2: Promote and embed into practice the Perth and Kinross CPC Multi-Agency Practitioner's Guide: Resolution and Escalation Arrangements across all service and agencies to improve day-to-day practice	Child Protection Inter-Agency Co-ordinator	By end of Year 1 31 July 2022	
	Practitioners accurately record all contacts, observations, interventions and involvements with children and young people in case files and on agency data bases effectively and timeously	5.3: Develop and implement a Perth and Kinross CPC multi-agency good practice guidance on effective case recording which supports the assessment of risks and needs; informs robust safety planning and decision-making processes	CPC Practice Improvement Working Group and PKC Legal Services	By end of Year 2 31 July 2023	
Outcome 6 – Empowerment, Supervision and Leadership					
<p><i>We will be enabled and empowered by strong and effective collective leadership which is visible and accessible. We will be enabled by high quality supervision which promotes reflective and critical thinking, professional curiosity and confidence to challenge. We will have confidence to apply professional judgement. A culture of constructive support and challenge will be fostered, which embodies shared values and principles. Peer support will also be made available through networks of support and regular meetings. Clear guidance will support practice and checks, and balances put in place to test out staff understanding. Communication lines and processes will be put in place to listen to and understand staff concerns re workload; working conditions; emerging issues and professional concerns. We will have access to continuous professional development and single and multi-agency child protection learning and development opportunities. We will establish a positive learning culture across services and agencies which improves day-to-day child protection practice.</i></p>					
6	Practitioners are supported and empowered by national and local child protection guidance which is clear, concise, readily accessible and which supports effective day-to-day practice	6.1: Implement and embed into the local child protection practice arrangements the Scottish Government's refreshed National Guidance for Child Protection (Scottish Government: 2021); supported by the Perth and Kinross CPC refreshed Inter-Agency Child Protection Guidelines 2021	Independent Chair of the CPC and Child Protection Inter-Agency Co-ordinator	By end of Year 2 31 July 2023	
	Child protection processes and practices continuously improve through the reflective learning gained from multi-agency learning reviews; thereby improving practice and outcomes for children and young people	6.2: Implement and embed into local child protection arrangements the Scottish Government's National Guidance for Child Protection Committees: Undertaking Learning Reviews Protection (Scottish Government: 2021); supported by the Perth and Kinross CPC refreshed Joint Protocol: Learning Reviews 2021	Independent Chair of the CPC and Child Protection Inter-Agency Co-ordinator	By end of Year 2 31 July 2023	

No	Expected Impact	Actions/Tasks	Strategic Lead	Target Timescale	R A G
	Child Protection practitioners and managers are supported with, and can readily access, effective, high-quality support and supervision	6.3: Develop and implement a shared peer support and/or staff supervision model which promotes courageous conversations; critical thinking and reflective practice for child protection workers within all services and agencies across Perth and Kinross	CPC Practice Improvement Working Group	By end of Year 2 31 July 2023	
	Practitioners and managers are competent, confident and skilful in their engagement and involvement with children, young people and families and their practice is of a consistently high quality	6.4: Implement the Tayside Child Protection Workforce Development Plan and embed the Priorities for Practice within all services and agencies across Perth and Kinross; using a co-production approach with practitioner and managers to improve culture, ethos and day-to-day child protection practice	Learning and Development Lead Tayside Regional Improvement Collaborative (TRIC) Priority Group 5 (PG5): Safeguarding and Child Protection	By end of Year 2 31 July 2023	

Appendix 1 – Key Performance Indicator (KPIs) Measures

No	Action/Task	KPI Measures	Evidence Source of Success – Menu of Options (Frequency per the CPC Self-Evaluation Calendar 2021 – 2023)
1	1.1	Children and young people’s views, including the views of their siblings and extended family; are routinely and meaningfully captured in all key decision-making processes	<ul style="list-style-type: none"> • Review of Minutes, Assessments and Plans • Survey Feedback from children and young people • Sampling (No. and %) of cases evaluated as good or better • Staff Survey/Focus Groups • Sampling (No. and %) of staff reporting increased awareness/improved practice/improved confidence • Survey Feedback from fathers, partners and/or significant others • Review of IRD Templates/Minutes • No. of IRDs held – Monthly • Sampling (No. and %) of IRDs evaluated as good or better • Sampling (No. and %) of staff reporting increased awareness/improved IRD practice • No. on UBB Referrals from services/agencies – Monthly • No. and % Sampling of Chronologies evaluated as good or better • Sampling (No. and %) of staff reporting increased awareness/improved Chronology practice • Sampling (No. and %) of Assessments evaluated as good or better • Sampling (No. and %) of staff reporting improved Assessment practice • Sampling (No. and %) of Plans evaluated as good or better • Sampling (No. and %) staff reporting improved Planning practice
	1.2	Advocacy provision and support is routinely made available and provided for all children and young people involved in key-decision making processes	
	1.3	Practice guidance is cascaded widely, easily accessible and has improved practice	
	1.4	Practice guidance is cascaded widely, easily accessible and has improved practice	
	1.5	Professional curiosity practice guidance is cascaded widely, easily accessible and has improved practice and confidence	
2	2.1	Staff training empowers and supports a trauma informed workforce	
	2.2	Staff training empowers and supports a domestic abuse informed workforce	
	2.3	Fathers, partners and significant others are actively involved in key decision-making processes which affect their child	
3	3.1	IRD practice guidance is cascaded widely, easily accessible and has improved IRD practice	
	3.2	Concern for unborn baby (UBBs) practice guidance is cascaded widely, easily accessible and has improved the recognition and response practice	

No	Action/Task	KPI Measures	Evidence Source of Success – Menu of Options (Frequency per the CPC Self-Evaluation Calendar 2021 – 2023)
	3.3	Chronology practice guidance is cascaded widely, easily accessible and has improved Chronology practice	<ul style="list-style-type: none"> • No. of Young People supported by FRAME • FRAME KPIs/Dataset for CPC reporting and monitoring • No. of Young People supported during Transition • Quality Assurance and Review of Neglect cases – No. and % Sampling of cases evaluated as good or better • CPC Publications – Updated • CPC Inter-Agency Training Courses and Materials – Updated • No. of Learning Review Notifications to the CPC and their Outcomes • No. of 5 Minute Practitioner Learning Briefing issued and impact feedback • No. and type of learning and development opportunities/courses made available to staff • No. of staff undertaking various learning and development opportunities courses/events • Sampling (No. and %) of staff evaluating the courses as good or better • Sampling (No. and %) of staff reporting increased awareness/improved knowledge post training (exit on-the-day evaluations and workplace evaluations) • No. of staff participating in Co-Production work
	3.4	Assessments have improved; address both risks and needs and are of a consistently high standard	
	3.5	Practice guidance to support vulnerable children and young people is cascaded widely, easily accessible and has improved recognition and response practice	
	3.6	Practice guidance for young people in transition is cascaded widely, easily accessible and has improved practice	
4	4.1	The GIRFEC approach and practice model is widely understood and embedded across all services and agencies and has improved practice	
	4.2	Child and young people’s plans are SMART and robust	
	4.3	All aspects of Poverty, as described in national and local child protection guidance is widely understood, recognised and improved response practice across all services and agencies	
	4.4	Harm, abuse and non-accidental injury practice guidance is cascaded widely, easily accessible and has improved recognition and response practice	
5	5.1	Neglect is widely recognised, responded to quickly and addressed effectively	

No	Action/Task	KPI Measures	Evidence Source of Success – Menu of Options (Frequency per the CPC Self-Evaluation Calendar 2021 – 2023)
	5.2	Resolution and escalation practice guidance is cascaded widely, easily accessible and has improved practice and confidence	
	5.3	Recording practice guidance is cascaded widely, easily accessible and has improved recording practices	
6	6.1	National child protection guidance has been successfully translated into the local child protection arrangements and fully implemented	
	6.2	National learning review guidance has been successfully translated into the local child protection review arrangements and fully implemented	
	6.3	A shared support and supervision model is in place which facilitates courageous conversations; critical thinking and reflective practice	
	6.4	Child Protection Workforce Development Plan and Programme, supporting and empowering a multi-agency skilful workforce rolled-out across Perth and Kinross	

Appendix 2 – Ongoing/Maintenance 2021 – 2023

No	Ongoing/Maintenance – Actions/Tasks	Expected Impact	Timescale
1	Continue to develop multi-agency qualitative and quantitative key child protection performance management measures and indicators in compliance with the National Minimum Dataset for CPCs; the Tayside Shared Dataset for CPCs and the Perth and Kinross CPC Management Information and Performance Outcome Framework	Use of multi-agency qualitative and quantitative key child protection performance management measures and indicators enables us to analyse patterns and trends over time and consider service delivery change and improvement	Ongoing 2021 – 2023
2	Continue to support and promote the rights and articles of the United Nations Convention on the Rights of the Child (UNCRC) and ensure that children’s rights are embedded in all our work with children and young people	Children and young people’s rights are respected and embedded in all key child protection processes and practices	Ongoing 2021 – 2023
3	Continue to support and promote the findings; the fundamentals and the priority areas from The Independent Care Review: The Promise and the Plan 21 - 24	Children and young people grow up loved, safe and respected and can realise their full potential	Ongoing 2021 – 2023
4	Continue to promote the Perth and Kinross Code of Practice: Information Sharing, Confidentiality and Consent (Refreshed 30 September 2020)	Information is shared proportionately, legitimacy and only where necessary to safeguard, support and promote the welfare of children and young people	Ongoing 2021 – 2023
5	Continue to support the Perth and Kinross Protecting People Chief Officers’ Group (COG) and the Protecting People Coordination Group (PPCG) in their collective work to protect vulnerable individuals and groups and to prevent the harm and abuse of those who may be at risk across Perth and Kinross	Vulnerable people are protected from harm, abuse and exploitation by strong and effective leadership, direction and challenge and by the collective partnership working of constituent agencies of the public protection partnerships across Perth and Kinross	Ongoing 2021 – 2023
6	Continue to support the work of the Tayside Child Exploitation Working Group (CEWG) to improve basic awareness and understanding across all services and agencies of child sexual abuse (CSA); child sexual exploitation (CSE) and child criminal exploitation (CCE) by implementing the provisions of the CEWG Work Plan	Children and young people are protected and kept safe from sexual and criminal harm, abuse and exploitation across Perth and Kinross	Ongoing 2021 – 2023

No	Ongoing/Maintenance – Actions/Tasks	Expected Impact	Timescale
7	Continue to promote the Perth and Kinross CPC Inter-Agency Child Protection Learning and Development Framework and Programme to improve culture, ethos and day-to-day child protection practice	Practitioners and managers are competent, confident and skilful in their engagement and involvement with children, young people and families and their practice is of a consistently high quality	Ongoing 2021 – 2023