



North Ayrshire Child Protection Committee

Joint Self Evaluation Strategy

2015 - 2017

NACPC Document Control Information

Document Details

Document Name:	Joint Self Evaluation Strategy
Document Version Number:	3.0
Document Status:	Live
Document Owner:	NACPC
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Date of version one:	06/12/10
Date of version two:	28/5/13
Date of version three draft distribution	12/05/15
Target date for approval by CPC:	26/05/15

Version History

Version Number	Date Completed	Changes/Comments
1.0	19/11/10	Comments incorporated from Audit and Evaluation subgroup
2.0	26/08/13	Updated following services for children joint inspection and learning from previous strategy
3.0		New two year strategy following development day and learning from previous strategy

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Chief Officer Preface

The North Ayrshire Child and Public Protection Chief Officer Group are pleased to present our third two-year Joint Self Evaluation Strategy. This strategy includes a review of our key achievements from the previous joint self-evaluation strategy and it sets out the actions being driven forward by North Ayrshire Child Protection Committee to continue to achieve continuous improvement in child protection services based on robust, transparent and systematic audit and evaluation activity.

Our approach to self-evaluation and review of child protection services has been described as “highly effective” (Services for children and young people in North Ayrshire, report of a pilot joint inspection, October 2013). This year, the subgroup responsible for implementing this strategy participated in a development day which challenged the group to reflect and improve upon the methodology

The Chief Officer Group will continue to identify opportunities for reflection and learning from experience in order to inform our continuous learning as part of the improvement process.

Equality and Diversity

North Ayrshire Child Protection Committee promotes equal access and opportunities to all individuals. All partners are committed to treating people respectfully, fairly and equally and to tackling discrimination in all of its forms. No one should be discriminated against on the basis of race, ethnicity, disability, sexual orientation, religion, gender or age. All partners within the Committee value diversity and actively challenge discrimination and prejudice. Service users should be listened to and respected and should have access to services which are fair, consistent and accessible to everyone, irrespective of their race, ethnicity, disability, gender, age, religious belief or sexual orientation.

Introduction

North Ayrshire Child Protection Committee is fully committed to self evaluation as an integral part of the improvement process.

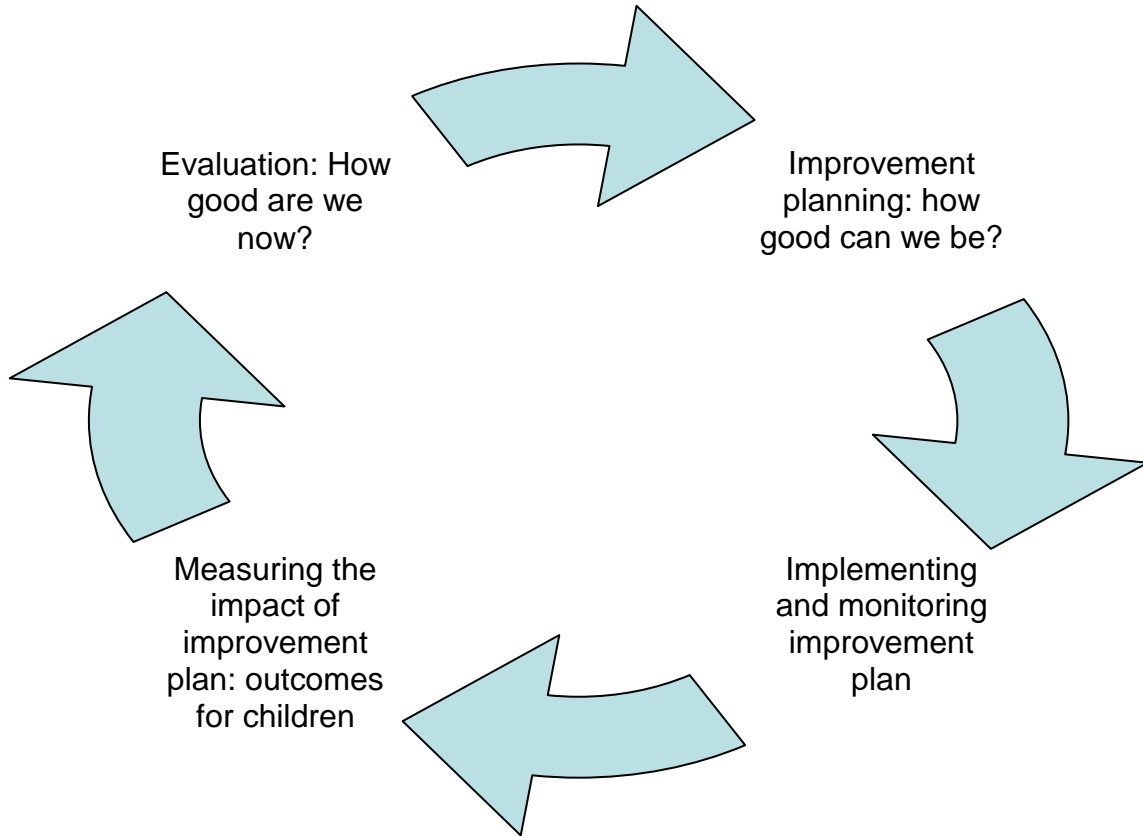
Multi agency evaluation of child protection services is led by the Audit and Evaluation Sub Group of North Ayrshire Child Protection Committee. This group maintains an overview of single agency audit and evaluation activity and coordinates a range of multi agency audit and evaluation activity. This work makes a significant contribution to the development and monitoring of improvement plans and ensuring children and young people in North Ayrshire are supported to achieve improved outcomes.

This document sets out the strategy for the implementation, monitoring, evaluation and review of child protection services in North Ayrshire.

This strategy is supported by the following:

- NACPC Multi Agency Self Evaluation Code of Practice
- NACPC Guidance for multi agency self evaluation staff focus groups
- NACPC Case File Audit Tool, guidance notes and templates for recording evaluation findings

How self evaluation contributes to improvement



Quality Improvement Framework's

In 2014, the Care Inspectorate published a quality improvement framework for children's services entitled, ***How Well Are We Improving the Lives of Children and Young People?***

This new quality improvement framework has been designed to complement the 2009 HMIE Quality Improvement Framework, ***How Well Do We Protect Children and Meet Their Needs?***

The evaluation of child protection services in North Ayrshire is undertaken in accordance with both the above quality improvement frameworks.

The Quality Indicators in both frameworks are arranged under six high-level questions which scrutiny bodies have adopted for evaluative purposes. Child Protection Committees and children's services are asked, individually and collectively, to answer these six questions. The questions are:

1. What key outcomes have we achieved?
2. How well do we meet the needs of our stakeholders?
3. How good is our delivery of services for children and families?
4. How good is our management?
5. How good is our leadership?
6. What is our capacity for improvement?

These six questions are set out in a quality framework of ten key areas.

Quality indicator 5.5 of the HMIE framework is **Improvement through self-evaluation**. This quality indicator has three themes:

1. Commitment to self-evaluation
2. Management of self-evaluation
3. Service improvements

This indicator relates to services' arrangements for improvement through self-evaluation and commitment to this. It highlights the importance of gathering and responding to the views of service users and other appropriate parties and involving them in reviewing the effectiveness of services. It focuses on the extent to which services know themselves well and make an effective contribution to protecting children and meeting their needs.

Quality indicator 8.3 of the recently published Care Inspectorate framework is **Securing improvement through self evaluation**. This quality indicator has the following three themes:

1. Prioritising, planning and co-coordinating self evaluation
2. Involving children, young people and families
3. Securing continuous improvement

This indicator relates to how well self-evaluation is prioritised, planned and coordinated. It considers the extent to which self evaluation involves and takes account of the experiences of children, young people and families. It looks at the effectiveness of self-evaluation in leading to improvements.

This joint self-evaluation strategy has been designed to be fully compliant with both frameworks.

Our approach

North Ayrshire Child Protection Committee believes that self evaluation is an ongoing, dynamic process aimed, ultimately, at improving outcomes for children and young people.

Our services, both individually and collectively, are committed to undertaking self evaluation activity, sharing learning from such activity and transferring this learning into improvement plans which will result in better services and improved outcomes for children and young people.

Over the past four years, we have worked hard to increase the involvement of our stakeholders in self-evaluation of child protection services and we continue to strive to ensure this involvement is meaningful.

Our self evaluation consists of a variety of activities designed to identify valid and well evidenced conclusions about how well we are doing. Our self evaluation activity draws on all of the below sources of evidence and is used to establish baselines from which we plan, implement and review improvements.

- performance data collected nationally, locally or within a service;
- surveys of stakeholders' and service user views;
- direct observation and auditing of practice; and
- review of a range of documentation that evidences decision making and assessment of risk.

Review of 2013-2015 Joint Self Evaluation Strategy

North Ayrshire Child Protection Committee has been formally implementing a multi- agency self-evaluation strategy since 2010. Each strategy covers a two year period. Key evaluation activities during 2010 to 2012 were included within the 2013-15 strategy.

Key evaluation activities during our second strategy – from 2013 to 2015 - included:

- Multi agency staff survey and publication of results
- Multi agency case file audits in relation to three key themes – pre birth, post deregistration and neglect.
- Multi agency staff focus groups in relation to cases audited
- Quarterly reporting of child protection management information to North Ayrshire Child Protection Committee
- Additional benchmarking of child protection management information regionally and nationally
- Analysis of risk factors for children placed on the child protection register 2013/14
- Formal evaluation of learning from Declan Hainey Fatal Accident Inquiry
- One Initial Case Review undertaken, with subsequent improvement plan
- Audit of child protection investigation reports and tripartite paperwork, with subsequent improvement plan
- Feedback from children at the end of their involvement with child protection advocacy service
- Feedback from families involved in the child protection system
- Learning from our Pilot Joint Inspection of Services for Children and Young People
- Measurement of the impact of improvement plans developed during our 2010-2012 strategy

Following each themed audit and evaluation activity we reviewed our processes and modified our case file audit tool, templates and Code of Practice accordingly.

Findings from evaluation activity are widely published in staff briefing papers and improvement plans are monitored by the Audit & Evaluation Subgroup and reported quarterly to North Ayrshire Child Protection Committee and North Ayrshire Child and Public Protection Chief Officers Group.

PRISM

In January 2014, we introduced PRISM – Practice Reflection and Improvement Short Modules. These new types of learning opportunity are designed to better engage front line staff in evaluation and improvement activity undertaken by North Ayrshire Child Protection Committee.

Each PRISM has a different focus – derived from evaluation of local practice. This might be an Initial Case Review, a multi-agency case file audit, stakeholder survey results, essentially anything which North Ayrshire Child Protection Committee uses to evaluate how good local child protection services are, and how good they can be.

Evaluation findings are presented to a multi –agency group of practitioners, alongside prompts to facilitate reflection on practice. Where applicable, improvement plans developed by North Ayrshire Child Protection Committee are shared, allowing practitioners to better understand the evaluative context for such improvement actions.

The key objectives of PRISM are:

- To share findings from local evaluation activity
- To reflect on current practice, using these findings
- To consider ways of improving practice
- To more fully involve staff in North Ayrshire Child Protection Committee evaluation and improvements

Evaluations to date have been exceptionally positive. We have delivered five PRISM sessions and PRISM was selected as a good practice example at the 2014 WithScotland Annual Conference.

Development Day

In March 2015, the Audit & Evaluation Subgroup participated in a development day, delivered by the Child Protection Lead Officer, in partnership with the Care Inspectorate.

The programme for the day included:

- Clarifying a shared understanding of what “self-evaluation” means
- Reviewing the relevant scrutiny body Quality Improvement Frameworks and considering how North Ayrshire Child Protection Committee uses these to evaluate and improve services
- Redeveloping our case file audit tool
- Maximising learning from case file auditing through evaluative writing
- Developing effective guidance for multi-agency case file auditing

The day evaluated very positively, being viewed as a valuable use of time and anticipated to increase the value of our ongoing joint self-evaluation activity.

Self-Evaluation Programme

Our programme of self evaluation activity consists of both ongoing activity and themed activity.

Ongoing activities include:

1. Learning from Significant Case Review's, research and inspections
2. Staff survey
3. Feedback from families
4. Young people's questionnaire

Themed activity includes:

1. Data interrogation (this includes national as well as local data where relevant) (DI)
2. Documentation review (where applicable) (DR)
3. Case file audit (CA)
4. "Team around the child" staff focus groups (FG)
5. Interviews, meetings or focus groups with specific staff groups (SG)
6. Family views (FV)

Themed activity is abbreviated as follows: DI, DR, CA, FG, SG, FV

For 2015/17, we have prioritised these themes:

- Parental mental health issues
- Children who are placed back on the child protection register
- Children affected by disability
- Children affected by parental drug and/or alcohol misuse

Determining Priorities

North Ayrshire Child Protection Committee uses all available sources of evidence to determine priorities for improvement. The themes above have been determined following the review process undertaken in developing our current joint self- evaluation strategy.

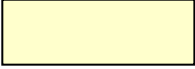



In addition to these themes, North Ayrshire Child Protection Committee continues to focus on joint assessment of risk and need as a priority area for improvement. The National Risk Framework has been implemented across health, education and social services and additional activity to support improved chronology practice is taking place.

Evaluating joint assessment of risk, including chronology practice, is a core aspect of the themed activity outlined above and we incorporate this in as much of our audit and evaluation activity as possible.

Self-Evaluation Programme 2015-2017

May 2015	June 2015	July 2015	August 2015	September 2015	October 2015
<p>DI Parental Mental Health (PMH)</p> <p>CA PMH</p> <p>SG PMH</p>	<p>Publish 2013 Staff Survey results</p> <p>FG PMH</p> <p>FV PMH</p>	<p>Improvement Plan PMH</p>	<p>Report to NACPC</p> <p>Collate family feedback</p>	<p>Report to Child and Public Protection Chief Officers Group</p> <p>DI Re-registration</p> <p>CA Re-registration</p>	<p>Publish Staff Briefing Paper</p> <p>FG Re-registration</p> <p>FV Re-registration</p>
November 2015	December 2015	January 2016	February 2016	March 2016	April 2016
<p>Improvement Plan Re-registration</p>		<p>Collate family feedback</p>	<p>Report to NACPC</p> <p>Publish Staff Briefing Paper</p>	<p>Report to Child and Public Protection Chief Officers Group</p> <p>SG Disability</p>	<p>DI Disability</p> <p>CA Disability</p>
May 2016	June 2016	July 2016	August 2016	September 2016	October 2016
<p>FG Disability</p> <p>FV Disability</p>	<p>Improvement Plan Disability</p> <p>Collate family feedback</p>	<p>Measure impact of PMH improvement plan</p>	<p>Report to NACPC</p>	<p>Report to Child and Public Protection Chief Officers Group</p> <p>Publish Staff Briefing Paper</p>	<p>DI Parental drug and/or alcohol misuse</p> <p>CA Parental drug and/or alcohol misuse</p>
November 2016	December 2016	January 2017	February 2017	March 2017	April 2017
<p>Measure impact of Re-registration Improvement Plan</p> <p>FG Parental drug and/or alcohol misuse</p>	<p>Improvement Plan Parental drug and/or alcohol misuse</p>	<p>Launch Staff Survey</p>	<p>Report to NACPC</p> <p>Collate Staff Survey Results</p>	<p>Report to Child and Public Protection Chief Officers Group</p> <p>Development Session to review strategy and impact</p>	<p>Publish 2015 Staff Survey</p> <p>Publish Staff Briefing Paper</p>

Key:

	Whole Day (attendance required)
	Half Day (attendance required)
	Child Protection Team (no attendance required)
	Agenda for Core Meeting

Single Agency Audit and Evaluation

Key partners of the Committee are represented on the Audit & Evaluation sub group. These representatives share single agency audit and evaluation activity with the sub group where this relates to child protection services.

Sub group Links

North Ayrshire Child Protection Committee oversees a number of sub groups, which share common threads. The Audit and Evaluation sub group is closely linked to the Management Information sub group, the Learning & Development sub group and the Information sub group.

The Management Information subgroup is responsible for overseeing child protection management information, some of which will aid in audit and evaluation activity.

The Information subgroup oversees the implementation of the Communication Strategy and part of this relates to consulting with children and young people, families and members of the public. Some of this type of activity is relevant to the evaluation of child protection services.

The Learning & Development sub group considers evaluation findings and whether these highlight any learning and development needs in the multi agency work force. This group also plays a critical role in sharing learning from our joint self-evaluation activity.

Improvement Plans

Where any audit and evaluation activity identifies an opportunity for improvement, an improvement plan will be developed that outlines:

- actions to be taken;
- those responsible for each action;
- timescales actions need to be completed within;
- the outcome of each action
- how the impact of the improvement plan will be measured

The Audit & Evaluation group is responsible for monitoring the implementation of improvement plans and for measuring the impact of these, as per the diagram set out on page 5.

Where any action is not progressing as planned, this must be brought to the attention of the Child Protection Committee. The Audit & Evaluation group will determine whether any other issues require to be brought to the attention of the Committee.

Measuring impact

Following implementation of improvement plans, the Audit & Evaluation sub group will measure the impact of these plans. Arrangements for measuring impact will be based on evaluating how improvements have led to improved outcomes for children. During the development of improvement plans, consideration will have been given to how improvements will be measured. This may include different arrangements for short term, medium term and long term impact.

Review of strategy

This self evaluation strategy will be reviewed every two years by the Audit & Evaluation sub group.

June 2015