



CHILD PROTECTION COMMITTEE
JOINT SELF EVALUATION REPORT
1.1

1 What key outcomes have we achieved? DRAFT

Key Area 1: Key Performance Outcomes

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| Quality Indicator 1.1 Improvements in performance | Themes <ul style="list-style-type: none"> Performance data and trends over time Overall quality of services to protect children. Performance against the relevant aims, objectives and outcomes set for children in improvement plans. |
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Overall Evaluation

There is a substantial body of data and evidence to show significant improvement in the overall position compared to that identified by HMle in 2008.

GOOD?

Evaluation of current service and practice
How good are we now?

PERFORMANCE DATA AND TRENDS OVER TIME

- We have compared our current performance with the findings identified in the previous HMle Report (2008) and can evidence significant improvements in performance. The 2008 HMle Joint Inspection report noted:

‘Very good partnership working at a strategic level encouraged joint working...services were committed to improving their services and have made a good start in jointly reviewing and evaluating their work.’
- We can show that we make good use of available data through analysis to inform and drive service improvement activity and can demonstrate that our performance has improved since the last report.
- Partners use and share a range of performance data and this is detailed in the evidence box below.
- Trends in performance are scrutinised on a multi agency basis by the Child Protection Committee (CPC) Performance and Audit subgroup. Through the activities of the group we compare and benchmark our management information and nationally reported data with that of comparator authorities and the Scotland position.
- Regular and comprehensive reports containing performance and statistical data on aspects of the child protection ‘system’ are presented to the CPC. These provide a summary of key local and national policy drivers relating to integrated children and young people’s services and progress against key performance indicators.
- Where we identify an area of performance that needs to be improved we will work together on a multi agency basis to do so. For example we are working together to tackle performance in relation to the provision of reports by Social Work to the Children’s Reporter. This is described in more detail as a good practice example below.
- The 2008 Joint Inspection report identified particular areas within Social Work that required improvement activity. We recognised that these needed to be tackled on a multi agency basis and actions were incorporated within the Inspection Action Plan approved by the CPC. The

efforts of Social Work services and its partner agencies to tackle the issues identified within the Report were recognised within the SWIA Performance Inspection Report (2009) which recognised that:

Social work services had worked hard in addressing the shortcomings highlighted in the HMIE report.

- The improvement in Social Work performance could only be achieved through strong, systematic working on a multi agency basis. Improvement activity is described in greater detail in the information provided for other indicators.

OVERALL QUALITY OF SERVICES TO PROTECT CHILDREN

- We have clearly defined outcomes for all our services. These are defined on multi agency level at a strategic level through the Child Protection Committee Annual Report and Business Plan and the Integrated Children's Service Plan. Improvements have been made to the outcome setting and performance reporting processes by aligning the East Ayrshire Integrated Children's and Young Peoples Plan, the CPC Annual Report and Business Plan and the Single Outcome Agreement to encompass the same three year period. An outcomes based approach is reflected in service planning and delivery arrangements across partner agencies and further detail is provided in the evidence box below.
- We have systems in place to collect performance data and this is detailed in the evidence box below. This shows that our services are improving.

PERFORMANCE AGAINST THE RELATIVE AIMS, OBJECTIVES AND OUTCOMES FOR CHILDREN IN IMPROVEMENT PLANS

- Our commitment to achieving the best possible outcomes for vulnerable children and young people is reflected in CPC Annual Report and Business Plan and the Integrated Children's Service Plan. The commitment to partnership working and a shared strategic approach has enabled us to tackle specific areas of performance where improvements are required. The HMIE report of 2008 identified that performance in relation to recognising and assessing risks and needs was weak including the following specific points:
 - Social work assessments were often subject to lengthy delays or failed to be completed
 - Domestic abuse referrals were not assessed and prioritised
 - Immediate home visits and initial risk assessments were not always carried out when needed
 - Pre birth case conferences were sometimes delayed until after the baby was born
 - There was a backlog of assessments where there were high level concerns
 - Out of hours social work assessments were not detailed enough

Action for tackling these areas was set out in the action plan developed in response to the report and incorporated within the CPC Business Plan and reflected in single agency planning and performance arrangements.

- Integral to our multi agency approach is the evaluation of performance data and trends through the Performance and Audit Subgroup and we are able to demonstrate that our improvement activity has resulted in children and young people in need of protection receiving an improved service response.
- The SWIA Performance Inspection Report (2009) noted the range of data collected and commented in the context of an upward trend in the numbers of children on the child protection register and in the number of referrals that:

These figures and percentages are not in themselves 'outcomes'. They did however reflect professional views and public concerns about children's safety and well being.

- The SWIA Performance Inspection Report (2009) also reflected our analysis of the situation that:
...the main trigger for many of these registrations had been an increase in parental substance misuse and early identification of risk through the multi-agency vulnerable pregnancy protocol. This was consistent with evidence of high substance misuse in East Ayrshire.

Whilst numbers of children on the Child Protection Register is currently on a downward trend these comments support our view that we have made significant improvements to service delivery.

How do we know? What key outcomes have we achieved? Impact and benefits

Children and young people are now:

- more likely to be seen at an earlier stage;
- in accord with a more systematic approach to assessing and defining risk and need; and
- within the context of strengthened and robust multi agency and partnership working arrangements.

Evidence - Please include evidence of policies, procedures, protocols, minutes of meetings, publicity material, reports, etc.

PERFORMANCE DATA AND TRENDS OVER TIME

Partners use and share a range of performance data. This has been used to inform and drive improvements in single and multi agency service delivery resulting in improved levels of protection for vulnerable children in need of protection as detailed under this and other indicators.

- At a national level an extensive portfolio of statistics is published e.g. Accounts Commission Statutory Performance Indicators, SEED Child Protection return, CLAS (Looked after and Accommodated Children) return, Educational Attainment of Looked After and Accommodated Children).
- Within the NHS a systematic approach to action planning is in place, with actions having clearly defined objectives and a structure to facilitate an implementation and monitoring. A programme of audit/self evaluation activity gathers data which can measure the effectiveness of services.
- The NHS has management information systems in place to monitor workload.
- Social Work generates an extensive range of performance and management information from its SWIFT system and this is used both operationally and strategically.
- The Council is developing its approach to performance management through implementation of the CORVU system which will collect and aggregate a suite of key performance indicators relating to each area of service provision including child protection.
- Within Social Work the Child Protection module on SWIFT has been fully implemented and this improved the quality and range of performance data available to us.
- SCRA provides monthly reports and annualised data to Social Work.
- SCRA produces data warehouse reports covering team performance.
- SCRA produces Regional/team KPI monthly reports. MoD monthly monitoring, IPS – 8 weekly monitoring

- Divisional Key Child Protection Performance Indicators for Ayrshire Division are set and monitored.
- The Police produce a range of statistics which are measured against objectives and disseminated as appropriate. These include:
 - Number of Scottish Intelligence Database (SID) Logs submitted
 - Vulnerable Persons Database (VPD) records to Reporter regarding children involved in domestic abuse incidents
 - Number of referrals to partner agencies regarding vulnerable children
 - Number of reports to SCRA
 - Number of report to PF

OVERALL QUALITY OF SERVICES TO PROTECT CHILDREN

- Our Community Planning commitment to an outcomes focussed approach is reflected within the Single Outcome Agreement in the target to reduce child protection reregistrations.
- Child Protection annual report and Business Plan
- Within Social Work action to achieve outcomes is reflected within the Children and Families and Criminal Justice Service Plan and work plans.
- SCRA Team Plan.
- Standard Operating Procedures are accessed and used by all Police officers. These include:
 - Delivery of specialised training on Child Protection.
 - Child Protection Standard Operating Procedures
 - Domestic Abuse Toolkit
 - Domestic Abuse Protocol
 - VPD Training
 - Specialised Units
- Effective use of statutory powers by all agencies.

PERFORMANCE AGAINST THE RELATIVE AIMS, OBJECTIVES AND OUTCOMES FOR CHILDREN IN IMPROVEMENT PLANS

- Our objectives are clearly set out within the Child Protection Annual Report and Business Plan, the Integrated Children's Service Plan and individual agency service planning processes. The cycles of the two are now coterminous and the former is the main vehicle for reporting upon Child Protection Activity.

The Children's Service Plan Annual Review 2008/09 noted that:

- A youth survey was carried out in 2007 with 100 young people aged 9 – 20 years, to identify their knowledge of child protection issues. Results showed that over one third of respondents had seen information on East Ayrshire Child Protection with school being the most common location identified. A further survey will be carried out in 2009 targeting Primary 5 and Secondary 2 pupils. This is intended to be a long term survey with the same class years being surveyed over a period of 4 years.
- Another successful Child Protection Conference was held in February 2009 with an emphasis on Looked After and Accommodated Children. Over 100 delegates attended from relevant agencies and the conference and workshops provided delegates with information on GIRFEC; The LAAC Health Perspective; Early

Years Framework and the Corporate Parenting Action Plan.

The Child Protection Annual Report and Business Plan 2008/09 identifies and describes in detail a range of key achievements since the HMIE Inspection 2008:

- Establishment of Early Information and Pre Referral (GIRFEC) Group (described in more detail at)
- Single Agency Risk Assessment: Training Social Work commissioned a specialist training consultancy to implement an extensive programme of risk assessment training for staff.
- Creation of Initial Response Teams within Children and Families, Social Work (described in more detail at)
- Corporate Parenting Events
- Opening of the new SUNNYSIDE Children's Residential House in Auchinleck
- Expansion of 'Break the Silence' Project
- Use of the Solihull Approach to Parenting in East Ayrshire
- East Ayrshire Children's Charter
- Commencement Child Protection Committee Development Days
- Development Multi Agency Public Protection Arrangements (MAPPA)

In addition:

- NHS Ayrshire and Arran has identified areas for improvement through self evaluation and published inspection reports. In response a systematic approach to action planning is in place, with actions having clearly defined objectives and a structure to facilitate an implementation and monitoring these.
- The NHS has a programme of audit/self evaluation activity in place which gathers data on which we can measure the effectiveness of services and base service/ improvements on. The impact of interventions on children is being measured through case file audit using an innovative electronic tool.
- SCRA has corporate evaluation processes in place which review statistical data.
- SCRA Team Plan and Regional Plan.
- SCRA 2008 practice audit – report and follow up. Includes widening out from compliance audit to incorporate a focus on qualitative aspects of service delivery. Current focus on decision making – self assessment completed July/August 2009
- SCRA Self assessment return for 2009 practice audit on decision making.
- SCRA case sampling exercises.
- SCRA – monitoring of practice consistency to ensure compliance with practice and operational practice guidance notes.
- SCRA Children & Families Survey report. Currently at early stages of development, with focus on identification of areas for improvement and establishing baseline measures, rather than providing evidence of established improvement trends.

- SCRA Victim Information Scheme.
- SCRA local focus on prompt registration of referrals.
- SCRA Inspection Analysis report
- SCRA Electronic case file audit tool
- SCRA Minutes of Regional Performance Review meetings, team meetings, reporter practice meetings, supervision and appraisal, weekly planning meeting to discuss legal points and practice, monthly file review, Authority Reporter case sampling, local liaison meetings with social work (between Authority Reporter and managers and between Reporters and Team Leaders).

Examples of Good Practice

- The Education and Children's Services Statutory Performance Indicator *Children's Reporter Liaison* is derived from TI3 data provided by SCRA. It is recognised that the performance of Social Work services needs to improve and in order to achieve this a range of activity has been initiated in order to achieve this including the establishment of a Time Intervals Working Group and liaison between SCRA and social Work in relation to monthly management information reports produced by SCRA. Social Work and SCRA have worked closely together to identify practical means of improving our performance in relation to the delivery of reports within timescales and this has included use of the IRT assessment as a direct report to the Reporter. We have also established a time intervals working group within Social Work comprising operational, performance and resource staff to tackle our performance in this area. An action plan has been produced. The TIWG 3 figure is monitored by the AR and Regional team on a monthly basis and the improvement recently has been particularly encouraging.
- Within the Police established formation of dedicated units like the Family Protection Unit (FPU) has been recognised as a major strength.
- The special measures provided for children within the VW(S) Act 2004 were fully implemented within Crown Office and Procurator Fiscal Service (COPFS) by April 2007. Cases are appropriately identified and special measures sought to support children appearing in Court as witnesses.
- Cases jointly reported to the Procurator Fiscal and the Children's Reporter are discussed and considered prior to a decision being taken as to the most appropriate manner for them to be dealt with in accordance with the Lord Advocates guidelines. Such cases are discussed regularly by the Reporter and PF to ensure no delay.
- Social work and SCRA have worked together to undertake an analysis of Child Protection Orders issues within East Ayrshire in the context of an increasing trend over 5 years. Findings and recommendations were presented to the CPC in 2009..

How Good Can We Be? Areas for Improvement

Action points identified following self-evaluation:

- Social Work recognises the need to improve performance in relation to submitting reports to the Children's Reporter within timescales and is working in partnership with SCRA to achieve this.
- We recognise the need to improve our approach to recording outcomes
- We can further improve communication both vertically and laterally in relation to high level strategy and dissemination of performance information and will be tackling this as part of our response to the SWIA Performance Inspection 2009.
- SCRA is currently going forward through the revised planning and performance framework and the planned integrated approach to self assessment. A corporate, regional and team pack will eventually be available to help inform ongoing self assessment and improvement activity in East Ayrshire. It will also be applied in each Authority team in SCRA
- The NHS has recognised the need to extend the programme of audit and linking this directly to continuous improvement.
- Improvement in Police referrals to other agencies could be made if referrals could be shared electronically