

Moray

Child Protection

Committee



Protecting Children and Young People in
Moray

Child Protection Committee Annual
Report - November 2017

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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 2016/17.

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 supports practice and aims to provide better outcomes for vulnerable children, young people and their families.

2016/17 proved to be a very challenging time for Moray CPC in both the preparation for and the outcome of the joint services children's inspection. Without doubt the message given was a difficult one to hear but the children and young people in Moray deserve the best services we can deliver and it is our job to do that. The response to the inspection has been robust and swift and continues.

Following on from the inspection it was agreed that the Chair of the CPC should be independent of the agencies directly involved in delivering services to children. As an interim position pending the appointment of an Independent Chair, Kathy Henwood, Continuing Support Service Manager was appointed Chair in September 2017. As this is my last Annual Report I would like to thank the CPC for the support offered to me during my time in the Chair.

This report:

- Links the work of Moray CPC directly to Moray Children's Services Plan
- Gives an update on the ongoing work of the Moray CPC
- Explains the key developments in the multi-agency training that has been delivered in Moray
- Gives key performance information for Moray and compares our data pan Grampian and also with our comparator authorities.
- Describes other key developments over 2016/17.

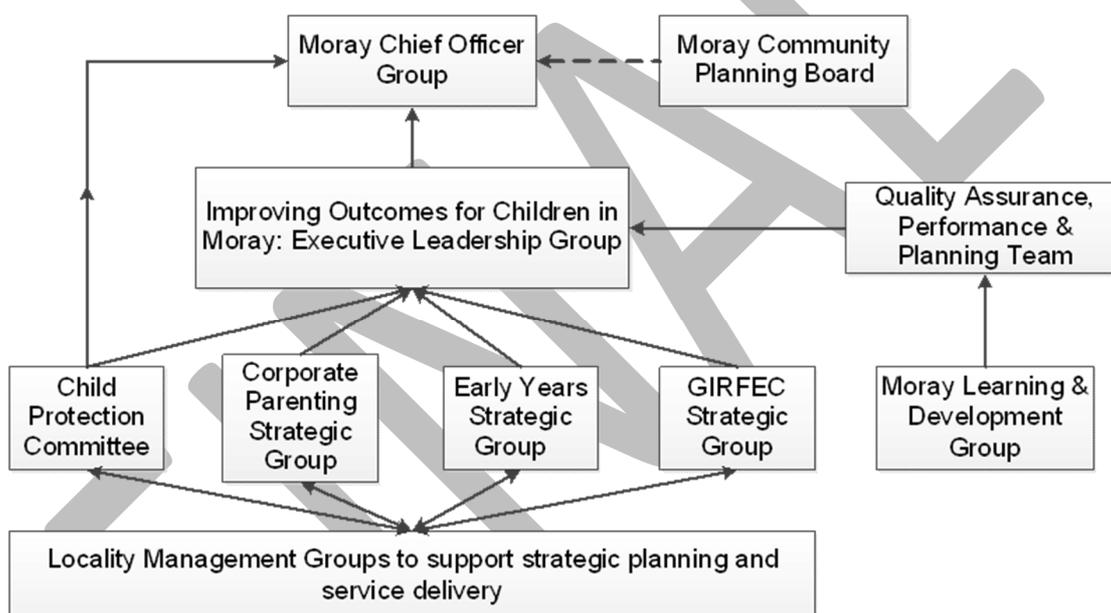


Susan Maclaren
Chair, Moray Child Protection Committee

Introduction

It has been another very busy year for all connected to Moray CPC. We were part of the recent Children's Service Inspection carried out by the Care Inspectorate. Our Locality Management Groups have developed and evolved alongside the Moray Learning and Development Group (MLDG). The continuous integration of Health and Social Care, Moray CPC Development Day and the National Child Protection Improvement Programme has all made for a challenging 12 months.

As detailed in this report, a key focus for Moray CPC over the past year has been the Children's Services Inspection and subsequent outcomes. As a result the new partnership planning and governance structures in Moray are as follows:



Participation on all committees/groups includes The Moray Council, NHS Grampian, Police Scotland, the Third Sector and the Armed Forces. The membership and resources of Moray CPC can be found at **Appendix 1**. Moray CPC is governed by the Chief Officers Group (COG) and the role and remit of the COG, along with the rest of the groups, can be found at **Appendix 2**

Moray Children's Services Inspection

The Care Inspectorate carried out a joint Inspection of Morays Children's Services and released the full Inspection report in February 2017. A summary of the findings from the report is as follows:

Throughout this inspection, staff, managers and leaders told us of their desire to improve and to make Moray the best place in Scotland for children and young people to live. Nonetheless, we did not find a culture where meaningful challenge was recognised as a necessary part of continuous improvement. Frontline staff were experiencing success with many families through the provision of effective help and support. They are delivering tangible results that can be built upon through a more joined up approach by partners. However, variability in the quality and effectiveness of some key processes means that the experiences of some children and young people, including those most vulnerable, are diminished. While children at immediate risk of significant harm are being protected, those experiencing neglectful parenting and cumulative harm are exposed to risk for too long before decisive action is taken. Many assessments and children's plans are of a good standard – a more robust approach to quality assurance and staff supervision would enable a more consistently high standard to be achieved.

Senior managers demonstrated commitment to drive forward improvements in the absence of clear leadership and challenge from their leaders. Without a clear and measurable plan to tackle a small number of manageable priorities, they are unlikely to succeed. The lack of strategic approaches to key areas such as parenting support, corporate parenting, and participation and engagement of young people, diminished their capacity to deliver improvement at pace.

There is an urgent need to strengthen collective strategic direction, challenge and scrutiny of services for children in Moray. Community planning officers were beginning to help change long-established ways of working in the community planning partnership however more now needs to be done to address areas of significant weakness. Leaders have been willing to hear the difficult messages from this inspection and tell us they are keen to accept help to improve. They are taking action to address the key areas of weakness identified in this inspection report.

They have created a chief officers' group that will meet monthly to oversee the work of the child protection committee. Partners are taking positive steps to improve their planning, engaging Scottish Government Realigning Children's Services to support this work. However, we believe the partnership will require considerable ongoing support and challenge to address the findings of the inspection.

Particular strengths

In the course of the inspection, we identified the following strengths that were making a positive difference for children and young people in Moray.

- *The range and effectiveness of nurturing support to parents and very young children.*
- *The willingness of front line staff and senior managers to work collectively to meet the needs of children and young people.*

Areas for improvement

Senior managers and leaders expressed their motivation to address the findings of the inspection. In taking forward the improvements required, the Moray community planning partnership should:

- *improve standards of operational practice by setting clear expectations for staff and strengthening approaches to quality assurance and staff supervision*
- *improve the initial risk assessment of, and response to, vulnerable children and young people at risk of, or experiencing neglectful parenting or cumulative harm*
- *strengthen collective vision and collaborative leadership to direct the delivery of integrated children's services; it should be underpinned by strategic needs assessment and robust performance information, and demonstrate measurable improvements in outcomes for children, young people and families*
- *strengthen the governance, leadership and accountability of the child protection committee*
- *implement a framework of joint self-evaluation, ensuring a clear focus on improved outcomes for children and young people, including those in need of protection*
- *strengthen the approach to corporate parenting, participation and children's rights to deliver improvements at pace.*

The full Inspection report can be found [here](#).

As a result of the findings from the Inspection the new Moray structure detailed above has been put in place and governance of the CPC strengthened by the creation of Moray COG.

Within the new governance structure are the Quality Assurance and Performance Planning Team (QAPPT) and the Executive Leadership Group (ELG). The ELG meet weekly and report to directly to the COG. Their areas of accountability/responsibility are:

- To lead, develop and drive forward the joint services agenda for children, young people and families in Moray
- To promote and lead the shared vision for children and young people in Moray through the implementation of the Children's Services Plan
- To promote effective and meaningful communication and engagement at all levels and with all stakeholders and partners
- To set and monitor budgets for integrated working
- To provide sound governance and performance management arrangements at a local level
- To oversee the implementation of the Children and Young People (Scotland) Act 2014 and the effective delivery of the Children's Services Plan
- To lead shared planning and joint self-evaluation of services
- To provide strategic direction to and oversight of working groups and to remit specific pieces of work to these groups as required
- To promote solution oriented approaches to integrated working at all levels

The QAPPT meet weekly and have been established to support the ELG. They have a core focus on Quality Assurance and Performance Planning across Moray. Their key areas of accountability/responsibility are:

- To support and monitor the effective delivery of the Children's Services Plan
- To further develop the Profile of Moray's Children in order to inform future strategic needs assessments
- To develop appropriate routine procedures for joint self-evaluation of all integrated services and for future planning requirements
- To maintain a robust joint planning and quality assurance/self-evaluation calendar for children's services in Moray
- To develop an improvement agenda based on relevant frameworks for evaluating services for children and young people and ensure an overview of relevant improvement methodology programmes such as CYPIC etc.
- To provide regular performance reports to the Executive Leadership Group and the Chief Officers' Group
- To support working groups with planning, joint self-evaluation and continuous improvement and performance reporting
- To maintain an overview of local and national reports and inspections and advise on implications for services in Moray

The QAPPT directly supports each group with their improvement plans and the current Moray CPC improvement plan can be found at **Appendix 3**.

Performance Management Information

Over the past year Moray CPC has continually refreshed and updated its Performance Management information so that it accurately reflects the Child Protection landscape in Moray. The Performance Management Report (PMR) that is produced has moved away from being heavily data and statistic based, and while these are still important, there is now more emphasis on providing rich analysis of the data to tell the story of children in all aspects of child protection across Moray. This has created a more succinct report that allows the CPC to clearly see what is happening and address any issues more effectively.

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 31.03.17 there were **260** children on the CPR:-

Aberdeen City **112** (3.3 per 1,000 population aged 0 – 16)* which involved 68 families, 4 registered siblings in largest family.

Aberdeenshire **67** (1.3 per 1,000 population aged 0 - 16)* which involved 51 families, 4 registered siblings in largest family.

Moray **81** (4.8 per 1,000 population aged 0 - 16)* which involved 55 families, 5 registered siblings in largest family.

National registration figure: 2.9 per 1,000

*Population figures based on 2011 census

Table 1

	2014		2015		2016	
	Number on Register	Per 1,000 population aged 0-15	Number on Register	Per 1,000 population aged 0-15	Number on Register	Per 1,000 population aged 0-15
Moray	45	2.7	45	2.7	64	3.9
Angus	116	5.9	89	4.5	96	4.9
Argyll & Bute	21	1.5	33	2.4	40	3.0
East Lothian	67	3.6	26	1.4	47	2.5
Highland	106	2.6	79	2.0	104	2.6
Midlothian	54	3.4	29	1.8	51	3.1
Scottish Borders	16	0.8	24	1.3	64	3.4
Stirling	62	4.0	43	2.8	44	2.8
Scotland	2,882	3.2	2,741	3.0	2,723	3.0

Table 1 compares the child protection registration rates of Moray against the national figure and comparator local authorities over the past year.

Table 2

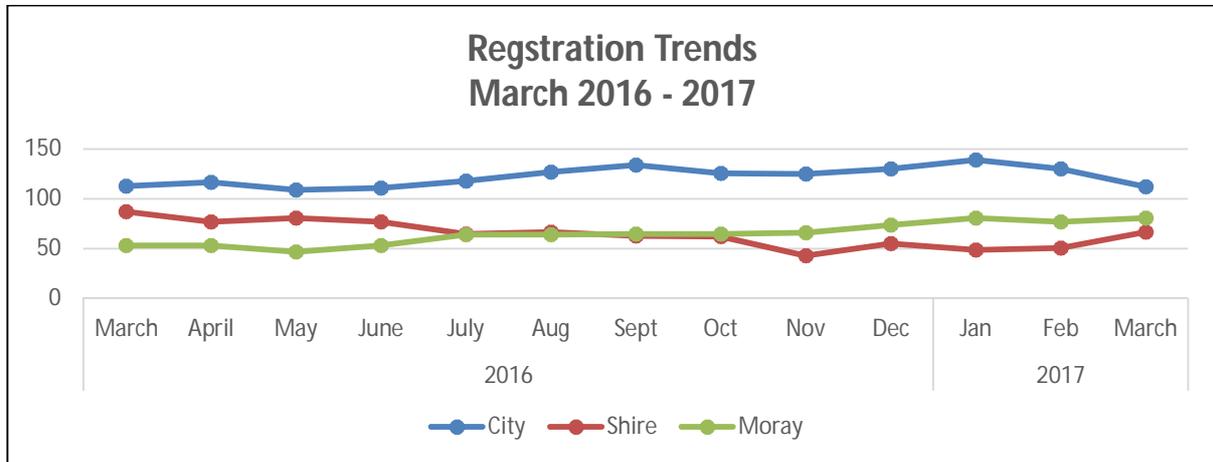


Table 2 compares registration trends across the Grampian area. Moray remains low but has seen a rise in children being placed on the CPR.

Table 3

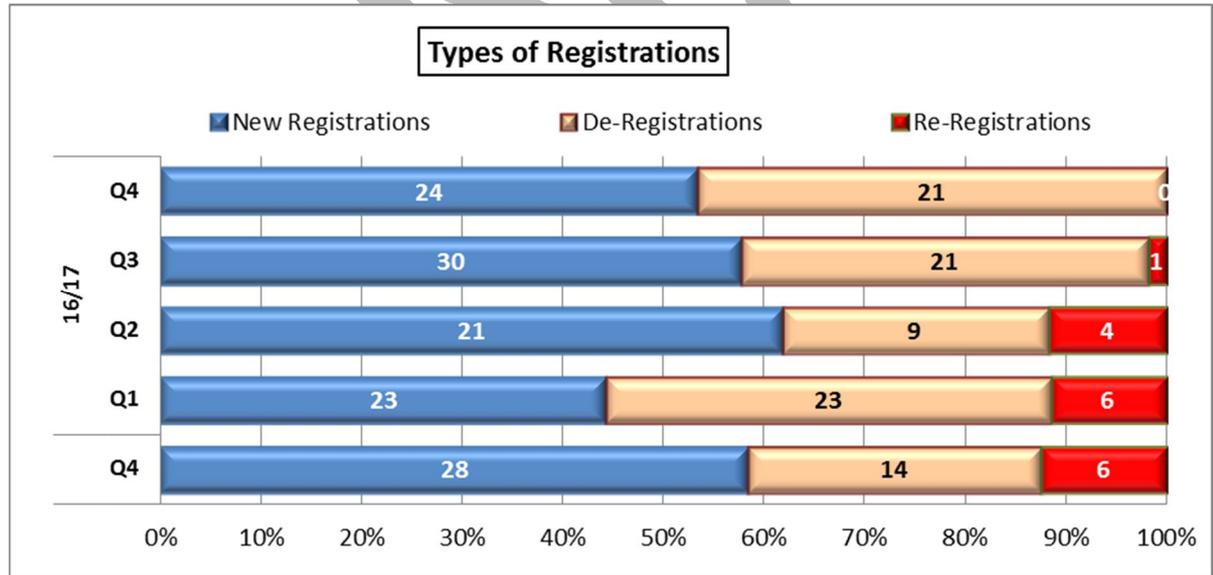


Table 3 is Moray specific and gives an accurate breakdown of the CPR registration, de-registrations, and re-registrations.

Table 4

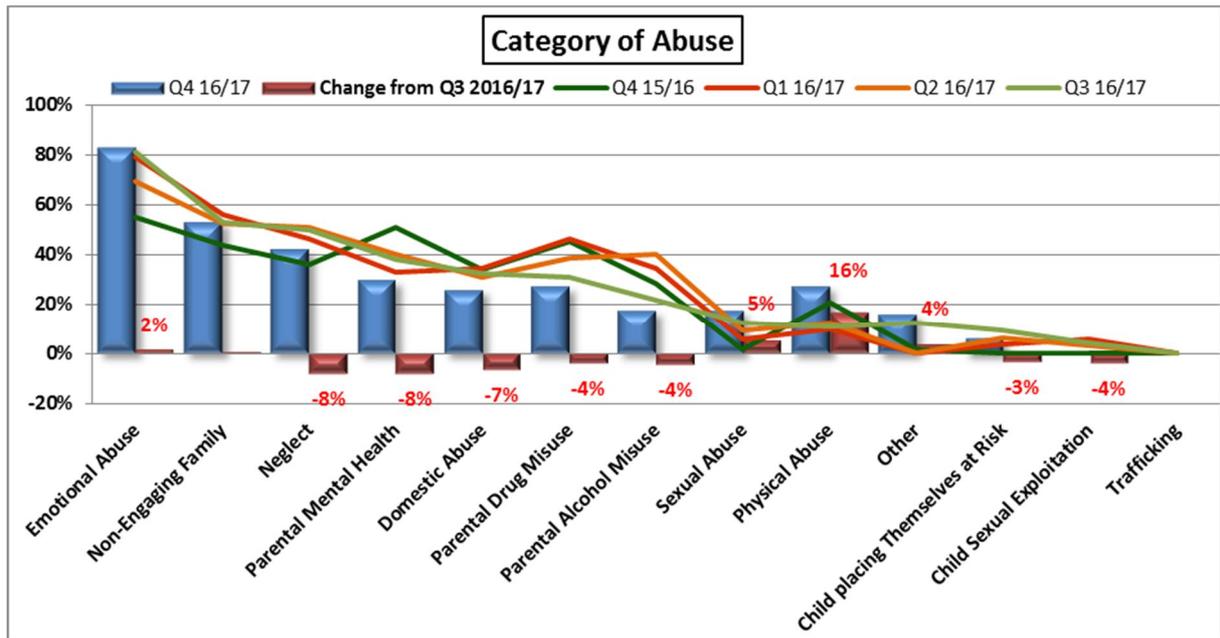


Table 4 shows the trend of risk factors associated with the reasons that children have been placed on the CPR in Moray.

There are various reasons that have been presented to Moray CPC over the past year as to why there has been an increase of children being placed on the CPR, these included (but are not limited to); large family groups being placed on the CPR, re-structure of teams and a significant increase in the number Child Protection Case Conferences held, and the complexity of some of the work involved to provide excellent supports to vulnerable children and families across Moray.

Annual Development Day

On 21 March 2017 Moray Child Protection Committee (CPC) held its second Development Day. The agenda for the day included an update and discussion on the CP Reform Programme, discussion about the role of the CPC Chair and an update regarding Significant Case Reviews. The day was attended by 28 delegates, with all partners represented.

Anne Houston, Chair of CPC Scotland and Independent Chair of North Ayrshire gave an insightful presentation on the work of the national CP Reform Programme, which was complemented by the Chair of MCPC who gave an update in regards to the position in Moray. This was followed up by discussion about how we would progress the agenda further.

The second session was also led by Anne Houston, who invited those present to consider the role of the CPC Chair and the advantages/disadvantages of an independent chair as opposed to a 'service' chair.

The last session was led by Sean Coady, Vice Chair MCPC and lead for SCR's. Sean outlined the findings from the recent SCR seminar he attended and asked the delegates to consider how we can progress this work and know how effective our learning has been.

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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

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

Policies, Procedures and Protocols

Moray CPC is directly supported by the coordinating group and approved the creation of the Significant Case Review group highlighted below, and the Neglect group to drive forward the Neglect work plan following Inspection.

Moray CPC has recently updated several policies and procedures. The Initial Referral Discussion (IRD) procedure has 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. Subsequent focus groups were extremely productive in shaping the new IRD procedure and a successful launch day for the IRD procedure was held at Moray College. The launch of the IRD procedure was well attended by practitioners from across Moray and the procedure has now been published on the CP webpages.

Significant Case Review (SCR) guidance was developed and implemented by Moray CPC following the publication of the National SCR guidance which stated that each CPC area should have their own local SCR procedure in place. Moray CPC approved the creation of a Moray SCR group and the newly developed SCR guidance. This group will consider all Initial Case Review (ICR) notifications using the new guidance and states:

"It may not be immediately obvious that a case requires a significant case review. This SCR referral procedure is therefore an opportunity for Moray CPC, through an established SCR group, to consider relevant information, determine the course of action and recommend whether an SCR or other response is required. The Initial Case Review (ICR) process is set out in this procedure and this is the vehicle for referring SCRs to Moray CPC. An ICR should not be escalated beyond what is proportionate, taking account of the severity and complexity of the case and the process and its timescales."

These policies and procedures can be found here:

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 Community Planning Board and is chaired by the Partnership Officer for Child Protection and the Vice Chair is the Partnership 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, GIRFEC and Early Years training calendar for all staff working with children and young people across Moray.

In 2016 the MLDG successfully delivered its first full multi-agency training calendar which ran from April to December 2016 with very positive feedback. Courses included:

- tackling Child Sexual Exploitation
- Child Trafficking, Honour Based Violence (HBV), Forced Marriage (FM), and Female Genital Mutilation (FGM)
- National Risk Framework (NRF)
- Named Person
- Lead Professional
- Child Protection basic awareness
- an introduction to GIRFEC, and
- Solution Orientated Practice

So far in 2017 the MLDG has implemented and delivered an April to June calendar and a further calendar for October to December is being prepared. It is important to recognise the training was delivered multiple times for each subject and was delivered in various locations throughout Moray in an effort to reach each local area. Delivering this calendar saw the MLDG reach its maximum operating capacity.

Throughout 2017 different priorities have been identified including, Neglect, Chronologies, Case Conferences, Mental Health, and Non-Engaging families. These courses are being prepared for implementation with some already on the calendar.

A key priority of the MLDG moving forward 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 for staff which will be followed up by focus groups or discussions with staff who have attended the training. Finally the group will endeavour to gain the views of the children and young people who the training may have had a direct impact on. It is to be noted that 50% of the MLDGs work is quality assurance with the other 50% being the developing and delivering of training.

Quality Assurance of NRF, Chronologies, and Neglect training is already underway and a report will be produced by MLDG annually.

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. An update can be found [here](#).

Planning and Connections

The Partnership 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. The Chair of the Moray CPC is the Vice Chair of the National Child Protection Committees Scotland and Chair of the National Neglect Group.

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

We have a number of methods for consulting with children, young people and families in Moray. The Communication and Consultation Strategy is now in place for Integrated Children's Services.

Viewpoint, which is an interactive web based tool that enables services to gather the views of children and families from individual service users to larger surveys, has been developed and training has been delivered. It provides valuable information in respect of how children and young people engage with, and benefit from, our services.

Viewpoint is open for all services to use and although uptake is relatively low for children and young people, Moray CPC is keen to progress with Viewpoint. A new addition has recently been added to the Viewpoint system by way of an additional questionnaire, focusing on general wellbeing with a plan to roll this out across Children's Services. Feedback from the data received is reported to the Moray CPC.

The 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.

Future Planning & Conclusion

Moray CPC improvement plan focuses on three key areas for improvement: Strategic Development, Performance Management and Public Information, and will continually be updated. Moray CPC have overseen the creation of the Moray Neglect to further improve outcomes for children and young people.

This annual report for Moray CPC highlights the developments and improvements made over 2016/17. In addition, the report considers the next steps that are required in order to protect children.

There have been significant changes across Moray over the past year after a challenging Children's Services inspection; partnership working and governance has been strengthened, departments have been restructured with a focus on quality assurance and performance planning, and a shared focus on identifying and addressing neglect at an early stage. The next year will present a number of challenges including:

- The completion of Neglect work plan
- Ensuring that the improvements identified are achieved through self-evaluation
- Support the Moray COG and Community Planning Board in addressing the findings from the Children's Services inspection
- Fully establishing and embedding the strategic links across Moray Children's Services
- Improving communication and consultation with children, young people and their families
- Continuing to provide a robust Child Protection service across Moray for all children and young people
- Forging links with and supporting the Chief Officers Group within the new governance structure.

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

Membership of Moray CPC

Chair: 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

Partnership Officer Child Protection

The Child Protection Co-ordinating Group reports to the CPC and consists of Team Managers and other representatives across Children's Services. These include, Health, Social Work, Police Scotland, Education, Adult Protection, Youth Justice, Legal Services, Armed Forces, and Third Sector organisations.

The Child Protection Practitioner Reference Group reports to the Co-ordinating Group. Members of this group are practitioners from across Children's Services in Moray, including Health, Social Work, Police, Education, Youth Justice, and Third Sector organisations.

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

Funding:

Moray Council
Child Protection Team: £243,091
CPP : £18,077
WithScotland: £2,000

NHS Grampian
CPP : £42,883 (pan Grampian contribution)

Police Scotland
CPP : £18,143 (pan Grampian contribution)

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Moray Chief Officers Group role and remit

Group:	Moray Chief Officers' Group (MCOG)
Reports to:	Moray Community Planning Partnership Board NHS Grampian Police Scotland Moray Council
Areas of accountability/responsibility:	<ul style="list-style-type: none"> • To deliver the vision that Moray should be the best place in Scotland in which to grow up • To provide clear direction and priorities for children's services in Moray • To oversee the commissioning of all child and adult protection services • To promote a culture of quality assurance and self-assessment • To ensure a corporate approach to child and adult protection • To have strategic responsibility for the Child and Adult Protection Committees • To promote effective collaborative working in relation to all Child and Adult Protection Services • To maintain oversight, scrutiny and governance in all areas of public protection • To implement a comprehensive communications strategy to promote community, public and staff confidence and reassurance
Membership:	Director of Public Health, NHS Grampian – Chair Chief Executive, NHS Grampian Chief Executive, Moray Council Divisional Commander, Police Scotland (Superintendent as substitute) Chief Executive, tsiMORAY Senior Officers from partner agencies will be in attendance to support MCOG
Meeting frequency:	Monthly

The main focus of MCOG in early 2017 is to oversee improvements in integrated children's services further to the 2016 joint inspection. By September 2017, MCOG will have further developed to ensure it holds a wider remit for public protection in Moray.

Moray
Child Protection Committee
Improvement Plan
2017/18

Children Service's Plan priorities – confident and ambitious children, healthier children and safer children

Action - Priority 3:	Lead	Timescale	Updates
Percentage of de-registrations from CPR which have Child Planning meetings continuing for a period of 6 months after de-registration	Reviewing Team	April 2019	Request for letters sent out to families and requests to Team Around Child for at least 2 Child Planning meetings following de-registration
Outcome :	Quality indicator & how will we measure/evidence impact?		
Services have the ability to be able to assess improvements for C&YP following de-registration.	<p><i>QI 2 – Impact on children, young people, and their families</i></p> <p>Children who are de-registered will be monitored to ensure Child Planning and support continues. This should show a measured decrease in the number of children with previous registration history being re-registered.</p>		

Action - Priority 3:	Lead	Timescale	Updates
Increase awareness of CSE in communities across Moray	MLDG Co-ordinating Group	January 2019	Feb 2017 - Calendar currently being planned Re-distribute Barnardo's material and local information packages from 2016/17 campaign.
Outcome :	Quality indicator & how will we measure/evidence impact?		
Understanding of CSE and how to respond will increase across Moray.	<p><i>QI 4 – Impact on the community</i></p> <p>MLDG QA framework</p>		

Action - Priority 3:	Lead	Timescale	Updates
Implement and evaluate recommendations from CSE crimes.	DCI, Police Scotland	January 2019	Request for Police Scotland to carry out analysis on reported CSE crimes to assess the extent of the issue in Moray.
Outcome :	Quality indicator & how will we measure/evidence impact?		
Earlier identification of CSE during risk assessment. Response to CSE and effective support provided to those involved.	<p><i>QI 1 - Key performance outcomes</i></p> <p><i>QI 2 - Impact on children, young people, and their families</i></p> <p><i>QI 3 – Impact on staff</i></p> <p><i>QI 4 – Impact on the community</i></p>		

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.

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Inspection Improvement Plan priorities – leadership and governance, neglect and staff supervision

Action - A2 :	Lead	Timescale	Updates
Ensure staff are aware of information sharing processes across child protection services. Agree and share widely clear information sharing guidance and processes.	Service leads on Operational Group Head of ICS Head of Schools and Curriculum Development Head of Service - Child Health (NHS) D/Superintendent, Police Scotland	Immediate End February 2017	Service Heads to provide evidence of the audit of staff having read and understood the guidance. Updated information sharing guidance agreed across Grampian and distributed across staff networks Complete
Outcome :	Quality indicator & how will we measure/evidence impact?		
Appropriate information sharing for children takes place in a timely manner using agreed processes.	<i>QI 7 - Management and support of staff</i> <i>QI 9 - Leadership and direction</i> Evidenced by multi agency case file audit.		

Action - A3 :	Lead	Timescale	Updates
Ensure all staff understand current multi agency child protection guidance and their roles and responsibilities.	Moray CPC	July 2018	Instruction from COG issued CP training MLDG Guidance updated on webpages Complete
Outcome :	Quality indicator & how will we measure/evidence impact?		
Staff fully aware of Child Protection responsibilities and how to deal with concerns as per local guidance.	<i>QI 7 - Management and support of staff</i> <i>QI 9 - Leadership and direction</i> Multi agency self-evaluation will provide assurance that Child Protection processes are being followed by staff in Moray. Audit reports to be submitted.		

Action - A5 :	Lead	Timescale	Updates
Improve the quality of risk assessments	MLDG	April 2019	

	GIRFEC Group All Service Leads		
Outcome :	Quality indicator & how will we measure/evidence impact?		
Evidence of improved outcomes through improvement in the quality of risk assessments carried out.	<i>QI 1 - Key performance outcomes</i> <i>QI 2 - Impact on children, young people, and their families</i> <i>QI 3 – Impact on staff</i> <i>QI 7 - Management and support of staff</i> Improvement in the quality and impact of Child's Plan for Children and Young People across Moray		

Action - A7 :	Lead	Timescale	Updates
Develop an approach to review chronologies to improve quality and risk identification. On a tiered approach line managers to review chronologies for all children on the Child Protection Register, Looked After Children and open cases.	MLDG MAPH GIRFEC Group	October 2018	Recent CI guidance to be incorporated into MLDG chronology training Some good practice identified in some cases to date. Issues with info sharing have limited multi-agency file reading (agencies have to read their own files only). Further action to gather examples of good practice for use in training
Outcome :	Quality indicator & how will we measure/evidence impact?		
Risks to children will be identified and acted upon earlier.	<i>QI 2 - Impact on children, young people, and their families</i> <i>QI 3 – Impact on staff</i> <i>QI 5 – Delivery of key processes</i> <i>QI 7 - Management and support of staff</i> Training on chronologies will have taken place. Staff feel confident creating and interpreting chronologies.		

Action - A8 :	Lead	Timescale	Updates
Develop and deliver multi-agency chronology training to staff across the Moray partnership.	MLDG	January 2018	Training has already taken place and more is planned for 2017-2018 training calendar. Report submitted to Children & Young People's Partnership on 7 th Feb.
Outcome :	Quality indicator & how will we measure/evidence impact?		
Risks to children will be identified and acted	<i>QI 1 - Key performance outcomes</i>		

upon earlier.	<p><i>QI 2 - Impact on children, young people, and their families</i> <i>QI 3 – Impact on staff</i> <i>QI 4 – Impact on the community</i> <i>QI 7 - Management and support of staff</i> <i>QI 9 - Leadership and direction</i></p> <p>Evaluation of training delivered and review of processes by management should show improvement.</p>
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Action - A9 :	Lead	Timescale	Updates
Identify to staff examples of excellence in chronologies, risk assessments and Child's Plans.	QAPP	April 2018	<p>Care Inspectorate model has been taken and adapted for Moray example of MA chronology pre SW intervention.</p> <p>More comprehensive MA chronology example with SW intervention being developed currently by QAPP.</p> <p>Both examples will be posted on QAPP webpage when completed.</p> <p>Work ongoing with ASGs to identify examples of good practice for Child's Plans.</p>
Outcome :	Quality indicator & how will we measure/evidence impact?		
Staff become familiar with recognising excellence.	<p><i>QI 8 – Partnership and resources</i> <i>QI 9 - Leadership and direction</i></p> <p>Ongoing review processes by management and QAPP will show improvement in these areas.</p>		

Action - A11 :	Lead	Timescale	Updates
Ensure learning outcomes from audit/case reviews are embedded into practice.	Head of Integrated Children's Services	May 2017	<p>All recent learning has been captured in either this improvement plan</p> <p>Work is on-going both further to file reading exercises and MAPH meetings to ensure learning is highlighted, embedded and practice changes made where required.</p> <p>Progress the PRISM methodology as means of feedback from SCR group.</p>
Outcome :	Quality indicator & how will we measure/evidence impact?		

<p>Improved outcomes for children. Earlier response and recognition of needs.</p>	<p><i>QI 1 - Key performance outcomes</i> <i>QI 2 - Impact on children, young people, and their families</i> <i>QI 3 – Impact on staff</i> <i>QI 5 - Delivery of key processes</i></p> <p>Improvement demonstrated in children's records and through agreed performance indicators. PRISM process to be trialled in Moray.</p>
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Action - A13 :	Lead	Timescale	Updates
<p>Resolve differences regarding thresholds of concern between services including the Children's Reporter.</p>	<p>Children's Panel Liaison Group Head of ICS Locality Reporter Manager</p>	<p>August 2018</p>	<p>Proposing file audits with SCRA; monitoring of conversion numbers of cases with SCRA</p> <ul style="list-style-type: none"> • SCR group established and meeting regularly. • Reviewed no of cases to date and progressed to learning reviews • Date set for multi-agency learning session in March 2018
<p>Outcome :</p>	<p>Quality indicator & how will we measure/evidence impact?</p>		
<p>Shared understanding of evidential requirements for reports to the Children's Reporter.</p>	<p><i>QI 8 – Partnership and resources</i> <i>QI 9 - Leadership and direction</i></p> <p>Improved timescales for decision making by Reporter evidenced in reports as well as clarity of decision making.</p>		

Action - A2 :	Lead	Timescale	Updates
<p>Establish current assessment processes, collective understanding and approach to neglect across Moray</p>	<p>Neglect Group</p>	<p>August 2018</p>	<p>Group to be established by March 2017 Action plan from group to be in place by June 2017 Action plan reviewed and refreshed Feb 2018</p>
<p>Outcome :</p>	<p>Quality indicator & how will we measure/evidence impact?</p>		
<p>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 Neglect.</p>	<p><i>QI 1 - Key performance outcomes</i> <i>QI 2 - Impact on children, young people, and their families</i> <i>QI 3 – Impact on staff</i> <i>QI 4 – Impact on the community</i> <i>QI 5 – Delivery of key processes</i> <i>QI 6 – Policy, service and development and planning</i> <i>QI 7 - Management and support of staff</i> <i>QI 8 – Partnership and resources</i> <i>QI 9 - Leadership and direction</i></p>		

	Earlier identification of neglect, earlier support for children, young people and families which can be demonstrated in Child's Plans. Increase in Neglect being identified early and responded to effectively.
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Action - B2 :	Lead	Timescale	Updates
Improve the quality of initial risk assessments of children to ensure they are timely and take account of any accumulation of concerns.	MLDG	December 2017	Training underway by MLDG for 2017 Evidence report to be submitted by end of February 18 <i>Under discussion at Executive Leadership Group</i>
Outcome :	Quality indicator & how will we measure/evidence impact?		
Evidence of improved outcomes through improvement in the quality of risk assessments carried out.	<i>QI 1 - Key performance outcomes</i> <i>QI 2 - Impact on children, young people, and their families</i> <i>QI 3 - Impact on staff</i> <i>QI 4 - Impact on the community</i> <i>QI 5 - Delivery of key processes</i> <i>QI 9 - Leadership and direction</i> Suite of risk assessment tools and guidance will deliver improved outcomes for children through earlier identification of risk. Case file audits will evidence decisive and effective action and use of agreed tools.		

Action - B3 :	Lead	Timescale	Updates
Improve planning for children on the Child Protection Register.	Moray CPC	December 2017	Check process in place and if satisfied, then complete task
Outcome :	Quality indicator & how will we measure/evidence impact?		
Concerns identified are reduced for Children on the Child Protection Register.	<i>QI 1 - Key performance outcomes</i> <i>QI 2 - Impact on children, young people, and their families</i> Evidence of reviews and improvement in outcomes for identified children		

Action - B5 :	Lead	Timescale	Updates
Ensure health assessments are carried out for children identified as suffering from neglect	Neglect Group	April 2017	Evidence in case files of earlier intervention. Pathway developed by Neglect Working Group; feedback on this being generated back to Neglect Group Complete
Outcome :	Quality indicator & how will we measure/evidence impact?		
Children suffering from Neglect have their needs met	<i>QI 1 - Key performance outcomes</i> <i>QI 2 - Impact on children, young people, and their families</i> Earlier identification of children suffering from neglect. Evidence in case files of earlier intervention. Neglect medicals identified at earliest opportunity – IRDs.		

Action - D2 :	Lead	Timescale	Updates
Develop a suite of key performance information to allow the Child Protection Committee to measure progress and improvements in key areas.	Moray CPC	April 2017	Over the past 12 months Moray CPC has reviewed, updated, and delivered a new Performance Management Report. Complete
Outcome :	Quality indicator & how will we measure/evidence impact?		
The Child Protection Committee will evidence improvement in key areas.	<i>QI 1 - Key performance outcomes</i> <i>QI 8 – Partnership and resources</i> <i>QI 9 - Leadership and direction</i> Performance information will demonstrate improvement in key areas and inform the annual work plan.		

Action - E3 :	Lead	Timescale	Updates
Explore learning opportunities for teams around the child.	Moray CPC	August 2018	Visit in December to showcase this. Update to be provided in March 18. PRISM to be used by SCR group as per Action A11.

Outcome :	Quality indicator & how will we measure/evidence impact?
<p>Explore the PRISM process for learning to provide opportunities for teams around the child to come together to improved shared understanding.</p>	<p><i>QI 2 - Impact on children, young people, and their families</i> <i>QI 3 – Impact on staff</i> <i>QI 7 - Management and support of staff</i> <i>QI 8 – Partnership and resources</i></p> <p>Evidence of process being used and learning identified leading to improvements.</p>

FINAL

Strategic Action Plan priorities – leadership and governance, corporate parenting & children’s rights and self-evaluation

Action - B3 :	Lead	Timescale	Updates
In partnership with staff develop a Learning Organisation strategy and embed it	COG and CPC	October 2018	Strategy currently under development
Outcome :	Quality indicator & how will we measure/evidence impact?		
Establish a strong learning ethos across the partnership	<p><i>QI 6 – Policy, service and development and planning</i> <i>QI 7 - Management and support of staff</i> <i>QI 8 – Partnership and resources</i> <i>QI 9 - Leadership and direction</i></p> <p>Learning will be captured and shared and improvements will be implemented Success will be celebrated Continuous improvement from case file reviews and audits will be evident Improved outcomes will be evident for children and young people through earlier recognition and response to need Improved standards of record keeping</p>		