

NACPC Business Plan

April 2020 - March 2023



NACPC Business Plan 2020 – 2023

Introduction

North Ayrshire Child Protection Committee (NACPC) is a locally based inter-agency strategic partnership which leads on child protection policy and practice. The Committee has an Independent Chair and is comprised of senior staff from across key services in North Ayrshire, including both statutory services and the third sector. The Committee meets quarterly and brings all partners together to scrutinise the effectiveness of child protection arrangements in North Ayrshire – from public awareness to risk analysis – and ensures that a programme of continuous improvement is in place that responds to both local need and national drivers.

North Ayrshire Child Protection Committee adheres to National Guidance for Child Protection in Scotland (2014)* and Protecting Children & Young People: Child Protection Committees and Chief Officer's responsibilities (2019). As such the NACPC has a range of day to day business activities to ensure we fulfil our responsibilities. This business plan outlines the work of North Ayrshire Child Protection Committee from 1st April 2020 until 31st March 2023. It states intended outcomes and the associated measures that will track the impact of actions being implemented to protect children and young people. Reports on the progress of the business plan will be presented 6 monthly to North Ayrshire Child and Public Protection Chief Officers Group who provide governance, leadership and direction to North Ayrshire Child Protection Committee. We will also develop an annual workplan which details multi-agency actions that are being taken to meet the outcomes within the business plan. The workplan will be monitored via the Child Protection Committee Evaluation and Improvement sub-group and will be reported quarterly to the Chief Officers Group.

Our business plan links with other key local strategies including the North Ayrshire Children's Services Plan and Corporate Parenting Strategy and our plan should be understood within this local context.

**Please note that the National Child Protection Guidance (2014) is scheduled to be reviewed and updated in late 2020. The CPC business plan and associated workplan will be modified as appropriate in accordance with the updated national guidance.*

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Improvement

In implementing this business plan, plus our ongoing day to day business activities, we are aiming for the following improvement:

- High visibility of key child protection messages
- Earlier identification of potential risk
- Faster responses when risk is identified
- Reduced harm to children and young people
- Families' experience of services is collaborative – Doing with families rather than to families
- Improved multi-agency engagement resulting in better assessment and hence action when necessary
- Staff across North Ayrshire have an increased awareness of the role of Child Protection Committee
- Professional reflection is prioritised and provides learning opportunities for practitioners
- Children's views are paramount to all decision making in child protection processes

The five key themes for the 2020 – 2023 business plan are as follows:

- 1. Well-being and Vulnerability**
- 2. Engagement and Empowerment**
- 3. Learning and Improvement**
- 4. Risk Assessment and Analysis**
- 5. Working Together**

Themes and Priorities

Our business plan expands each of our five key themes to outline for each, a vision that is designed to articulate our high level aspirations, the context within which the NACPC is operating, current areas of priority and a broad indication of the planned work.

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1. Well-being and Vulnerability

NACPC Vision

We aim to reduce vulnerability and promote, support and safeguard well-being by **nurturing** children at all stages of their lifespan, from pre-birth to adulthood, providing additional support where required in specific circumstances when in need of protection and within the changing legislative and policy landscape.

NACPC Context

North Ayrshire continues to recognise the importance of promoting and providing early intervention to vulnerable families; and delivering strategies and initiatives to promote positive mental wellbeing in young people. A locality model was established in Kilwinning in 2019 and North Ayrshire remains committed to piloting a whole system approach. Initial feedback is indicating that the model is working well in developing strong working relationships to protect children and young people. Evidence suggests that a whole system approach will build resilience in local communities and create a shared vision of mental health; this model will continue to be evaluated and reported to the Children's Strategic Implementation Board, with plans to scale up across North Ayrshire.

The Young People's Suicide Task Force will continue to progress suicide prevention work by further developing work already completed on a pre-existing community action plan; whilst the Young People's Strategic Suicide Prevention Group will continue to provide direction and governance in relation to young people's suicide prevention activity.

All of our children's services work will continue to be geared around supporting the implementation of the Children & Young People (Scotland) Act 2014, and North Ayrshire's Named Person Service.

This year, our areas of priority include:

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Safeguarding missing children and young people

The joint Adult and Child Protection National Missing Person's Group will continue to support the implementation of the National Missing Persons Framework for Scotland, co-ordinate learning and development opportunities for multi-agency staff, enabling them to make better use of opportunities to discuss missing episodes with children and young people with the intention of providing necessary supports and reducing the risk of further missing episodes.

Children and Vulnerable Young People

We will continue to analyse the data in relation to the increasing numbers of children who are on the Child Protection Register and also young people subject to vulnerable young person measures. The Management Information sub-group will risk assess and work collectively to devise, recommend and monitor strategies as appropriate, ensuring that vulnerable young people are continuing to be protected from harm.

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Addressing the impact of poverty and its links with child protection

We will continue to analyse indicators such as SIMD status in relation to the links between poverty and the protection of children within areas in North Ayrshire, and take a localised approach to address what preventative and supportive measures can ensure that children are safe and that their needs are being met. We will learn and take account of new work that is being completed by the neglect subgroup from a national perspective (Child Protection Committees Scotland).

Suicide Prevention in Young People

The Young People's Suicide Taskforce will build on promoting positive mental wellbeing and improving multi-agency partnerships in suicide prevention via the pre-existing community action plan. The Young People's Strategic Suicide Prevention Group (YPSSPG) will continue to provide governance and direction of work undertaken by the Taskforce.

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1. Wellbeing and Vulnerability Outcomes

| Priority Outcome WBV1 - Safeguarding missing children and young people | | | |
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| Outcome Indicator | Baseline | 6 Monthly Updates (end of month) | |
| 90% of workers who participate in return discussion training for children and young people will report increased knowledge and skills when undertaking return discussions. | Baseline to be established following completion of guidance (scheduled for COG approval June 2020) and introduction of training for return discussions. | Sep 2020 | |
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| Priority Outcome WBV2 - Children and Vulnerable Young People | | 6 Monthly Updates (end of month) | |
|--|---|----------------------------------|--|
| Outcome Indicator | Baseline | | |
| Over 80% of the total annual number of children and young people on the Child Protection Register are being de-registered due to improved home circumstances | 75% (18/19) Data collated from HSCP Information Systems Management for financial year 2018/2019. | Sep 2020 | |
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| Priority Outcome WBV3 - Addressing the impact of poverty and its links with child protection | | 6 Monthly Updates (end of month) | |
|---|--|----------------------------------|--|
| Outcome Indicator | Baseline | | |
| 80% of families on the child protection register will be offered support via the Money Matters Service. | <p>26% (18/19) currently receive support from the Money Matters Service. Data collated from HSCP Information Systems Management for financial year 2018/2019.</p> <p>79% of children on the CP register living in the most deprived areas of the country Data collated from Information Systems Management for financial year 2019/2020.</p> | Sep 2020 | |
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| Priority Outcome WBV4 - Suicide Prevention in Young People | | | |
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| Outcome Indicator | Baseline | 6 Monthly Updates (end of month) | |
| 80% children and young people surveyed and who have accessed the 13 Ways Suicide Prevention campaign will report that they are able to speak to a trusted adult / organisation if they have concerns for the mental health of a peer. | Baseline to be established following completion of social media engagement survey. | Sep 2020 | |
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2. Engagement and Empowerment

NACPC Vision

We meaningfully **involve** our stakeholders so that everyone has a **voice** in the effective protection of children and young people. We **listen** to our stakeholders in order to make best use of their expertise in our efforts to improve the protection of children and young people.

NACPC Context

We will continue to raise awareness of the work of the committee. This will support members of the public and workers in being able to access information and resources from the committee. NACPC will increase the profile of the work of the Child Protection Committee to workers, children and young people and the general public and there will be further development of previous completed evaluation work on strength based approaches within child protection practice.

We will also further enhance our leadership, supporting all staff to feel empowered to carry out their duties and responsibilities which keep children safe and at the centre of all decision making. We will take forward qualitative work completed last year in relation to strength based participatory approaches for children who are subject to child protection processes.

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This year, our areas of priority include:

Leadership: children and young people are protected by empowered and supported staff

We will explore and implement innovative solutions to develop the leadership skills of all managers in child protection services, which empower and support staff to better protect children and young people.

Actively involving children and their families in child protection processes, and practitioners adopting a more child centred approach to ensure that support is individualised to meet their needs

We will continue to review and analyse the involvement of children through the Management Information Group, Evaluation and Improvement Group and Public Information and Engagement Group, using this information and feedback to further improve service user involvement and as appropriate, their roles in decision making.

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Harnessing assets within the community by engaging with stakeholders to support their understanding of their role and sense of efficacy in the protection of children

We will continue to develop and deliver practice development child protection sessions to key stakeholder groups in the community. We will pilot and evaluate a Child Protection awareness resource with Taxi drivers. We will also identify and target new priority assets within the community to raise child protection awareness, and specifically increase knowledge and understanding of Child Sexual Abuse to support children to talk openly about their experiences.

Maximising Child Protection Committee Communications

We will increase the work of North Ayrshire CPC; using social media platforms such as Twitter to promote the CPC website and child protection developments to both the public and practitioners working with children across North Ayrshire.

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2. Engagement and Empowerment Outcomes

| | | | |
|---|--|---|--|
| Priority Outcome E&E1 – Leadership: children and young people are protected by empowered and supported staff | | | |
| Outcome Indicator | Baseline | 6 Monthly Updates (end of month) | |
| 80% of leaders will report increased confidence, knowledge and skills in supporting the child protection specific contact workforce. | Baseline to be established following survey. | Sep 2020 | |
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| Priority Outcome E&E2 - Actively involving children and their families in all child protection processes, and practitioners adopting a more child centred approach to ensure that support is individualised to meet their needs | | |
|--|---|----------------------------------|
| Outcome Indicator | Baseline | 6 Monthly Updates (end of month) |
| Over 80% of children’s views over the course of the financial year will be recorded in Child Protection Investigation paperwork. | 70% Data collated from HSCP Information Systems Management for financial year 2018/2019. | Sep 2020 |
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| Priority Outcome E&E3 - Harnessing assets within the community by engaging with stakeholders to support their understanding of their role and sense of efficacy in the protection of children | | 6 Monthly Updates (end of month) | |
|---|--|----------------------------------|--|
| Outcome Indicator | Baseline | | |
| 80% taxi drivers surveyed within North Ayrshire will report an improved awareness of how to respond to child protection concerns following development of a Child Protection / Adult Support and Protection information resource. | Baseline to be established following completion and distribution of taxi driver resource, and measurement of long term impact. | Sep 2020 | |
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| Priority Outcome E&E4 - CPC Publicity | | | |
|---|---|--|----------|
| Outcome Indicator | Baseline | 6 Monthly Updates (end of month) | |
| 90% of people surveyed from the annual North Ayrshire People's Panel survey will report concerns to the Health and Social Care Partnership if they are worried that a child might be abused or being neglected. | 80% Data collated from People's Panel Survey (2018) | Sep 2020 | |
| | 100% of public and community group participants who attend CP training/events will have an increased knowledge of Child Protection. | 100% Data collated from CPC Learning and Development Co-ordinator for all community events in 2019. | Mar 2021 |
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3. Learning and Improvement

NACPC Vision

We effectively **share** learning from a range of sources, both locally and nationally, and then use this learning to agree and deliver improvements.

NACPC Context

We will continue to review, develop and expand our learning opportunities via the Learning and Development sub-group in 2020/2021

Developing and implementing improvements based on the findings from our Significant Case Reviews and other learning opportunities

North Ayrshire Child Protection Committee will work collaboratively with all stakeholders to implement and review learning from Significant and Initial Case Reviews, audit activity, and Child Protection survey results. We will also create opportunities for North Ayrshire to learn from Significant Case Reviews that have occurred in other areas.

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An improved response to child sexual abuse and exploitation

North Ayrshire will deliver on North Ayrshire's Child Sexual Abuse Strategy 2020, co-ordinated initially by a Short Life Implementation Group. This strategy will develop professional practice in relation to Child Sexual Abuse and Child Sexual Exploitation, further expand the Stop to Listen initiative from 2017 and have input from young people and survivors of child sexual abuse. The Child Protection Committee will oversee the longer-term implementation of this strategy in terms of Prevention, Protection, Support and Recovery.

We will continue to provide a range of child protection learning and practice development opportunities which will ensure that practitioners and managers are equipped with the necessary knowledge and skills to implement and progress learning within their agencies.

This will form part of the work plan for the Learning and Development Subgroup.

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3. Learning and Improvement Outcomes

| Priority Outcome: L&L1 - Developing and implementing improvements based on the findings from our Significant Case Reviews and other learning opportunities | | | |
|--|--|----------------------------------|--|
| Outcome Indicator | Baseline | 6 Monthly Updates (end of month) | |
| 80% of Police Scotland workers surveyed within North Ayrshire will report improvements in multi-agency collaboration and communication when responding to wellbeing and child protection concerns. | <p>69% - wellbeing concerns Data collated from police response from 2019 CPC multi-agency survey.</p> <p>71% - child protection concerns Data collated from police response from 2019 CPC multi-agency survey.</p> | Sep 2020 | |
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| Priority Outcome: L&L2 - An improved response to child sexual abuse and exploitation | | |
|--|--|----------------------------------|
| Outcome Indicator | Baseline | 6 Monthly Updates (end of month) |
| 90% of HSCP workers surveyed within North Ayrshire will report increased understanding and confidence when responding to CSA / CSE concerns. | Child Sexual Abuse Concerns – 89% Data collated from HSCP response from 2019 CPC multi-agency survey. | Sep 2020 |
| | Child Sexual Exploitation Concerns – 81% Data collated from HSCP response from 2019 CPC multi-agency survey. | |
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| Priority Outcome: L&L3 - We will continue to provide a range of child protection learning and practice development opportunities which will ensure that practitioners and managers are equipped with the necessary knowledge and skills to implement and progress learning within their agencies. | | | |
|---|---|----------------------------------|--|
| Outcome Indicator | Baseline | 6 Monthly Updates (end of month) | |
| Post course evaluations demonstrate that 100% of participant's knowledge, skills and awareness of interventions to reduce harmful sexual behaviour will have improved following completion of the CPC Learning and Development course, Working with Children and Young People Problematic Sexual Behaviour Awareness. | 100% Data collated from CPC Learning and Development Co-ordinator for all participants who completed the course in financial year 2018. | Sep 2020 | |
| Post course evaluations demonstrate that 90% of participants knowledge, skills and awareness of the Children's Hearing System is increased following completion of the SCRA Mock Hearing Module. | Baseline to be established following completion of SCRA Mock Hearing Modules in 2020. | | |
| 90% of Children and Families social workers are confident in using the Working with Resistance toolkit, and can identify an example of when they have used it within their professional practice. | Baseline to be established following survey. | | |

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4. Risk assessment and Analysis

NACPC Vision

We **protect** children and young people by sharing information effectively to support the collective understanding of potential risks and then by working collaboratively to address these risks.

NACPC Context

NACPC recognises the significance of all practitioners across all services having the appropriate skills and knowledge to risk assess, analyse and take appropriate action to keep children protected and safe. We acknowledge a continued commitment to develop chronology practice, support practitioners in the use of the National Risk Framework and that processes are efficient in ensuring that there is a co-ordinated overview of children's needs.

Continuing to develop our chronology practice

We will work in partnership with the GIRFEC Team to improve this area of practice by supporting the implementation of new performance indicators and regular audits involving operational staff, with updates and feedback being reported via the Evaluation and Improvement sub-group.

Promoting the National Risk Framework

We will continue to provide practice development workshops on the National Risk Framework to all adult services workers across North Ayrshire and will deliver inputs to other services to ensure that children are being risk assessed holistically and receive the necessary supports to protect and meet their needs. The National Risk Framework will be integrated within HSCP and NHS recording systems, and there will be further evaluation of the impact that the training has had for children and young people.

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4. Risk assessment and Analysis Outcomes

| Priority Outcome: RA&A1 - Continuing to develop our chronology practice | | | |
|--|---|----------------------------------|--|
| Outcome Indicator | Baseline | 6 Monthly Updates (end of month) | |
| 80% of all sampled AYRshare folders have an integrated chronology where two or more agencies have contributed. | 68% - July 2019 Data collated from GIRFEC team (AYRshare records). | Sep 2020 | |
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| Priority Outcome: RA&A2 - Promoting the National Risk Framework | | | |
|--|--|----------------------------------|--|
| Outcome Indicator | Baseline | 6 Monthly Updates (end of month) | |
| A randomised survey will indicate that 80% of participants (adult service workers) have used the Generic Risk Indicator Tool (from the National Risk Framework) when when they have had a child wellbeing or child protection concern. | Baseline to be established following survey with adult services workers. | Sep 2020 | |
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5. Working Together

NACPC Vision

We work **together** to keep children and young people safe by building collaborative multiagency relationships underpinned by effective communication and informed assessments, which are based on a shared understanding of children's needs, development and their wider world.

NACPC Context

From previous ICRS, SCR's and audit activity, there has been an identified need to create a cultural shift in how agencies work together to keep children protected and safe from harm. All practitioners across all agencies are required to be accountable for all decision making; and be able to have reflective and analytical discussions to inform professional judgement. Actions in 2019/2020 included the introduction of the development of templates within the Health and Social Care Partnership to support supervision practices and the continued facilitation of PRISM (Practice Reflective Improvement Short Modules) for multi-agency staff to support learning from reflective inputs. The above actions will support practitioners to work together, but it is also recognised that this is a long term action to effectively create a cultural shift where workers are empowered to challenge each other. A SCR short life working group which will explore what action is required to support a cultural shift in working practices which puts children's safety and protection at the heart of all decision making.

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Strengthening communication and engagement within and across services

We will continue to use the findings of Significant Case Reviews and recommendations of previous Initial Case Reviews to progress this priority area. An SCR working group will focus on cultural change which will increase workers' skills in analysis of children's behaviours, ensuring a child centred focus.

Supporting professional reflection

We will prioritise and build on practice development inputs which give staff from all disciplines the opportunity to reflect on the positives and challenges of multi-agency collaboration in child protection cases; identifying the importance of a co-ordinated collaborative approach.

Supervision Practices

We will support the implementation and delivery of appropriate supervision practices across all services to ensure that staff are receiving the necessary guidance and direction to meet children's wellbeing needs and that they are protected from harm.

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5. Working Together Outcomes

| Priority Outcome WT1 - Strengthening communication and engagement within and across services | | 6 Monthly Updates (end of month) | |
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| Outcome Indicator | Baseline | | |
| <p>85% of workers of the child protection specific contact workforce will be able to provide examples of knowledge and skills they have used which puts children at the heart of professional practice.</p> <p>The number of service notifications and wellbeing concerns generated by NADARS and the NAC Homelessness team to be shared with the Named Person Service will increase by 20%</p> | <p>Baseline to be agreed following survey.</p> <p>NADARS Service Notifications: 56 NADARS Wellbeing concerns: 32 Homelessness Service Notifications: 56 Homelessness Wellbeing Concerns: 4</p> | Sep 2020 | |
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| Priority Outcome WT2 - Supporting professional reflection | | |
|--|--|----------------------------------|
| Outcome Indicator | Baseline | 6 Monthly Updates (end of month) |
| 90% of PRISM (Practice Reflective Improvement Short Module) participants will be able to identify at least one child protection case (in the last 6 months) where professional reflection from the PRISM workshop had a positive impact on how they supported a child. | Baseline to be established following long term evaluation of PRISM inputs. | Sep 2020 |
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| Priority Outcome WT3 - Supervision Practices | | |
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| Outcome Indicator | Baseline | 6 Monthly Updates (end of month) |
| 85% of the child protection specific contact workforce within North Ayrshire will report that they are accessing increased support and opportunities to reflect with managers on child protection cases. | 75 % Data collated from 2019 CPC multi-agency survey. | Sep 2020 |
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