



Strategic Improvement Plan 2023-25

Reviewed and updated November 2023

The aim of the Child Protection Committee Strategic Plan is to keep our children and young people safe.

The functions of a Child Protection Committee, as set out in the *National Guidance for Child Protection in Scotland, 2021 (updated 2023)*, are **continuous improvement, strategic planning, public information and communication**. These core business functions, as applied to local needs and practice, provide a working framework for the CPC Improvement Plan:

Continuous Improvement

- Policies, procedures and protocols
- Self-evaluation, performance management and quality assurance
- Promoting good practice including learning from local and national case reviews.
- Training and staff development

Strategic Planning

- Communication, collaboration and co-operation
- Making and maintaining links with other planning for a
- Communicating, benchmarking and sharing resources and good practice with relevant partners and groups across Scotland

Public Information and Communication

- Raising public awareness
- Involving children and young people and their families through participation and in line with the Promise. .

In addition, the emphasis of the Child Protection Improvement Programme on leadership leads to us making explicit a key function of the CPC:

Leadership and Governance.

The improvement process described in the Plan takes direction from the Care Inspectorate's 2022 quality framework – A Quality Framework for children and young people in need of care and protection. The Improvement Plan sits within the wider context of integrated children's services planning and *Getting it right for every child*, promoting the ethos that "child protection is everyone's job", with preventative and protective work using the GIRFEC approach.

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The actions detailed in this Plan which relate to the above strategic priorities will be monitored through a traffic light system as set out below:

KEY	ON TARGET	PROGRESS DELAYED	OUTWITH DEADLINE REVISION REQUIRED	COMPLETE
	(G)	(A)	(R)	(P)

STRATEGIC PRIORITY LEADERSHIP and GOVERNANCE

OUTCOME 1
The Child Protection Committee provides effective leadership and direction in child protection and is accountable for its actions

OBJECTIVES What we want to achieve	ACTIONS What we are going to do	LEAD & Key People involved	TIMESCALE When we will do this	EVIDENCE or OUTCOME MEASURES How we will know we are achieving outcomes	PROGRESS REPORT
1.1 Committee members understand their role and responsibilities and are supported to exercise these effectively.	A flexible induction to the CPC is provided for all new members.	Independent Chair, Lead Officer, Committee Members	As required	All members have been consulted on the Clacks CPC TOR which details roles and responsibilities	Ongoing
	Alternate CPC meetings include a learning and/or delivery in child protection topic relevant to improvement planning	Independent Chair, Lead Officer, Committee Members	When planning CPC meetings	Will be recorded in the minutes of each CPC meeting	Ongoing
	An biennial Development Day (or as requested by CPC) is held for Committee and sub-group members	Independent Chair, Lead Officer, Committee Members	As required	These will be detailed at the CPC meetings and in the relevant minutes.	Ongoing

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1.2 The Committee demonstrates its strategic direction and activity through delivery of appropriate business plans	Produce and implement a biennial Strategic Improvement Plan	Independent Chair, Lead Officer, Committee Sub-Group Members			
	Produce and implement an annual multi-agency Learning and Development Workforce Strategy based on current and emerging learning needs of staff and agencies.	Public Protection Learning and Development Advisor, Lead Officer, Committee Members	Annually	2020 – 2023 Multi-agency Public Protection Learning and Practice Development Workforce Strategy	Complete
	Produce and implement a Communication Plan	Lead Officer, FV Public Info, Engagement & Participation Subgroup	Ongoing	Through FV PPIE subgroup	Ongoing

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1.3 The Committee undertakes Learning Reviews as appropriate, and reports and acts on findings.	Learning Reviews are conducted according to Forth Valley Protocol based on national guidance.	Independent Chair and Review Group, Lead Officer	As required	As required	As required
1.4 The Committee takes opportunities to engage with front-line staff, to demonstrate the supportive role of the CPC and hear directly from staff their perspectives on child protection.	Involvement to include: - Sub-group members attending CPC events - Briefings for staff following ICR's\SCR's or Learning Reviews to cascade learning - - Chair and relevant CPC members to attend - Biennial Conference on child protection - - CPC members attend/host etc.	Independent Chair, Lead Officer, Committee Members	As required	As required	As required

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1.5 The Committee monitors current and anticipated emerging priorities and issues in child protection and ensures these are addressed in strategic plans and operational practice	Address key local and national messages from Inspections with local strategic response	Independent Chair, Lead Officer, Committee members	Ongoing	Ongoing	Ongoing
	Share information relating to emerging national issues in child protection, LAC/LAAC and report to CPC with proposals for responding to these.	Independent Chair, Lead Officer, Committee members	Ongoing	Ongoing	Ongoing

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1.6 The Committee reports to the Chief Officer Group on matters relating to policy and performance, as required, and takes appropriate direction from the COG	Reliable communication established between CPC and COG - Clarification on reporting schedule, format and expectations of content to ensure relevant reports. - Matters arising from COG reported to CPC for appropriate action.	Independent Chair, Lead Officer	COG report submitted prior to each COG	As per COG report	Ongoing
1.7 The Committee monitors its own processes through a Risk Register and takes mitigating action as necessary	Risk Register agreed by CPC, reviewed and appropriate action taken, with reporting of issues to COG as necessary	Independent Chair, Lead Officer, CPC Members	Risk Register is reviewed and reported at quarterly CPC / COG.	As per the Risk Register and COG report	Ongoing

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STRATEGIC PRIORITY CONTINUOUS IMPROVEMENT

OUTCOME 2
Processes are in place to support continuous improvement

OBJECTIVES	ACTIONS	LEAD & Key People involved	TIMESCALE	EVIDENCE or OUTCOME MEASURES	PROGRESS REPORT
2.1 CPC has robust systems to monitor, measure and to report improvement	Receive, evaluate and act on Performance and Quality Assurance reports Actions to improve procedures & practice agreed and implemented Multi-agency data set developed based on National Minimum Data Set	Independent Chair, CPC members, Lead Officer	Quarterly subgroup meetings prior to CPC	Minutes of action log of subgroup meeting	Ongoing
2.2 CPC continues to develop its approach to self-evaluation with a planned cycle of multi-agency audit and ad hoc activity in response to practice concerns or learning needs	CPC agree multi-agency audit proposal from QA subgroup Multi-agency audit proposal for 2023 to be agreed by QA subgroup and CPC	Lead Officer, Performance Management and Quality Assurance subgroup	March, 2024	Outcome report of audit	Ongoing
	Learning from local and national Case Reviews and Learning Reviews is collated for action & dissemination	Lead Officer, Performance Management and Quality Assurance subgroup, Learning and Practice Development sub group	As required	As required	Ongoing

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OUTCOME 2 <i>Processes are in place to support continuous improvement</i>					
OBJECTIVES	ACTIONS	LEAD & Key People involved	TIMESCALE	EVIDENCE or OUTCOME MEASURES	PROGRESS REPORT
2.3 Reflective Learning through sharing of practice across partner agencies contributes to practice improvement, innovation and good practice governance	Information is shared to make professionals/teams aware of good practice: - Lessons learned from Learning Reviews (see 1.3) - 7 Minute Briefings	Lead Officer, Agency Leads	As required	As required	Ongoing
	Series of multi-agency practitioner engagement events to provide opportunity for shared learning are included as part of the L&D programme	Public Protection L and D Advisor, Lead Officer	Training Calendar	Training Calendar	Ongoing

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OUTCOME 3 <i>Staff in all partner agencies access and apply policy and practice guidance that is up to date and fit for purpose, to keep children safe</i>					
OBJECTIVES	ACTIONS	LEAD & Key People involved	TIMESCALE	EVIDENCE or OUTCOME MEASURES	PROGRESS REPORT
3.1 Policies and procedures are reviewed and revised to take account of changes in practice and legislation and staff are informed on these.	Ensure FV Policies, Procedures and Protocols Subgroup - sets priorities for review/revision - proposes programme for revision & development & presents to CPC - produces agreed policies & procedures & presents to CPC	Lead Officer, Forth Valley Policies, Procedures and Protocols Subgroup	Ongoing	Ongoing	Ongoing
	CP Guidance is updated in accordance with the National Guidance for Child Protection in Scotland, 2021 (updated 2023)	Lead Officer, Forth Valley Policies, Procedures and Protocols Subgroup, CPC members, Forth Valley National CP guidance implementation group	December, 2024	FV CP Guidance	Ongoing

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OBJECTIVES	ACTIONS	LEAD & Key People involved	TIMESCALE	EVIDENCE or OUTCOME MEASURES	PROGRESS REPORT
3.2 Children are kept safe from harm by agencies working effectively together to deliver effective responses to risks and needs and to maximise opportunities for early intervention and sustainable change.	Review, evaluate and quality assure the effectiveness of the Inter-Agency Referral Discussions (E-IRDs)	IRD Steering Group	5 dip-sample reviews carried out monthly	Emerging themes or practice issues are highlighted to Service Manager, Quality Assurance subgroup and CPC	Ongoing
	Examine and quality assure minimum dataset and with any identified themes specific to Clackmannanshire / Forth Valley.	Performance Management and Quality Assurance Sub Group	Quarterly subgroup meetings	Through dataset report to CPC and COG	Ongoing
3.3 A robust, multi-agency response to unborn baby child protection concerns; early effective information sharing and provide a joint response with planning at the heart	Multi agency pre birth pathway, pre birth planning guidance and associated training.	NHS Lead, Performance and Quality Assurance Sub Group	Complete	Complete as per the National Guidance	Complete

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OUTCOME 4 <i>Staff in partner agencies demonstrate the necessary skills, competences and knowledge to undertake their roles and responsibilities in relation to protection of children</i>					
OBJECTIVES	ACTIONS	LEAD & Key People involved	TIMESCALE	EVIDENCE or OUTCOME MEASURES	PROGRESS REPORT
4.1 National CP Guidance and GIRFEC Guidance is implemented and evidenced across the partnership.	Embed changes in multi-agency CP training 7 minute briefings developed, disseminated and delivered with the changes	Lead Officer, Performance Management and Quality Assurance Sub Group, Public Protection L and D Advisor, Learning and Development Subgroup	December, 2023	FV CP Guidance and 7 minute briefing	Ongoing
4.2 A multi-agency training programme develops a competent, confident, knowledgeable and skilled workforce	Review & identify new training needs across the partnership Produce CPC Annual Learning and Development Plan with Training Programme Monitor CP training attendance by Services/agencies uptake of courses & non-attendance (performance report) and notify to agencies. Agencies take action on any attendance issues. Monitor CP follow up evaluations.	Public Protection L and D Advisor, Learning and Development Subgroup	Annually	As per the Development Plan and Training Programme incorporating national and local learning needs. As detailed in quarterly report to CPC	Ongoing

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OBJECTIVES	ACTIONS	LEAD & Key People involved	TIMESCALE	EVIDENCE or OUTCOME MEASURES	PROGRESS REPORT
4.3 Staff make use of agreed assessment frameworks/tools to assess needs and risks to inform their professional judgements and decisions.	<p>Identify, agree and review use of recognised assessment tools/frameworks including the National Practice Model, IPSU, neglect toolkit and Safe and Together/alternative.</p> <p>Identify training needs of relevant staff in use of tools and ensure relevant training completed.</p> <p>Ensure agreed assessment tools/frameworks are accessible to staff and are being used appropriately</p>	Public Protection L and D Advisor, Learning and Practice Development Subgroup, Performance Management and Quality Assurance Sub Group	Complete	Implemented	Complete
4.4 Staff working with children and families maintain chronologies of events and share them to identify significant and accumulated events that may adversely affect the child's wellbeing	<p>Agree a consistent format and content for chronologies.</p> <p>Ensure all relevant staff attend training in the use of chronologies</p> <p>Chronologies awareness and guidance is embedded into the Interagency Child Protection Key Processes (training)</p>	Public Protection L and D Advisor, Learning and Practice Development Subgroup, Performance Management and Quality Assurance Sub Group	Ongoing	Care Inspectorate guidance on Chronologies. Reviewing Pan Lothian chronology guidance.	Ongoing

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OBJECTIVES	ACTIONS	LEAD & Key People involved	TIMESCALE	EVIDENCE or OUTCOME MEASURES	PROGRESS REPORT
4.5 The CPC makes tackling Neglect, Parental Substance Use and Domestic Abuse priorities across the Partnership	Multi-agency Neglect Toolkit, IPSU and Safe & Together/alternative training is delivered	Public Protection L and D Advisor, Learning and Practice Development Subgroup, Performance Management and Quality Assurance Sub Group	Ongoing	Identified with the annual training calendar. Highlighted through the minimum dataset reports.	Ongoing
4.6 The CPC ensure the learning from local ICRs/SCRs is shared across the partnership	Learning from local Learning Reviews is embedded into multi-agency child protection training. 7 minute briefings developed, disseminated and delivered with the key learning from the local ICR/SCRs.	Public Protection L and D Advisor, Learning and Practice Development Subgroup, Performance Management and Quality Assurance Sub Group	As required	As required	Ongoing

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STRATEGIC PRIORITY STRATEGIC PLANNING					
OUTCOME 5 <i>Collaboration across Public Protection raises awareness of cross-cutting challenges and opportunities for shared solutions in child protection</i>					
OBJECTIVES	ACTIONS	LEAD & Key People involved	TIMESCALE	EVIDENCE or OUTCOME MEASURES	PROGRESS REPORT
5.1 Protection of children is a key aim across public protection planning and delivery, particularly in relation to children affected by: adult mental ill health; domestic violence; substance use; and criminality	CPC develops stronger links and influence through information sharing, joint training, membership of other Partnerships as appropriate, with: Integrated Children's Services Partnerships/Strategy Groups, Early Years Collaborative, Health and Social Care Partnership, Adult Protection Committee, MAPPA, Alcohol and Drugs Partnership, Gender Based Violence Partnerships, West Lothian and Forth Valley e-Safety Partnership and Community Justice Partnerships.	CPC members Lead Officer	Ongoing	Ongoing	Ongoing
5.2 Adult services have awareness to identify and act appropriately when a child is vulnerable and in need of care or support.	Multi-agency CP training is delivered to all relevant i.e. non-children's services staff, to raise awareness Multi-agency Public Protection training is delivered to all relevant staff. Joint training for children's and adult services staff is delivered on the impact of substance use, domestic abuse & parental mental ill health issues on children (Trigger Trio)	Public Protection L and D Advisor, Learning and Development Subgroup	Ongoing	As per training calendar	Ongoing

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STRATEGIC PRIORITY PUBLIC INFORMATION and COMMUNICATION					
OUTCOME 6					
<i>Children, their carers and their families are supported to be fully involved in child protection decision making processes</i>					
OBJECTIVES	ACTIONS	LEAD & Key People involved	TIMESCALE	EVIDENCE or OUTCOME MEASURES	PROGRESS REPORT
6.1 Children and families experience the CP process as child centred and focussed on positive outcomes for children as referenced in the national CP guidance	Seek & monitor feedback from children & families including - reports from Who Cares? Scotland (Clacks) & Lead Officer - views recorded in Child's Plan - reports from 3 rd sector provider agencies - reports from advocacy services - Embed with new GIRFEC guidance around involvement of parents/carers in CP processes	Lead Officer, Children's Rights Officer (Stirling), Who Cares? (Clacks), Corporate Parenting Leads	Ongoing	Roll of Viewpoint training so that children views are sought at key times	Ongoing

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OUTCOME 7 <i>The views of children & families inform Child Protection planning</i>					
OBJECTIVES	ACTIONS	LEAD & Key People involved	TIMESCALE	EVIDENCE or OUTCOME MEASURES	PROGRESS REPORT
7.1 Effective methods are used to gather the views and feedback from children in need of protection and families at risk and these inform the work of the CPC to improve outcomes	<p>Promote principle of meaningful involvement</p> <p>Involve children, families and public in design and promotion of CP information through a variety of media</p> <p>Develop links through Who Cares? Clackmannanshire</p> <p>Number of completed questionnaires, Viewpoint (Clacks)</p>	<p>Corporate Parenting Leads</p> <p>Lead Officer</p> <p>Who Cares?</p> <p>Youth Forums</p> <p>Young Carers</p> <p>FV Public Info, Engagement & Participation Subgroup</p>	Ongoing	<p>Oor Clack Voices are consulted on new policies and procedures.</p> <p>Alva Academy student design Clacks CPC's new logo</p> <p>Viewpoint training has been increased amongst staff working with children.</p> <p>Who Cares? Advocacy is available within Clackmannanshire</p>	Ongoing

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OBJECTIVES	ACTIONS	LEAD & Key People involved	TIMESCALE	EVIDENCE or OUTCOME MEASURES	PROGRESS REPORT
	Engage with Children and Families in policy planning and service development Monitor feedback from direct engagement with children and families	Lead Officer Corporate Parenting Leads FV Public Info, Engagement & Participation Subgroup	As above	As above	As above

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OUTCOME 8 <i>There is evidence of greater public awareness of child protection</i>					
OBJECTIVES	ACTIONS	LEAD & Key People involved	TIMESCALE	EVIDENCE or OUTCOME MEASURES	PROGRESS REPORT
8.1 Basic awareness of how to keep children safe from harm is increasing and members of the public and staff know what do if they are concerned about a child.	<p>Promote the key message <i>It's everyone's job to protect children and young people from harm and abuse, to keep them safe and to protect their wellbeing</i></p> <p>Promotional events & materials support national, Forth Valley and local campaigns.</p> <p>Create opportunities for direct engagement with community groups on Child Protection issues.</p> <p>Child Protection website for public access reflects current activity for information and awareness raising</p>	<p>CPC Members</p> <p>Lead Officer Child Protection</p> <p>Forth Valley Public Information, Engagement and Participation Subgroup</p>	Ongoing	<p>Practitioner Pages in Forth Valley contains materials and support.</p> <p>Oor Clack Voices consulted over policy and procedures.</p> <p>Clacks Gov website being updated to show updated practice and policies.</p>	Ongoing

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OBJECTIVES	ACTIONS	LEAD & Key People involved	TIMESCALE	EVIDENCE or OUTCOME MEASURES	PROGRESS REPORT
8.2 Children, parents, carers and staff are informed of risks in the use of information technology and of measures to keep children safe.	Information and awareness raising is promoted regarding E-Safety for relevant staff in children’s services, adult services (young people in transition) and foster carers Liaison/linking with other initiatives & Schools	Lead Officer Public Protection L and D Advisor Education Leads West Lothian and Forth Valley E-Safety Partnership	Ongoing	School Based Police Officers provide e-safety messages within Clack’s schools	Ongoing
8.3 Children tell us they feel safe. We take action when they report safety concerns	Results from Schools surveys etc. reported to CPC	Child Protection Education leads	Ongoing	Developing multi-agency safeguarding group	Ongoing