



CHILD PROTECTION COMMITTEE  
JOINT SELF EVALUATION REPORT

5.5

<p><b><u>Quality Indicator</u></b></p> <p>5.5 Improvement through self-evaluation</p>	<p><b><u>Themes</u></b></p> <ul style="list-style-type: none"> <li>• Commitment to self-evaluation</li> <li>• Management of self-evaluation</li> <li>• Service improvements</li> </ul>
<p><b>Overall Evaluation</b></p> <p><b>VERY GOOD</b></p>	
<p><b>Evaluation of current service and practice</b></p> <p><b>How good are we now?</b></p> <p>The EACPC is committed to ongoing self evaluation and has promoted the use of the quality indicators as a framework for evaluating practice since they were published by HMIE in 2005. The committee has adopted a rigorous approach to self evaluation, with reflection, learning and improvement being central to this activity. We have recognised that self evaluation is an evolving process which takes place at all levels – at a strategic level, at a management level and at an operational level.</p> <p>Our self evaluation activity has consisted of three approaches:</p> <ul style="list-style-type: none"> <li>• Multi-agency self evaluation activity in respect of specific areas of focus. These areas have been the focus of specific work for the committee as they reflect our improvement activity in response to the inspection findings in 2007. There has been a particular emphasis on impact and outcomes for children and young people.</li> <li>• Multi-agency self evaluation has also taken place across the range of quality indicators, but with a specific focus on the quality indicators which were subject to lower gradings in the 2007 inspection.</li> <li>• Single agency self evaluations have ensured that individual agencies are aware of the quality of their own practices and how this impacts and enhances partnership working. This has continued to be a focus for the committee as our first joint inspection highlighted that some single agency processes required to improve. Each agency has embarked on single agency self evaluation in a proportionate way, recognising existing strengths and needs.</li> </ul> <p><b>MULTI AGENCY SELF EVALUATION</b></p> <p>The Performance and audit sub group leads on the self evaluation activity for the CPC, some of the key developments in this area are</p>	

- The inspection of services to protect children and young people in East Ayrshire took place between June and September 2007. It covered the range of services and staff working in the area, who had a role in protecting children. The Chief Officers were asked to prepare an action plan indicating how they would address the main recommendations in this report. The report was published in January 2008. The action plan was developed and agreed by the CPC and Chief Officers group. The plan was monitored by the Performance and Audit sub group and its progress was reported on a regular basis to the CPC and Chief Officers Group. The plan focused on the 4 key recommended areas for improvement detailed in the report. For further details of this plan please refer to 'Inspection Action Plan' report.
- HMle published 'How good are we at assessing risks and needs to help children and families', March 2008. This document was considered by the Performance and audit sub group and an action plan drawn up with key areas for development. This work looked at specific quality indicators and the sources of evidence that we would use. An example of this work is the activity of the file audit group and the Views of children and families following initial child Protection Case Conferences
- File audit group – Single agency file audit work is an ongoing part of single agencies own self evaluations. The CPC agreed that it was important to ensure that multi agency file audits also took place. A small scale audit took place in April 2008 focusing on two key quality indicators. On reflection of this process it was agreed in 2009 that a specific file audit group should be established. This group is a working group of the Performance and Audit group which reports to the Performance and Audit sub group and to the CPC. It ensures that essential tasks in the Assessing risks and needs action plan are implemented. Following the publication of the revised HMle quality indicators it was agreed that specific file reading training would be helpful for the group. Fiona McManus, HMle facilitated a Pan Ayrshire Training session for file readers. A file reading tool was developed and a code of practice agreement made. A file reading session took place in August 2009. The group reviewed 4 children's files from social work, education, health, SCRA, police and housing services. The CPC were informed of the interim results of this file audit on 26.08.09 and the full report and recommended actions will be discussed at the CPC on 28.10.09. A specific tool for auditing CP1s and this was used by the group to review a number of CP1s. The CPC were informed of the interim results of the CP1 audit on 26.08.09 and the full report and recommended actions will be discussed at the CPC on 28.10.09.
- A pilot project is taking place in relation to gathering the views of children/young people and families following initial child protection case conferences. This pilot will take place October 2009 to December 2009 in the Cumnock Area. The CPC recognises that it is essential that we continue to improve our practice in child protection and consider how we seek children and families views about their needs and effectiveness of services. At the end of each initial Child Protection Case Conference it will be agreed which worker will be best placed to meet with the family following the case conference to discuss the child protection process and complete the form. The information from these forms will be used to evaluate and improve child protection services. The forms are not seeking case specific information but focus on the child and families experience of the child protection process.

- Significant case reviews- plans are in place to consider the recommendations of the significant case reviews and how to ensure that the work is taking place to fulfil the recommendations. It is essential that the areas of good practice highlighted, areas for development and key actions being taken forward are shared with practitioners throughout East Ayrshire.
- Significant case reviews and enquiry reports from other areas. The CPC considered the baby Peter case and developed an action plan in relation to a number of the recommendations. The CPC will also be looking in detail at the report into the death of Brandon Muir and consider the recommendations made in this case. The Performance and Audit sub group monitor these action plans.
- HMle inspection reports from other areas were considered by the CPC. A one page summary report was drafted highlighting strengths, areas for improvement, good practice examples and key issues for East Ayrshire to consider. This enabled the CPC to identify key areas of practice developments and consider any actions required in East Ayrshire.
- CPC is committed to continuing links with other CPC areas through the Ayrshire Wide initiatives, West of Scotland Lead Officer and Chairs meetings and the National Chairs and Lead officer meetings. This ensures that East Ayrshire CPC is aware of practice developments, policy indicatives and self evaluation activity taking place both in surrounding local area and throughout Scotland. The East Ayrshire CPC strives to reflect on its own practice and areas for improvement in line with national developments. An example of this is improving services by agreeing the transfer of case files for children on the child protection register and current consideration of the good practice paper in relation to agreeing west of Scotland processes for the transfer of non registered children.

## **MANAGEMENT INFORMATION**

- Management information –The Performance and Audit sub group is responsible for considering the information that is submitted to the committee. One of the key developments is to provide the CPC with child protection activity figures broken down geographically and mapping in staffing information to ensure that ‘hotspot’ areas are easily identified. This will enable the CPC to have a strategic over view for monitoring trends and considering their impact on services and resources.
- Management information is being reviewed by the Ayrshire Wide CPC chairs and Lead officer meetings. The aim is to develop an Ayrshire wide agreed management information dataset, recognising that some of the services operate on an Ayrshire Wide basis.
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- Through the constant monitoring of child protection statistical information, the CPC was aware of the continual rise in child protection statistics. The CPC held a

statistical seminar in January 2009 in recognition of the ongoing significant rise in child protection activity within East Ayrshire. The seminar discussed a general overview of trends and statistics; addiction issues in East Ayrshire and the impact on the protection of children and young people; and, what do we know about vulnerable pregnant women in East Ayrshire. There were opportunities provided to analyse information across agencies.

- The feedback from participants was very positive as the seminar allowed a full and open discussion around how best to meet the needs of those most vulnerable in East Ayrshire.
- On a multi agency basis this led to:
  - Addiction Services invited to inform the Child Protection Committee of current statistical evidence of service users in East Ayrshire and the new structures implemented within
  - Addiction Services to address the needs of local service users
  - An agreement to revise the Child Protection Committee membership to include a Lead Officer, East Ayrshire Alcohol and Drugs Partnership
  - An agreement to commission an independent research study on trends; patterns and vulnerability of children and young people in East Ayrshire

#### Child Protection Orders

- In May 2008, the Authority Reporter in East Ayrshire highlighted to the Child Protection Committee the rise in child protection orders (CPO). It was agreed that there would be merit in conducting a focused analysis of the child protection orders granted. This work looked at the following areas;
  - To identify the rise in the number of CPOs granted in 2008, to consider this in the context of the previous 5 years, from 2003 to 2008, and to identify if any patterns exist;
  - To identify the number of children placed on CPOs who were already subject to supervision requirements;
  - To identify whether evidential difficulties followed after CPOs were granted in respect of any children.
- The report makes a number of key recommendations which the CPC will consider for action at its meeting on 28.10.09.

Of key importance to the work of the CPC is the self evaluation activity that is ongoing in single agencies as through agencies knowing their own services and practices well enhance their participation in the multi agency self evaluation.

#### **SOCIAL WORK**

Social Work Services are well accustomed with the process of self evaluation. Prior to the

introduction of the HMle Child Protection and SWIA Frameworks the process by which quality and continuous improvement was mainly identified was through EFQM and Best Value principles. These provided an evidential base for Children and Families Service to seamlessly move towards national inspection bodies' self evaluation approaches. Evidence of this supported by the SWIA performance inspection findings... *"Staff were seen as committed to improving services through evaluating and improving their work. The CPC had undertaken a multi-agency self-evaluation of child protection services and the CPC had improved quality assurance by requesting all services review their own files. The results of the reviews were monitored by a subgroup of the CPC"*.

### **HMle**

- Senior management have promoted the newly revised HMle quality indicators framework by holding Self Evaluation Focus Group Sessions. This has allowed practitioners within and across service delivery an open opportunity to identify strengths and best practice which have helped inform this self evaluation and capacity for wider service improvements.
- Promote the importance of the HMle Child Protection quality indicators through development days for children and families fieldwork staff. These events are topical and have mainly targeted the quality indicators requiring further improvement as identified through national inspection bodies in order to keep children safe. The overall objectives are to empower staff, improve communications, and build a common sense of vision and purpose. The evaluation results demonstrate the sessions are a very effective way of enabling staff to identify strengths, suggest improvements for practice, service delivery, share best practice and are also continually evaluated for effectiveness.
- Senior managers have delivered a series of HMle self evaluation presentations to Children and Families Team Managers to further promote and encourage a "can do" culture that reflects good and innovative practice. Social Work continues to utilise self evaluation techniques to review the quality of case files.

### **SWIA**

- Self Evaluation involved all social work service staff from across the key service areas, Community Care, Children and Families and Criminal Justice further enabling social work service to identify important areas of improvement especially where services are cross cutting.

### **Care Commission**

- Within Residential, Fostering and Adoption Services self evaluation has ownership from the "bottom up" with the over all process co-ordinated by Team Managers. Frontline all staff are fully aware of the important need to meet care standards and where self evaluation can assist in identifying important areas for improvement. Employees and service users also have an open opportunity to be involved in a range of ways though staff meetings, focus groups and written contributions.
- The Social Work Service Children and Families Service Plan draws together all of the above self evaluation and inspection activity with accompanying action plans. These reflect the necessary improvements across the Children and Families Service. The Child Protection annual report and business plan actions takes account of wider

partnership actions.

## EDUCATION

- Early year's centres, Partner Providers, schools, children's services and Community Learning and Development utilise a range of self-evaluation frameworks to monitor and evaluate the quality of provision. These are externally validated by HM Inspectors of Education and Care Commission. In addition abbreviated Quality Health Checks addresses a range of quality Indicators including "Meeting Pupils Needs". Self-evaluation is an integral part of planning for improvement within all educational establishments and services. HMIE inspection profiles contain a safeguarding section which must be completed by establishments prior to inspection.
- The seven outcomes for children and young people are the cornerstone of planning for improvement across all sectors and the overarching GIRFEC ensures that the needs of children are met. There is significant involvement of pupils, support staff, teachers and parents/carers in process of reflection and evaluation using questionnaires and focus groups. Services take a broad view of performance on an annual basis and thereafter take a closer look at particular areas of provision identified as needing improvement. All Educational Services inspections now use the establishment's or service's self-evaluation as the starting point for professional dialogue.

## HEALTH

- NHS A&A has a strong commitment to self evaluation to inform areas for improvement. There is a nominated Clinical Effectiveness Facilitator and Practice Development Facilitator to support the process. An action plan to address areas for improvement in place which is approved and monitored by Child Protection Action Team.
- We are proactively developing systems for enable to continuous gathering of information to monitor the quality of our services.
- Audit of health visiting and school nursing case files is routine and provides evidence of the impact of their care on children. Case file audits are undertaken in partnership with these staff and the process is used to support the development of their practice.
- A report is provided annually to the Clinical Governance Committee.

## SCRA

- Revised performance management and planning framework - under development – based on self assessment. Due for introduction Autumn 2009.
- **Recent Self Assessment audit work**-This audit focusing on Reporter decision making was completed in August 2009 as a national exercise.
- **Management of Delay**-All cases closely monitored by individual reporter and by Authority Reporter and Reporter Manager. It is a critical objective of the East Ayrshire Team Plan and the Central West Regional Plan and is Linked with the Interim

Prioritisation Scheme.

- **IPS**-Closely monitored by Authority Reporter and Team return submitted to HQ.
- **Case management**.-Very close monitoring by Authority reporter through interrogation of the RAD, case file sampling, reporter supervision.
- **Non Disclosure**-the effective management of non disclosure cases is an objective in the Authority Reporter and Reporter Performance Appraisals to ensure full compliance with National Practice Guidance.
- **Decision Making**-All reporters have to attend 5 day Practice Training on decision making. The Decision Making Framework is a practice tool that all reporters adhere to. A self assessment audit on reporter decision making was completed by the Authority Reporter in August 2009. Significant monitoring and support within the Authority Team is provided to reporters and as necessary from Region and HQ

#### **OUTCOME**

- Practice strengthened as a result of local and national significant case reviews
- Improvements in practice evidenced by self evaluation, such as the file audit work.

**How do we know? What key outcomes have we achieved? Impact and benefits**  
**Please include evidence of policies, procedures, protocols, minutes of meetings, publicity material, reports, etc.**

- CPC inspection action plan
- CPC minutes
- Joint Area review into Haringey Council Area report
- Performance and Audit sub group minutes
- Assessing Risks and Needs action plan
- CPC File Audit report
- Ayrshire Wide Chairs minutes
- 1 page summary reports in relation to HMIE reports in other areas
- CPO report
- Statistical Seminar
- SWIA report
- Social Work Staff development day evaluations
- How Good Is Our School 3,
- Child At The Centre 2,
- Quality Health Check,
- How Good Is Our Community Learning and Development 2,
- Care Commission Standards,
- Standard Circulars
- Clinical effectiveness action plan
- Audit reports – A&E, Tripartite
- Health Case file audit report
- SCRA Returns from self assessment practice audits.
- SCRA Case Filtering Tool

## **Examples of Good Practice**

### CPC

- Statistical seminar
- Child Protection Order work
- File audit group

### SOCIAL WORK

- Initial Response Team

### EDUCATION

- Supporting vulnerable children in schools
- External inspection validates schools self evaluation systems

## **How Good Can We Be? Areas for Improvement**

Action points identified following self-evaluation:

- To continue on the CPC's self evaluation journey and strengthen our measurement of outcomes and impact on the child.
- To undertake further multi-agency case files audits with consideration of developing this initiative on a Pan Ayrshire basis.

### SOCIAL WORK

- Continue to promote a culture of self evaluation through staff development events utilising models as recommended by inspection bodies for example; How Good is Your Team, How Good is Our Key Processes.
- Continuous programme of Focus Groups within and across fieldwork services to reflect on practice and evaluate children and families services capacity to improve.

### HEALTH

- Further embed and develop process to support continuous self evaluation

### EDUCATION

- Systematic, planned programmes of self evaluation within educational establishments to include the use of How Well Do We Protect Children And Meet Their Needs? framework

### SCRA

- Future audit work and self evaluation linked to continuous improvement activity is planned.