

Moray  
**Child Protection**  
Committee



Protecting Children and Young People in  
Moray

Child Protection Committee Annual  
Report - November 2018

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## **Preface from Chair of Moray Child Protection Committee**

On behalf of the Committee Members I am delighted to present the Annual Report of Moray Child Protection Committee (CPC). Child Protection in Moray is taken very seriously by all involved; this commitment is evidenced in this report through the developments and improvements undertaken throughout 2017/18.

The Moray Child Protection Committee covers the Moray local authority area bringing together key agencies to contribute to promoting the care and welfare of children in this area by aiming to ensure that all children are safeguarded and protected from harm and abuse. The Moray CPC works to promote inter-agency working, continuous improvement through self-evaluation and sharing best practice in child protection services. The work of the Moray CPC aims to provide better outcomes for vulnerable children, young people and their families.

2017/18 proved to be another challenging time for Moray CPC in both the preparation for and the outcome of the joint services children's inspection review. There have been various key priorities that have moved forward this year as part of the wider agenda for the Moray partnership; how we tackle neglect, chronologies, and risk assessment.

The interim position over the past 12 months has seen me taking over the role of the Chair and we are currently recruiting for an independent Chair who should be appointed before the end of the year. This will be the last report for the CPC that is produced in this format because from the end of the current financial year we will be producing a quality and standards report. This new report will focus on the key themes from the Children's Services Plan and bring the required performance measures together for Child Protection, GIRFEC, Early Years and Corporate Parenting.

This CPC report outlines the improvements and activities from the CPC and associated sub groups; Neglect Working Group, Significant Case Review Group, and the Coordinating Group. This CPC report also highlights the next steps to be taken in relation to future planning for the next 12 months and beyond.

I would like to thank all those connected to the work of the Child Protection Committee for their support during my time as Chair.



Kathy Henwood, Acting Head of Integrated Children's Services  
Interim Chair, Moray Child Protection Committee

## Introduction

It has been another very busy year for all connected to Moray CPC. Our focus very much remains on the improvements, which are already well underway, identified from the 2017 Joint Children Services Inspection report published by the Care Inspectorate. We are now two years into five year improvement journey and much of that will be shared and recognised in this report.

Moray Chief Officers Group (MCOG) consists of the Chief Executive for Moray Council, two representatives from tsiMoray, the Chief Social Work Officer and the Divisional Commander Police Scotland. MCOG meet fortnightly in order to provide the collective vision and collaborative leadership required to direct the delivery and improvements of integrated children's services in Moray. Chair of Executive Leadership Group, Chair of Child Protection Committee and Quality Assurance and Locality Manager all attend MCOG for reporting purposes. The MCOG provides oversight, scrutiny and governance of children's services in Moray. It is anticipated that both Adult Protection and Domestic Abuse will be introduced to the MCOG portfolio of responsibility late 2018.

An initial assessment and profile of Moray's children was completed in 2017 and provided baseline data which was used to plan and develop the [Moray Children's Services Plan 2017-2020](#) and resulted in the collective vision of three shared priorities:

- Ambitious and confident children
- Healthier children
- Safer children

Over the past year the CPC has been under the stewardship of Kathy Henwood, now acting Head of Integrated Children's Services, and we have seen our membership change with our new elected members on board and other key additions including the Scottish Children Reporters Association (SCRA).

We have seen the continued integration of Health and Social Care and the progress of the National Child Protection Improvement Programme. The Moray Significant Case Review Group has also been established and considered four cases in 2018 so far in line with the National Significant Case Review criteria. The learning from these cases has been progressed through the Practice Reflection Improvement Short Module (PRISM) which is also included in this report.

Participation on committees/groups includes The Moray Council, NHS Grampian, Police Scotland, the Third Sector and the Armed Forces. The membership and resources of Moray CPC and the associated sub groups can be found at **Appendix 1**.

## Performance Management Information

Over the past year Moray CPC has continually refreshed and updated its Performance Management Report (PMR) so that it accurately reflects the Child Protection landscape in Moray.

A new format for quarterly performance reporting has been developed in consultation with members of the CPC, offering a deeper insight into child protection activity, from initial referral to de-registration. This has already led to further scrutiny being sought by the CPC to offer additional assurance regarding child protection registrations. The quarterly report, along with the annual CPC report, helps assess how well Moray is performing against previous years, in addition to comparator authorities and national data. Our effective analysis of partnership data has started to inform beneficial changes to practice such as the recent review of IRD procedures and proposed tests of change, being led by the third sector, around Advocacy and Family Group Decision Making.

The Moray CPC regularly receives performance management information which is derived from the North East of Scotland Child Protection Register (CPR) which covers Grampian and is managed by the Child Protection Partnership (CPP). The CPP provides data trends across the Grampian area.

As at 30 September 2018, there were **196** children on the North East Scotland Child Protection Register, compared to 232 in the same period last year. Aberdeen City = 61, Aberdeenshire 84, Moray = 51 (national average for Moray is 3.0 per 1000 population so figures are currently above the national average). Please see table 1 below:

**Table 1**

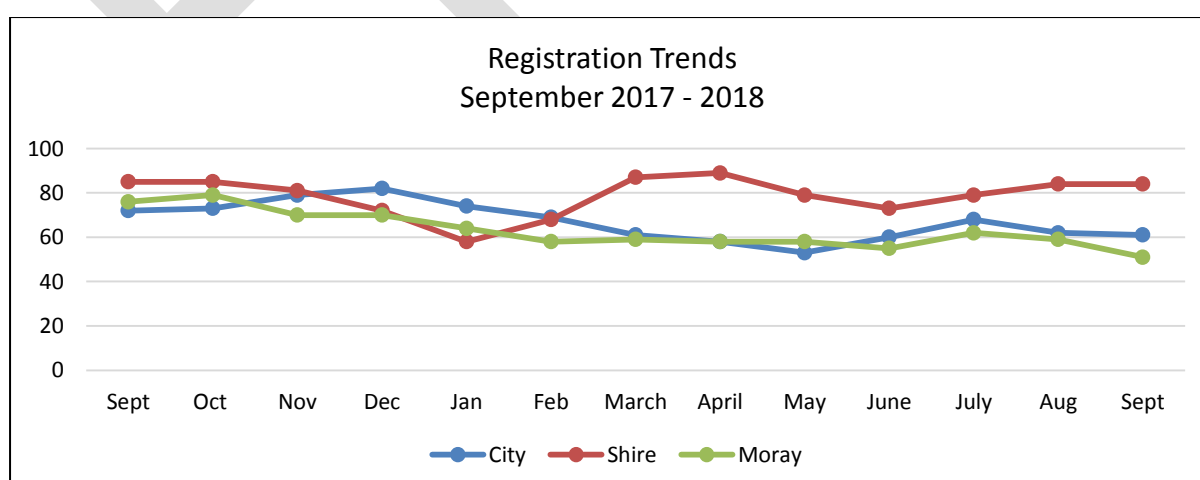


Table 2 is Moray specific and shows the sources of enquiries made to the Children Protection Register over the past 12 months.

Table 2

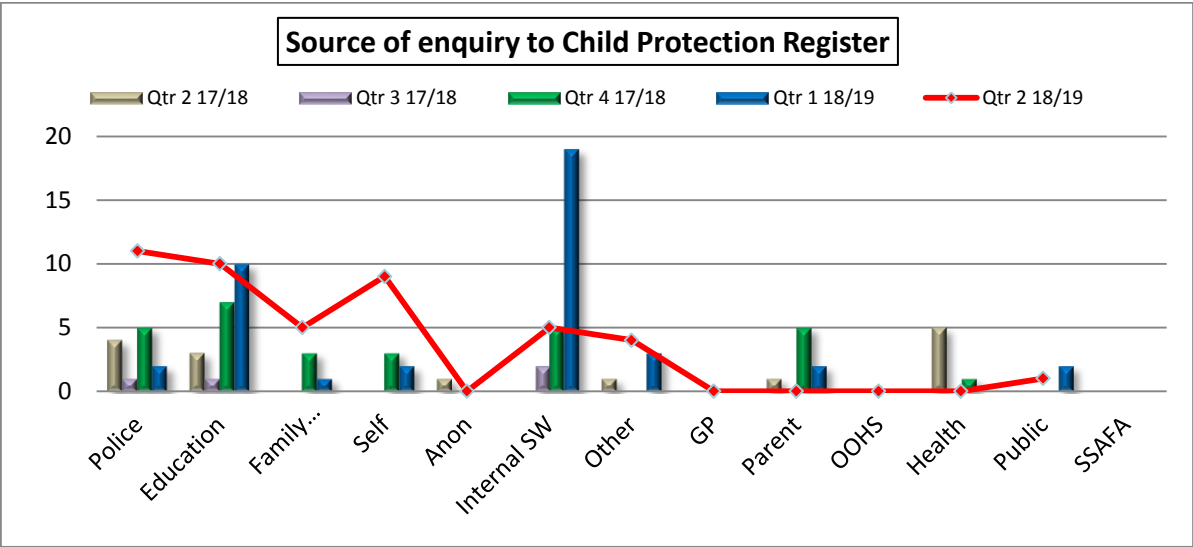


Table 3 is Moray is also specific and gives an accurate breakdown of the CPR registration, de-registrations, and re-registrations.

Table 3

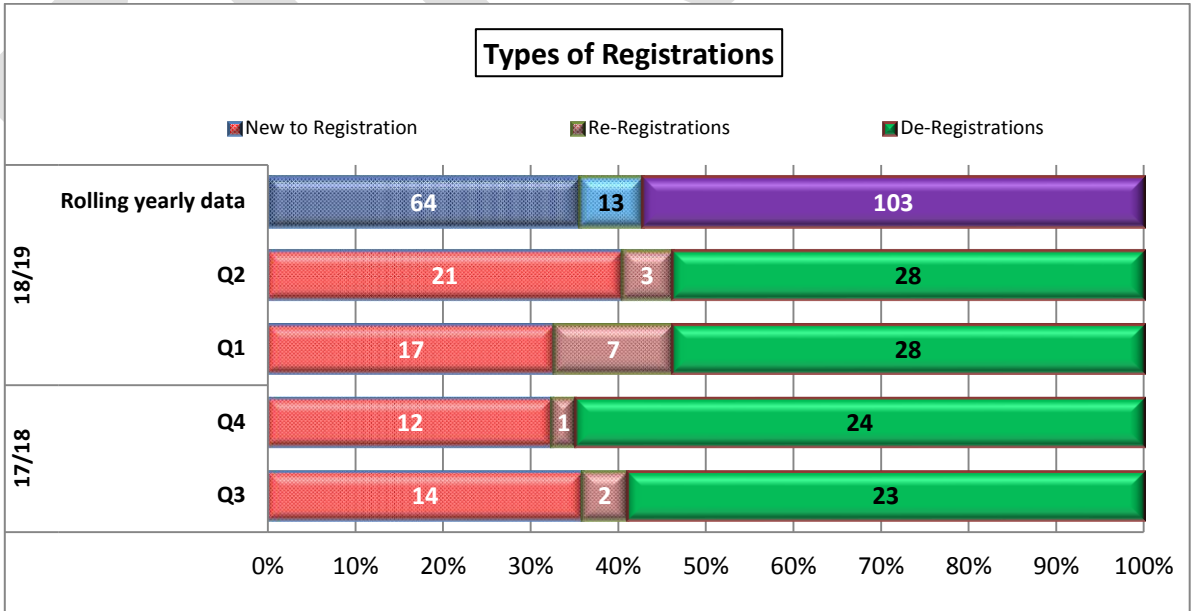
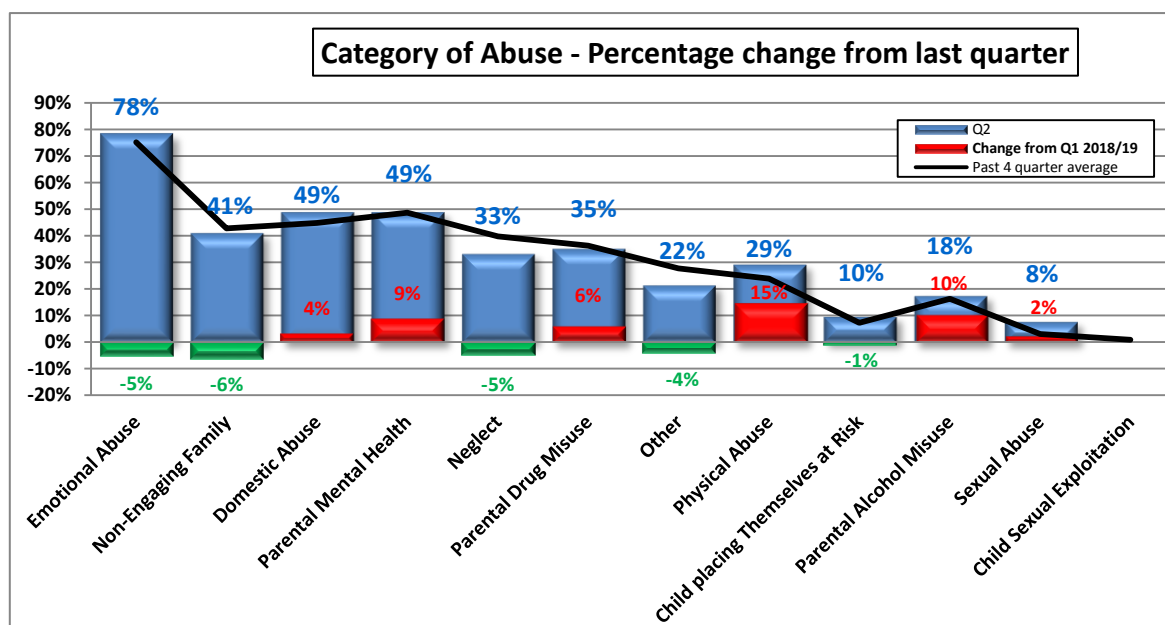


Table 4 shows the of risk factors associated with the reasons that children have been placed on the CPR in Moray as of 30 September 2018, and shows the trend data on average from the previous 12 months.

**Table 4**



## Fulfilling Functions

### Public Information

The Moray CPC website content has been updated to reflect the recent changes already highlighted - [http://www.moray.gov.uk/moray\\_standard/page\\_55497.html](http://www.moray.gov.uk/moray_standard/page_55497.html)

This has included the updating and distribution of public leaflets in relation to how to report Child Protection concerns, process for medical examinations and information on Child Protection Case Conferences.

Monthly bulletins are distributed from Integrated Children's Services to staff and local media where appropriate to further increase the level of information provided to the public.

The phased roll out of early year's provision is based on Scottish Indices of Multiple Deprivation (SIMD) scores. Currently 4 local authority nurseries and 12 partner provider settings are offering up to 1140 hours to approximately 120 children. The recently opened nursery in Buckie will also accommodate a family centre from 2019 onwards. A coordinated approach, utilising QI methodology, is being adopted by the Early Years Expansion Team and Locality Management Group in the East to design family support/parenting provision which delivers measureable and sustainable improvements for children and families. The team's application to participate in the

national Two Year Old Uptake Improvement Collaborative has recently been accepted.

The Safe Strong Free Project was commissioned in March 2018 and is a two year Primary Abuse Prevention Programme. This will be delivered in all nurseries across Moray. This programme runs 3 workshops in each nursery focussing on Bullying, Strangers, and Secrets. As of September 2018 35 workshops have been held with over 100 children and parents involved. Over 88 % of parents and staff feedback has been positive.

### ***Policies, Procedures and Protocols***

Moray CPC is directly supported by the Child Protection Co-ordinating Group (CPCG), the Significant Case Review (SCR) group and the Moray Neglect Working group (MNWG) to drive forward a wide range of Child Protection functions and improvements across Moray.

Moray CPC has recently updated several policies and procedures. The Initial Referral Discussion (IRD) procedure has again undergone a full multi-agency audit and review, the procedure itself has been updated to reflect and support operational practice, and the tools including the minute template has been refreshed to ensure IRDs are efficient and effective.

The Vulnerable Pregnancy pathway was developed and published this year. The pathway promotes early intervention in order to initiate a multi-agency, needs led approach to the identification, assessment, and support of vulnerable pregnancies, and aims to ensure that responses are proportionate, timely, standardised, and consistent across Moray. Improving outcomes for children, young people, and their families is a fundamental objective for all Services within Moray. For unborn babies the need to ensure that Services have a shared understanding of what constitutes a vulnerable pregnancy and use common approaches and language to identify, assess, and support pregnant women and their partners/families is a crucial one. This pathway ensures that families get the help they need, when they need it, to maximise the potential for the baby to thrive and meet expected developmental milestones and outcomes.

The Neglect definition and medical pathway have also been developed and published this year. This is to improve practitioner understanding of neglect and ensure that children receive the medical treatment they need where neglect has been identified. Human Trafficking updates, online safety resources and updated CSE guidance for practitioners have all been added to the Child Protection webpages too.

These policies, procedures, and updates can be found here:  
[http://www.moray.gov.uk/moray\\_standard/page\\_90286.html](http://www.moray.gov.uk/moray_standard/page_90286.html)



### ***Training and Staff Development***

The Moray Learning and Development Group (MLDG) works on behalf of the Executive Leadership Group (ELG) and is chaired by the Quality Assurance Officer for Child Protection and the Vice Chair is the Quality Assurance Officer for GIRFEC. The group consists of experienced professionals from Health, Education, Social Work, Police, and Third Sector. It is the responsibility of the MLDG to develop, deliver, and quality assure a multi-agency Child Protection and GIRFEC training calendar for all staff working with children and young people across Moray.

In 2017/18 the MLDG successfully delivered multi-agency training on various key topics with very positive feedback. Courses included:

- Child Sexual Exploitation
- Child Trafficking, Honour Based Violence (HBV), Forced Marriage (FM), and Female Genital Mutilation (FGM) - CHFF
- National Risk Framework
- Named Person and Lead Professional
- Child Protection basic awareness
- GIRFEC in Moray
- Solution Orientated Practice
- Chronologies
- Neglect,
- Healthy Minds – Mental Health awareness
- Healthy Minds - Mental Health first aid
- Non-engaging families, and
- Case Conferences
- Online Safety

So far in 2018 the MLDG has delivered 18 multi-agency training courses to 224 practitioners across Moray. A key priority of the MLDG is being able measure the impact of the training on staff and their practice. The MLDG want to be able to answer the ‘so what?’ question. With that in mind the group have developed self-evaluation process for staff which will be followed up by focus groups or discussions with staff who have attended the training. This forms the basis of the MLDG quality assurance framework and these results are reported quarterly to ELG.

### ***Communication and Co-operation***

The Moray CPC had significant involvement in the development of Moray’s Children and Young People’s Service Plan 2017 – 2020. A communication strategy has been drafted for all staff across the Moray Partnership; this new strategy is currently out for consultation pending updates.

The *Multi-Agency Practice Hub* (MAPH) was set up as a multi-agency forum to review the quality of all referrals into social work and the subsequent initial social

work response. The MAPH is now in its second year and continues to meet on a weekly basis, with all agencies represented. The MAPH has enabled the Partnership to utilise resources in a more targeted way to improve the consistency and quality of referrals and therefore meeting the needs of children and young people at the earliest opportunity:

- Increased focus on universal support provision by Named Persons.
- Reduction in the number of inappropriate referrals to social work.
- Change in practice for Out of Hours Social Work Team.

The workings and analysis of MAPH serves to ensure staff remain alert to the early identification of neglect and cumulative harm, so children and young people receive the help they need at the time they need it.

The *Moray Neglect Working Group* (MNWG) was set up in 2017 by Moray CPC as an initial response to the inspection findings, with a focus to develop a collective understanding and awareness around this complex area of work. Key functions of the MNWG are:

- To develop a shared understanding of the definition of neglect and its impact.
- To take responsibility for the development of an action plan to improve the initial risk assessment of, and response to, vulnerable children and young people at risk of or experiencing neglectful parenting and cumulative harm.
- Identify joint actions and resources necessary to support effective delivery of the plan.

The MNWG is chaired by the Specialist Nurse for Child Protection in Moray and the membership has multi-agency representation from across the Partnership. The MNWG has an action plan in place and report progress back to the Moray CPC on a quarterly basis. The MNWG group have largely completed their initial action plan.

Key achievements have included:

- Developing well evaluated partnership training on neglect.
- Agreeing a Moray wide definition of neglect.
- Mapping use of neglect assessment tools within and out with Moray.
- Improving quality of initial risk assessments.
- Health medical examinations are carried out for children identified as suffering from neglect.
- Health assessments are offered to all Looked After Children.
- Arrangements are in place to monitor children's progress following deregistration from Child Protection Register. From January to end of June 2018, 75% of all children de-registered from CPR had a child planning meeting to ensure relevant and appropriate supports continue where required. To further strengthen this process Moray CPC will set a deadline for at least two child planning meetings to take place following de-registration and this will be captured and monitored by CPC through the performance management report.
- Exploring learning opportunities for teams around the child.

The *Moray SCR Group* was established in 2017, in line with national guidance, reports back to Moray CPC and the Care Inspectorate when there is a requirement for an Initial Case Review (ICR). The group provides a forum where partner agencies can submit an ICR referral for cases they feel require further scrutiny and meet the National SCR criteria. Whilst the criterion for an SCR is detailed, this group promotes dialogue with practitioners across the agencies, supporting an active learning culture. The group meets monthly, and has considered four ICRs in 2018, all of which had neglect as a core issue, with the first three Team Around the Child (TAC) feedback already completed. One ICR was explored within the Practice Reflection Improvement Short Module (PRISM) event detailed below. Another ICR has developed into the recommendation for a Significant Case Review. This partnership activity, within the frame of learning reviews, helps support practice change.

Representatives from the MNWG have worked closely with colleagues in North Ayrshire to share practice and evaluate Practice Reflection Improvement Short Module (PRISM) with a view to considering how a similar model could be introduced across Moray. An event specifically focusing on PRISM was held on 6th September 2018, and attended by 95 staff from across the Partnership. During the event staff worked through a substantive multi-agency chronology (developed as part of a Local ICR). This afforded staff the opportunity to apply professional curiosity and professional challenge in a safe and structured environment seeing the challenges of working from the perspective of family support as opposed to child protection. Evaluations from the PRISM event demonstrate that over 80% of participants showed an increase in knowledge in relation to neglect and chronologies and how these can be effective in improving outcomes for children and young people. There were clear opportunities to explore the experiences around 'cumulative neglect' and how future practice can be improved.

Based on learning from CELCIS and National Child Protection Lead Officers Network, the decision has been taken to introduce the *Graded Care Profile* in Moray. Further in depth conversations have taken place with Dumfries and Galloway and Angus to refine how the tool will be used within a Moray context. The Graded Care Profile offers professionals a shared language in relation to neglect, taking away some of the challenges inherent in understanding and applying thresholds, ensuring neglectful parenting is more visible. A number of practitioners have volunteered to further develop the use of the Profile and deliver a specific test of change. This will form the substantive part of the Neglect Group moving forward, along with leading on four further PRISM events in 2019 so changes in practice can be tracked and evaluated.

## ***Child Sexual Exploitation***

Since the initial work on raising awareness of CSE across Moray started in 2016/17 work has continued through 2018. Much of the identified next steps from 2016/17 have been progressed in 4 key areas:

### *Training and Quality Assurance*

Since April 2018, through the [Moray Learning and Development Group](#) (MLDG) there have been 21 staff trained in CSE. Evaluations undertaken immediately after the training stated 100% of staff who attended reported an increase in knowledge of CSE and its impact on children and young people. A further 20 staff are being trained in November 2018 and follow up surveys with staff post training, using the MLDG Framework, are being undertaken to gain examples of this training impacting on practice.

### *Residential Houses*

Within our residential houses for children and young people there have been a number of areas that have seen considerable progress. One such area includes our connectivity with partners and CSE being considered for every child upon admission. We now have a dedicated Police Liaison Officer for each of the houses and this involves regular sharing of concerns, better and more informed decision making between the houses and Police, and crucially the involvement of children and young people in these areas. This has resulted in more accurate information being shared across the wider Team around the Child (TAC). Another area of improvement is the upskilling of staff in the houses, to both identify and respond to CSE, through bespoke annual refreshers for all staff, who are required to reflect on their understanding post training. Risk assessment has been a key area of progress and the [Moray Practitioner Information Sheet and Risk Assessment](#) are now universally used by the Residential Units, this can be evidenced in the case files for children and young people who reside at the houses. This work ultimately feeds into the National Risk Assessment Framework which has been adopted to ensure staff are confident and well equipped to respond to all concerns around a child or young person.

### *Licensing*

A key area of improvement identified from the 2016/17 work was to raise awareness with taxi drivers in particular. In June 2018, in partnership with the Moray Licensing Board, all 323 licensed taxi drivers across Moray received the newly developed CSE leaflet. This was part of an event to reseal taxi driver's meters and provided an opportunity to raise awareness of CSE and how to report concerns. This was positively received by the taxi drivers who verbally fed back they have a greater understanding of their community responsibility and that they may see early signs of CSE before statutory or support services do. The two Liquor Licensing Officers for Moray attended MLDG CSE training in May 2018 and cascaded the key messages from this training to their licensing networks, incorporated this into their guidance, and this information is being re-visited with licensed premises during before the end

of 2018. As part of the Licensing Board this information was distributed to all Community Councils in Moray and the members of the Moray Federation of Village Halls & Community Associations. Also, the Licensing Board and Committee are to receive a bespoke training session on CSE in November 2018.

#### *Partnership information*

From July 2017 to July 2018 there were 3 children placed on the Child Protection Register under the risk category of CSE. In relation to initial Child Protection concerns the [Moray Inter-Agency Referral Discussion procedure](#) has been updated to reflect that discussions ALWAYS consider whether CSE is a risk. In August 2018 Moray CPC was presented the current National Missing Persons Framework. This was presented by Police Scotland and given that missing children can often be more vulnerable to CSE there is a detailed plan with set objectives around prevent, respond, support and protect.

#### ***Planning, Quality Assurance and Self-Evaluation***

The Quality Assurance Performance and Planning Team (QAPPT) was fully established in April 2018, which aligned with the appointment of a Quality Assurance Manager to lead the team. The team comprises of colleagues from across the Moray Community Planning Partnership (MCP). The QAPPT, with support from the Moray Strategic Groups, including Moray CPC, have developed the Moray Children and Young People's Quality Assurance and Performance Framework (QAPF). The QAPF provides all partners with a clear framework that can be used to evidence the quality of service delivery and ensure high standards of delivery are sustained so children's wellbeing and safety is promoted at all times. A more systematic approach to quality assurance has been developed to support greater consistency in the quality and effectiveness of ensuring positive outcomes for our children and young people.

A partnership self-evaluation calendar has been developed by the QAPPT and in September 2018 Moray CPC, the Moray SCR group, and the MNWG conducted their own individual self-evaluation exercises, facilitated by the Quality Assurance Officer for Child Protection. This was a valuable opportunity for these groups to take stock and evaluate recent progress and plan ahead effectively. Moray CPC has also developed and approved induction packs for all new CPC members and members of the associated sub groups. This is to allow new members to fully understand the function of the groups and their individual responsibilities.

The Quality Assurance Officer for Child Protection is Chair of the Moray Learning and Development Group and sits on the Central and North Child Protection Consortium, National Child Protection Lead Officers Network, and the Grampian Child Protection Partnership.

These meetings play an important role of helping to inform Child Protection in Moray as they offer a chance to share good practice, develop and implement action plans for key Child Protection issues such as Neglect, and help keep Moray CPC in line with National expectations.

### ***Listening to Children and Young People***

The Children's Rights and Participation strategy and agenda now sits under the remit of the GIRFEC Strategic Group. A Children's Rights and Participation Group was immediately formed and is currently being led on by the Opportunities for All Officer. In partnership with the youth ambassadors, a draft Rights and Participation Strategy has been developed. Further consultation of the Rights and Participation Strategy will take place with a wide range of children and young people by the end of November, before being formally launched in the new year 2019. Co-production with young people will help ensure the legacy is strong.

The *Locality Management Groups* (LMGs) are key to communicating with children and young people and gathering their views through the Moray Youth Council and Community Councils, using the wellbeing wheel as a tool at different intervals throughout individual work, and through individual project evaluations. The LMGs provide a crucial and direct route into local communities.

LMGs focus specifically on the provision of services for children, young people and their families; this includes both universal and targeted services. LMGs are based on the principles and values of GIRFEC in that the aim is to simplify pathways of support, reduce bureaucracy and enable effective information sharing.

Fundamental to the development of LMGs is the belief that 'relationships' and 'effective partnerships' lead to better outcomes and long lasting change for children and families . A locality model allows these relationships and partnerships to be developed.

*Locality Networks* are the 'action arm' of the LMG's. They are formed from local practitioners and members of the public (including children and young people) with an interest in the key themes identified for action.

Through guidance from the Locality Wellbeing Officer, small scale projects and tests of change are developed and delivered within each locality. Further development of these projects is agreed through LMG's using evidence identified through a quality assurance/ self-evaluation process.

*Locality Wellbeing Officers* oversee and support the LMGs and co-ordinate the work of the Locality Networks. The LWO builds relationships with members of both LMG's and Locality Networks with the aim of ensuring that members have a clear understanding of role and remit and can clearly see how actively participating in the process helps them to deliver better outcomes for children, young people and their families more effectively.

## Future Planning & Conclusion

Moray CPC improvement plan focuses on the improvement areas identified across the partnership that have a direct link with Child Protection. This plan can be found at **Appendix 2**.

This Annual Report for Moray CPC highlights the developments and improvements made over 2017/18. In addition, the report considers the next steps that are required in order to protect children and safeguard their wellbeing.

There have been significant changes across Moray over the past year; partnership working, quality assurance and governance has been strengthened, departments have been restructured with a focus on being data led and improving performance planning, and a shared focus on identifying and addressing neglect, and shared learning across Moray's Children's Services as a result of local ICRs and PRISM. The next year will present a number of challenges including:

- The development of a Neglect toolkit for all staff across Moray
- Ensuring that the improvements identified are achieved through self-evaluation and in partnership with QAPPT
- Completion of the current improvement plan and the development and progress of a new one for 2019 focussing on the three key function of CPC; public information, continuous improvement, and strategic development
- Improving communication and consultation with children, young people and their families through the rights and participation strategy which includes this being a standing item on all future CPC and associated groups agendas
- Continuing to provide a robust Child Protection service across Moray for all children and young people
- Forging strong communication links with, and supporting, the Chief Officers Group beyond annual development days
- The appointment of a fully independent Chair

The Moray CPC looks forward to these challenges and helping to provide an excellent service to the children, young people, and their families across Moray.

***Membership of Moray CPC***

Chair: Acting Head of Integrated Children's Services

Vice Chair: Head of Primary Care, Prevention and Child Health

Committee: 3 x Elected Members

General Manager, Moray Community Health and Social Care Partnership  
Corporate Director (Education and Social Care)  
Head of Schools and Curriculum Development  
Police Scotland  
Legal Services Manager  
Third Sector Representative  
Armed Forces Representative  
Domestic Abuse Forum Representative  
SCRA Representative  
Quality Assurance Officer Child Protection

***Membership of CPCG***

Chair: Police Inspector for Moray

Vice Chair: Consultant Practitioner, Adult Protection

Members: Quality Assurance Officer, Child Protection  
Adult Mental Health Team representative  
Social Work Team Manager, SW Intake & Assessment  
Social Work Team Manager, SW Continuing Support West  
NHS Grampian Specialist Nurse Child Protection  
NHS Grampian Specialist Midwife  
Police Scotland Detective Inspector, Public Protection  
Social Work Training Team representative  
NHS Grampian Midwife Team Leader  
Children's Panel representative  
Depute Head Teacher, Secondary  
Continuous Improvement Officer  
Housing Services Manager  
Scottish Children's Reporter Association representative  
NHS Grampian, Clinical Governance Co-ordinator  
NHS Grampian Health Visitor Team Manager  
Third Sector representative



### ***Membership of Neglect Working Group***

Chair: NHS Grampian, Specialist Nurse Child Protection

Vice Chair:

Members: Children's Wellbeing Manager  
Quality Assurance Officer Child Protection  
NHS Grampian Health Visitor Team Manager  
NHS Grampian Service Manager, Children and Young People  
Data Evaluation representative  
Senior Social Worker  
Police Scotland Detective Inspector, Public Protection  
NHS Grampian Midwife Team representative  
Third Sector representative  
Child Adolescent Mental Health Service (CAMHS) representative  
Head Teacher Primary  
Head Teacher Secondary  
Adult Mental Health Team representative

### ***Membership of Significant Case Review Group***

Chair: Chief Social Work Officer

Vice Chair:

Members: Quality Assurance Officer Child Protection  
Head of Schools and Curriculum Development  
Quality Improvement Officer, Pastoral Care  
Social Work Service Manager, Corporate Parenting  
Police Scotland Detective Chief Inspector  
Police Scotland Inspector  
NHS Grampian Service Manager, Children and Young People  
NHS Grampian Lead Nurse, Child Protection

### **Resources dedicated to Child Protection**

#### *Joint Child Protection Unit:*

Moray Council  
1 x Senior Social Worker  
3 x Social Workers  
1 x Family Support Worker

1 x Team Secretary

Police Scotland:

1 Detective Inspector

2 Detective Sergeants

10 Detective Constables

NHS Grampian

1 x Specialist Nurse – Child Protection

Contribute towards cost of Team Secretary

DRAFT



# **Moray Child Protection Committee**

## **IMPROVEMENT PLAN 2018/2019**

Author: QAPP Officer Child Protection  
Last updated: 7 November 2018

The following Improvement Plan has been developed by Moray Child Protection Committee to deliver on:

- the three key priorities set out within the Moray Children's Services Plan 2017-2020:

1. Ambitious and confident children
2. Healthier children
3. Safer children

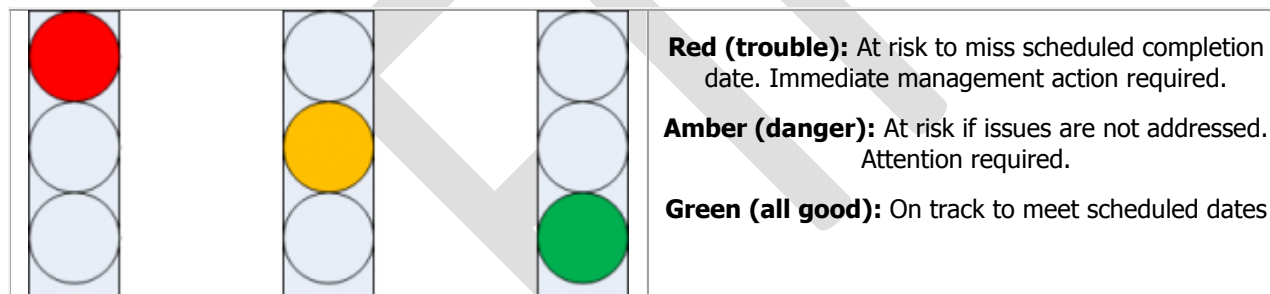
- the three national requirements as laid out by the Scottish Government:

1. Public information
2. Strategic development
3. Continuous improvement

Throughout this improvement plan we have also taken cognisance of the learning from the recent Moray Joint Children's Services Inspection 2016/17.

Progress in respect of each improvement activity is monitored using the Red, Amber and Green (RAG) system of project management and status reporting. Progress is reported to the Moray Child Protection Committee (MCPC) by the Lead Officer and Chairs of the respective sub groups; the Neglect Group and the Child Protection Coordinating Group.

Governance is afforded by MCOG.



This overarching delivery plan will provide the platform of work required; but will be supported by robust action plans, for each of the sub-groups identified. All the improvement actions will be part of an iterative cycle to inform future developments.

**Ambitious and confident children: To improve the life chances of children especially the most vulnerable by supporting them and their families at the earliest stages**

<i>Area of accountability and responsibility</i>	<i>Outcomes and Key Actions</i>	<i>Performance Measure</i>	<i>Impact</i>	<i>Lead</i>	<i>Timescale</i>	<i>Link to Risk Register</i>	<i>RAG Status</i>
<i>Links to other Plans</i>							
<p>Increase the number of ch/yp having two further Child Planning meetings, once de-registered from the CPR, allowing for up to 6 months ongoing partnership support post registration.</p> <p>(CSP priority 3)</p>	<p>Proportionate ongoing partnership support offered to families once ch/yp de registered from CPR to prevent early re registration.</p> <p>Families to feel better supported through a phased approach back into universal provision.</p>	<p>Q1 2 – Impact on children, young people, and their families.</p> <p>Target that every child has 2 child planning meetings following de-registration from CPR within a 3 month timescale.</p> <p>This will be measured in the PMR from October 2018 and reported every quarter.</p> <p>Letter sent from reviewing team about de-registration to inform children and families of the 2 child planning meetings following de-registration.</p>	<p>Families to feel better supported through a phased approach back into universal provision</p> <p>Preventing risk of early re registration of ch/yp onto CPR</p>	<p>Neglect working group.</p> <p>Quality Assurance Officer Child Protection</p> <p>Continuous Improvement Officer</p>	<p>Quarterly reports to evidence upward trends – moving to standard practice for all families by April 2019</p>		
Ensure staff are aware of information sharing	Appropriate information sharing for children takes	Q1 7 - Management and support of staff Q1 9 - Leadership and	Staff are both confident and competent with	Service leads on Operational Group	February 2017		

<i>Area of accountability and responsibility</i>  <i>Links to other Plans</i>	<i>Outcomes and Key Actions</i>	<i>Performance Measure</i>	<i>Impact</i>	<i>Lead</i>	<i>Timescale</i>	<i>Link to Risk Register</i>	<i>RAG Status</i>
processes across child protection services. Agree and share across the partners clear information sharing guidance and processes.  (Inspection Improvement Plan - Action A2)	place in a timely manner using agreed processes.	direction	information sharing.  multi-agency case file audits provide evidence of early sharing of information. Improved outcomes for ch/yp in the early identification of neglect/harm.	Head of ICS Head of Schools and Curriculum Development Head of Service - Child Health (NHS) D/Superintendent, Police Scotland  All staff have had sight of and signed information sharing document produced by Scottish Government			
Develop an approach to review chronologies to improve quality and risk identification. (Inspection Improvement Plan - Action A7)	Early identification of risks to children including accumulation of harm.	QI 2 - Impact on children, young people, and their families QI 3 – Impact on staff QI 5 – Delivery of key processes QI 7 - Management and support of staff  <i>This will be measured through the business critical plan, LMGs, and compliance in receiving</i>	Training on chronologies will have taken place. Staff feel confident creating and interpreting chronologies. Partner review of chronologies at key fora such as Child Planning Meetings, CPC and LACs.	MLDG  MAPH  GIRFEC Group  Review Team  <i>SCR Group</i>	<i>January 2019</i>		

Area of accountability and responsibility  Links to other Plans	Outcomes and Key Actions	Performance Measure	Impact	Lead	Timescale	Link to Risk Register	RAG Status
		<p>chronologies through MAPH. Gathering of quality assurance data in relation to chronologies training is already underway (September 2018) in relation to MLDG QA framework.</p> <p>Target to ensure every case has a fully integrated chronology.</p> <p>It is recognised that we have an approach to review them but in terms of <i>early identification</i> consideration to be given to move from a MAPH to a MASH in order to be screening chronologies as they come in.</p>					
Establish an understanding of what neglect is and identify approach to neglect across Moray using an adapted version of the Graded Care Profile 2 (GCP2)	Increased awareness and understanding of neglect, particularly the cumulative effect, across Children's Services in Moray. A more robust and effective approach to responding to	<p>Q1 1 - Key performance outcomes</p> <p>Q1 2 - Impact on children, young people, and their families</p> <p>Q1 3 – Impact on staff</p> <p>Q1 4 – Impact on the community</p> <p>Q1 5 – Delivery of key</p>	<p>Earlier identification of neglect, earlier support for children, young people and families which can be demonstrated in Child's Plans.</p> <p>Increase in Neglect being identified</p>	Neglect Group	January 2019		

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(Inspection Improvement Plan - Action A2)	Neglect.	<p>processes</p> <p>QI 6 – Policy, service and development and planning</p> <p>QI 7 - Management and support of staff</p> <p>QI 8 – Partnership and resources</p> <p>QI 9 - Leadership and direction</p> <p>PRISM to be utilised a tool to take learning from practice reviews and ICRs and share across Moray Partnership using real cases to both identify the cumulative effect and highlight the importance of early identification. One PRISM event already carried out in September 2018 which and another 4 planned for 2019.</p> <p>Proportionately at least 100 multi-agency staff will attend Neglect training and 75% of those will participate in the QA process to</p>	early and responded to effectively using GCP2.				



Area of accountability and responsibility  Links to other Plans	Outcomes and Key Actions	Performance Measure	Impact	Lead	Timescale	Link to Risk Register	RAG Status
		<p>increase awareness and measure the impact of training on practice.</p> <p>Target to create an adapted toolkit using GCP2 for all staff in Moray to use when dealing with Neglect cases. This is to be reviewed after 6 months using feedback from PRISM.</p>					
<p>Explore learning opportunities for teams around the child.</p> <p>(Inspection Improvement Plan - Action E3)</p>	Explore the PRISM process for shared learning.	<p>QI 2 - Impact on children, young people, and their families</p> <p>QI 3 – Impact on staff</p> <p>QI 7 - Management and support of staff</p> <p>QI 8 – Partnership and resources</p>	<p>Increased understanding of role and remit across the partners. Improved practice leading to better outcomes for ch/yp. Evidence of process being used and learning identified leading to improvements.</p>	Moray CPC	August 2018 – events tabled throughout the year as a standard activity		

**Healthier children: Children get the healthiest start in life and are supported to achieve the best possible mental health and well-being and there is equity for vulnerable groups**

<i>Area of accountability and responsibility</i>  <i>Links to other Plans</i>	<i>Outcomes and Key Actions</i>	<i>Performance Measure</i>	<i>Impact</i>	<i>Lead</i>	<i>Timescale</i>	<i>Link to Risk Register</i>	<i>RAG Status</i>
Increase awareness of CSE in communities across Moray  (CSP priority 3)	Improved understanding of CSE and how to respond on an individual basis and with vulnerable groups across Moray.	<p>QI 4 – Impact on the community</p> <p><i>We need to ask staff, repeat staff survey, take this information through LMGs.</i></p> <p><i>Sharing of new public information leaflet has been through Community Council, Licensing Board/Committee, all 311 taxi drivers</i></p> <p><i>From July 2017 to July 2018 only 3 children were placed on CPR at risk of CSE and these are monitored through CPC performance management reports.</i></p> <p><i>Contact to be made with Barnardo's to establish what other approaches are available and gather data from Police missing</i></p>	<p>Ch/yp vulnerable to CSE will be afforded greater visibility across the partners.</p> <p><i>Risk assessment of CSE forms an integral part of the IRD process which is the starting point for all CP concerns. All residential units in Moray risk assess CSE on admission either using the CSE risk assessment published online and/or through NRAF tools.</i></p>	<p>MLDG</p> <p>Co-ordinating Group</p>	January 2019		

<i>Area of accountability and responsibility</i>  <i>Links to other Plans</i>	<i>Outcomes and Key Actions</i>	<i>Performance Measure</i>	<i>Impact</i>	<i>Lead</i>	<i>Timescale</i>	<i>Link to Risk Register</i>	<i>RAG Status</i>
		person interviews for children					
Ensure health assessments are carried out for children identified as suffering from neglect.  (Inspection Improvement Plan - Action B5)	Children suffering from Neglect have their medical needs identified.  Development and implementation of a neglect medical pathway	<p>QI 1 - Key performance outcomes QI 2 - Impact on children, young people, and their families</p> <p>Target that every child, where relevant and appropriate, has a Neglect medical assessment when required.</p> <p>Neglect Medical Pathway developed and 6 children been through up to October 2018.</p> <p>IRD audits will show neglect medicals are being considered for children where appropriate which is measured through MAPH.</p> <p>Data to be gathered from Health for children going through Neglect medical</p>	Earlier identification of children suffering from neglect. Evidence in case files of earlier intervention. Neglect medicals identified at earliest opportunity – IRDs.	<p>Neglect Group to gather data and present to CPC</p> <p>MAPH</p>			

<i>Area of accountability and responsibility</i>	<i>Outcomes and Key Actions</i>	<i>Performance Measure</i>	<i>Impact</i>	<i>Lead</i>	<i>Timescale</i>	<i>Link to Risk Register</i>	<i>RAG Status</i>
<i>Links to other Plans</i>							
		pathway and outcomes achieved.					

**Safer children: To protect children from the risk of harm, abuse and neglect and promote and support safer environments and communities**

<i>Area of accountability and responsibility</i>  <i>Links to other Plans</i>	<i>Outcomes and Key Actions</i>	<i>Performance Measure</i>	<i>Impact</i>	<i>Lead</i>	<i>Timescale</i>	<i>Link to Risk Register</i>	<i>RAG Status</i>
Implement and evaluate recommendations from CSE crimes.  (CSP priority 3)	Earlier identification of CSE during risk assessment. Response to CSE and effective support provided to those involved.	QI 1 - Key performance outcomes QI 2 - Impact on children, young people, and their families QI 3 – Impact on staff QI 4 – Impact on the community QI 5 - Delivery of key processes	Improved support provided to those who have suffered from CSE and Risk Assessment indicates future planning. Improvements presented to CPC.	DCI Police Scotland	January 2019		
Ensure all staff understand current multi agency child protection guidance and their roles and responsibilities.  (Inspection Improvement Plan - Action A3)	Staff fully aware of Child Protection responsibilities and how to deal with concerns as per local guidance.	QI 7 - Management and support of staff QI 9 - Leadership and direction  <i>Need to ask staff to be able to complete this task, how do we know – staff survey</i>  <i>QA report being prepared by MLDG in relation to increased staff awareness and understanding following training.</i>  <i>LMGs will provide</i>	Multi agency self-evaluation will provide assurance that Child Protection processes are being followed by staff in Moray. Audit reports to be submitted.	Moray CPC MLDG	July 2018		

Area of accountability and responsibility	Outcomes and Key Actions	Performance Measure	Impact	Lead	Timescale	Link to Risk Register	RAG Status
Links to other Plans							
		platform to engage with staff and gain feedback on their understanding.					
Identify to staff examples of excellence in chronologies, risk assessments, and Child's Plans. (Inspection Improvement Plan - Action A9)	Staff become familiar with recognising excellence.	QI 8 – Partnership and resources QI 9 - Leadership and direction  These have been produced and published on the GIRFEC and QAPPT webpages.	Ongoing review processes by management and QAPP will show improvement in these areas.	QAPPT  GIRFEC Group  MLDG	April 2018		
Resolve differences regarding thresholds of concern between services including the Children's Reporter. (Inspection Improvement Plan - Action A13)	Shared understanding of evidential requirements for reports to the Children's Reporter.	QI 8 – Partnership and resources QI 9 - Leadership and direction  Evidential requirements received from SCRA and joint training underway to improve quality of reports. This is gathered by SCRA and an escalation policy is in place to ensure compliance.	Improved timescales for decision making by Reporter evidenced in reports as well as clarity of decision making.  Better outcomes for ch/yp and improved monitoring and reviewing of subsequent reports	Children's Panel Liaison Group  Head of ICS  Locality Reporter Manager  MCPC	August 2018		
Improve outcome	Concerns identified	QI 1 - Key performance	Evidence of reviews	Moray CPC	March		

Area of accountability and responsibility	Outcomes and Key Actions	Performance Measure	Impact	Lead	Timescale	Link to Risk Register	RAG Status
Links to other Plans							
planning within Child Protection processes.  (Inspection Improvement Plan - Action B3)	are reduced for Children on the Child Protection Register.  There is need for a shift in focus towards more of a strengths based approach enabling ch/yp and their families a greater voice in determining and developing protection plans.	outcomes QI 2 - Impact on children, young people, and their families.  Children's 1 <sup>st</sup> carrying out test of change around advocacy and hearing child's voice in meeting and informing decision making. This will include data and feedback from families.	and improvement in outcomes for identified children.  Voice of ch/family more visible  Change in approach/practice	Review team  Third sector – agreed tests of change	2019		
Develop a suite of key performance information to allow the Child Protection Committee to measure progress and improvements in key areas.  (Inspection Improvement Plan - Action D2)	The Moray Child Protection Committee will evidence improvement in key areas.	QI 1 - Key performance outcomes QI 8 – Partnership and resources QI 9 - Leadership and direction	Performance information will demonstrate improvement in key areas and inform the annual work plan and will inform/influence changes in practice reporting trends	Moray CPC	April 2017 -ongoing		