

Agenda Item	7.
Report No	CPB/7/23



Committee: Community Planning Partnership Board

Date: 22 June 2023

Report Title: Children at Risk of Harm Inspection Update and Action Plan

Report By: Chair of the Integrated Children’s Services Planning Board

1. Purpose/Executive Summary

- 1.1 This report provides Board Members with an update on the Joint inspection of Services for Children and Young People at Risk of Harm in Highland.
- 1.2 The improvement plan developed by the partnership to deliver on the recommendations outlined in the inspection report is attached. (Appendix 1)

2. Recommendations

- 2.1 The Board is invited to note and comment on the update and;
- 2.2 Note and comment on the improvement plan developed by the partnership to deliver on the recommendations outlined in the inspection report.

3. Implications

- 3.1 **Resource** – The plan considers the resources associated with the partnership to achieve the outcomes.
- 3.2 **Legal** –The plans have a focus on meeting the requirements of the United Nations Convention on the Rights of the Child. The plans include the need to meet statutory requirements for public reporting.
- 3.3 **Community (Equality, Poverty, Rural and Island)** – An assessment has been carried out on the strategic priorities contained within the plans for equality, rural and socio-economic impacts.

- 3.4 **Climate Change / Carbon Clever** – Not applicable
- 3.5 **Risk** – Risks identified in the plans outlined are recorded in the Health and Social care Risk Register and will be monitored quarterly and changes reported to future Committee meetings.
- 3.6 **Gaelic** – Not applicable

4. Background

- 4.1 On 15 December 2022 the Care Inspectorate published a report of a joint inspection of services for children and young people at risk of harm within the Highland community planning partnership.
- 4.2 The joint inspection of services for children and young people at risk of harm in the Highland community planning partnership area took place between 25 April 2022 and 26 September 2022. It covered the range of partners in the area that have a role in meeting the needs of children and young people at risk of harm and their families. The inspection report can be found here [Joint inspection children and young people at risk of harm in Highland.pdf \(careinspectorate.com\)](https://www.careinspectorate.com/joint-inspection-children-and-young-people-at-risk-of-harm-in-highland.pdf)
- 4.3 To increase awareness of the inspection findings, a presentation was developed and circulated widely across the partnership. A series of presentation and discussion sessions have also been undertaken to consider the findings and inspection improvement plan actions.

5. Partnership Improvement Plan

- 5.1 Prior to the announcement and throughout the period of this inspection a partnership group has met regularly to work collaboratively on a plan to improve outcomes for children and young people at risk of harm. This group included partners from the Highland Council, NHS Highland, the Third Sector, Police Scotland, and the Highland Child Protection Committee (CPC).
- 5.2 This plan was updated in light of the inspection findings and at an event on the 31 January 2023, the partnership met to further develop the plan. The conclusions from discussions were written up and an extensive draft was prepared and shared with the care inspectorate. In addition, we invited senior members of the care inspectorate to attend a meeting with us on the 22nd of February 2023 to support the development of the plan.
- 5.3 The detailed inspection improvement plan was finalised following discussion at the Child Protection Committee and Integrated Children's Services Planning Board and is appended to this report at appendix 1.
- 5.4 This is a dynamic plan which will be tracked, and progress reported regularly through the Child Protection Committee, Public Protection Chief Officers Group and Integrated Children's Services Planning Board. Actions have been remitted to Improvement Groups.
- 5.5 The plan has been developed through a focus on four key areas outlined by the Care Inspectorate within their report:

- Children and Young People are safer because risks have been identified early and responded effectively.
- Children and young people's lives improve with high-quality planning and support, ensuring they experience sustained loving and nurturing relationships to keep them safe from further harm.
- Children, young people, and families are meaningfully and appropriately involved in decisions about their lives. They influence service planning, delivery, and improvement.
- Collaborative strategic leadership, planning and operational management ensure high standards of service delivery.

5.6 Whilst the plan focusses on the key areas for improvement identified in the Care Inspectorate's Inspection and outlines actions and responsibilities in these specific areas, it is also designed to support:

- The implementation of The Promise
- Our work towards the implementation of Trauma Informed approaches
- The development of early intervention and whole family approaches to prevent and reduce risk for children and young people

5.7 This plan is supported by an action tracking table which details all activity undertaken in relation to each 'Area for Improvement'. Governance and responsibility for scrutiny and monitoring of this plan sits with the Public Protection Chief Officer Group and Community Planning Partnership Board. However, updates will be provided to this Board on a regular basis.

Designation: Chair of the Integrated Children's Services Planning Board

Date: June 2023

Author: Ian Kyle

Appendix 1



Highland Children's Service Inspection of children at risk of harm: Improvement Plan

Introduction

This plan focusses on the key areas for improvement identified in the Care Inspectorate's Inspection of Children's Services for children at risk of harm. Whilst the plan outlines actions and responsibilities in these specific areas, it is also designed to support:

- Implementation of The Promise
- Work towards implementation of the Trauma informed approaches
- Development of early intervention and whole family approaches to prevent and reduce risk for children and young people

Please note: Those identified as 'Leads' are asked to ensure actions are included in any existing Improvement Plans with regular reporting through the Child Protection Committee (CPC) to the Integrated Children's Service Planning Board (ICSPB). Regular updates will also be provided to Highland Council's Health, Wellbeing and Social Care Committee.

The Plan focusses on 4 key areas as outlined by the Care Inspectorate:

- Children and Young People are safer because risks have been identified early and responded effectively
- Children and young people's lives improve with high- quality planning and support, ensuring they experience sustained loving and nurturing relationships to keep them safe from further harm
- Children, young people and families are meaningfully and appropriately involved in decisions about their lives. They influence service planning, delivery and improvement.
- Collaborative strategic leadership, planning and operational management ensure high standards of service delivery

This plan will be supported by an action tracking table to detail all activity undertaken in relation to each 'Area for Improvement'. The Plan will sit within the responsibility of the Public Protection Chief Officer Group and Community Planning Partnership Board.

RAG Rating:

Significant delays/No progress (flagged at ICSB/PPCOG)	
Task underway with some delay(s)	
Task on track for completion	
Complete	

Abbreviations:

ICSPB – Integrated Children’s Service Planning Board
 CPC – Child Protection Committee
 CPB – Corporate Parenting Board
 QARO – Quality Assurance and Reviewing Officer
 QA – Quality Assurance
 L&D – Learning and Development
 CALA – Care and Learning Alliance
 KCS – Keeping Children Safe (CPC 3rd Sector subgroup)

Improvement priority 1:

Children and Young People are safer because risks have been identified early and responded effectively

Area for Improvement	Actions	Timescale	Lead	Evidence	RAG
1. Ensure practitioners have access to robust multiagency and single agency Highland Practice/child protection procedures in line with national guidance	a. Multi-agency child protection procedures developed in consultation with practitioners, managers and agencies – clear pathways for early intervention and responding to risk of harm	April 2023	ICSPB/CPC	Launch of consultation on draft procedures	
		August 2023	ICSPB/CPC	Consultation with practitioners	
		September 2023	ICSPB/CPC	Procedures finalised and published on CPC website – September 2023	

	b. Develop support materials based on 6 principles of practice	September 2023	CPC	Materials developed and disseminated across partners	
		September 2023	CPC	Materials for children and young people/families co-produced	
		September 2023	CPC	All materials uploaded to CPC website	
	c. Learning and Development needs identified in relation to Child Protection/GIRFEC processes	May 2023	CPC L&D Subgroup	L&D Survey undertaken	
		September 2023	CPC L&D Subgroup	L&D needs identified through consultation with practitioners/managers	
		September 2023	CPC L&D Subgroup	L&D Strategy Updated	
		October 2023	CPC L&D Subgroup	Training Guide for Staff and Managers updated and disseminated	

	d. Training and awareness sessions delivered in relation to GIRFEC/Child Protection procedures	September 2023	CPC L&D Subgroup	CALA online module reviewed and updated	
		September 2023	CPC L&D Subgroup	CPC Core training reviewed and updated	
		December 2023	CPC L&D Subgroup	Development of multiagency training sessions on specific topics/masterclasses	
	e. Quality Assurance processes to evidence improvement in practice/ language/ partnership working	March 2023	CPC QA Subgroup	Audit Cycle developed and implemented	
		March 2023	CPC QA Subgroup	Multiagency audit work undertaken	
		June 2023	CPC QA Subgroup	Feedback sessions with practitioners and managers	
		September 2023	CPC QA Subgroup	Reports to CPC/COG	
	f. Feedback from staff	September 2023	CPC QA Subgroup	Consultation feedback	
		December 2023	CPC QA Subgroup	Staff survey in regard to new procedures	

	g. Feedback from children, young people and families	December 2023	CPC QA Subgroup	Children and Young People survey Focus groups with children, young people and families	
2. Ensure a consistent approach to Initial Referral Discussions (IRD's) results in actions to protect children and young people	a. Standard Operating Procedure developed to include recording of all IRDs and wider representation from Education	March 2023	CPC QA Subgroup	SOP developed and disseminated across partners	
	b. Evidence that IRDs are taking place in accordance with procedures and are recorded within child's files	April 2023	CPC QA Subgroup	Multiagency Audit work undertaken using CI framework	
		June 2023	CPC QA Subgroup	Report to CPC/COG	
		June 2023	CPC QA Subgroup	Feedback to partners	
	c. IRD Training delivered for Police/Social Work/Health/Education staff involved in IRD processes	September 2023	CPC QA Subgroup	Training developed and delivered (national programme)	
	d. IRD processes in place for 16- and 17-year-olds, pre-birth and cumulative harm	September 2023	Police Scotland	IRDs undertaken and recorded	

	e. Audit process in place with regular reporting to CPC	February 2023	CPC QA Subgroup	Bi-monthly auditing of 10 IRD records	
3. Implementation of Scottish Child Interview Model (SCIM) to reduce the risk of re-traumatisation for children and young people	a. Establish Project Board and Implementation Group	January 2023	CPC	Board and Implementation Group established with meeting dates confirmed - ToR agreed	
	b. Development of Project Plan	January 2023	CPC	Project plan developed	
	c. Recruitment and Training of SCIM team	July 2023	Highland Council SW/Police Scotland	Team of 4 Police/4 Social Workers plus co-ordinators recruited and trained	
	d. Live implementation of SCIM	August 2023	Highland Council SW/Police Scotland	% of JII undertaken using SCIM model	
	e. Communication Plan developed	March 2023	CPC	Communication Plan developed and implemented	
	f. Review and Evaluation	Ongoing from August 2023	Highland Council SW/Police Scotland	Quality Assurance of SCIM	

4. Consider the development of Contextual Safeguarding approaches for young people at risk from community harm	a. Work with Action for Children and CYCJ through The Promise (CORRA) funding to develop effective approaches for children and young people at risk from exploitation	February 2023	CPC	Training and Awareness raising in relation to exploitation and contextual safeguarding	
		April 2024	CPC	Development of contextual safeguarding framework to support local child protection procedures Involvement of children and young people in project Evidence of changes in outcomes for young people	
		September 2023	CPC	Robust procedures around Trafficking and use of NRM	
		September 2023	CPC	Consider development of Vulnerable Young People guidance/procedures	

	b. Consideration of additional resources required to improve contextual safeguarding approaches	September 2023	CPC	Embed PLACE referral process across Highland	
		June 2023	CPC	Exploitation proposals to increase service provision for young people, families and practitioners	
		December 2023	CPC	Evidence of contextual safeguarding approaches in child's assessment/plans	
		June 2024	CPC	Services for young people who are exploited in place and evaluated	
	c. Additional Learning and Development needs considered and delivered	February 2023	CPC L&D Subgroup	Learning and Development needs identified	
		December 2023	CPC L&D Subgroup	Training and awareness raising delivered	
		February 2024	CPC L&D Subgroup	Report delivered to CPC/COG No. of participants/ Evaluation and feedback from participants and	

				managers. Further learning needs identified	
	d. Evidence of contextual safeguarding approaches in assessment and planning processes	March 2024	CPC QA Subgroup	Case File Audit shows clear indications of contextual safeguarding considerations to keep young people safe	
5. Explore ways of strengthening partnership working between child and adult services for young people at risk of harm	a. Sub-group established for young people at risk of harm	March 2023	CPC/ASPC Younger Adults at Risk of Harm Subgroup	Consultation with adult/children's services	
		September 2023	CPC/ASPC Younger Adults at Risk of Harm Subgroup	Transitions Good Practice Guidance Developed	
		September 2023	CPC/ASPC Younger Adults at Risk of Harm Subgroup	Consideration of additional work required in this area – Improvement Plan agreed by PPCOG	
		October 2023	CPC/ASPC Younger Adults at Risk of Harm Subgroup	Learning & Development needs considered –	

				opportunities for joint training	
		July 2024		Feedback from young people	
6. Evaluation of Vulnerable Pregnancy Pathway (VPP) implementation	a. Continued rollout and evaluation of VPP training	Ongoing	CPC L&D Subgroup	No. of participants Evaluation/Feedback	
	b. VPP to be included in audit cycle within CPC Quality Assurance plan	March 2023	Lead Nurse (Child Protection and Corporate Parenting)	VPP to be included in CPC audit cycle (Health/SW)	
		September 2023	Lead Nurse (Child Protection and Corporate Parenting)	Audit work undertaken	
		September 2023	Lead Nurse (Child Protection and Corporate Parenting)	Focus group with practitioners to establish impact of VPP in practice	
7. Provision of support for young people with high-risk behaviour (e.g.	a. CARM procedures included in updated child protection procedures	March 2023	Principal Officer (Social Care)	CARM procedures included in child protection update	

Harmful Sexual Behaviour)		June 2023	Principal Officer (Social Care)	Factsheet/Information on CARM to be developed for all partners	
		July 2023	Principal Officer (Social Care)	Inclusion of CARM data in Minimum Dataset	
		November 2023	Principal Officer (Social Care)	Audit/Review of CARM cases (%) included in multiagency audit	
	b. Develop action plan following Harmful Sexual Behaviour (HSB) audit by NSPCC	March 2023	Promise Programme Manager/Strategic Lead (Youth Justice)	Action plan developed with NSPCC (March 2023)	
		September 2024	Promise Programme Manager/Strategic Lead (Youth Justice)	12-18 months support from NSPCC to implement action plan	
		January 2025	Promise Programme Manager/Strategic Lead (Youth Justice)	Further self-evaluation activity to establish impact of plan on practice	

	c. Training/Awareness raising delivered in relation to HSB	September 2023	CPC L&D Subgroup	Training delivered No. of participants Feedback/Evaluation Identification of further training needs	
	d. Work with CYCJ in exploring re-imagining justice in Highland		Strategic Lead for Youth Justice, Highland Council Children's Services	Initial questionnaire completed Evaluation by CYCJ with recommendations for future work	
8. Develop and implement audit cycle to identify progress and key areas for improvement	a. CPC Quality Assurance Strategy and updated Audit Plan developed and agreed	February 2023	CPC QA Subgroup	Strategy, Framework and Audit Cycle developed and agreed Audit framework includes multiagency and single agency audit information Consideration of joint resourcing QA with PP partners (e.g. Adult Support and Protection)	
	b. Audit of recording of children, young people and family views in case records	March 2023	CPC QA Subgroup	Young people and family views clearly evident and well considered in child's assessments and plans Feedback to partners and practitioners	To take place in August 2023 to allow system set up

	c. Audit of child's plans – quality and inclusion of chronologies, assessment, risk assessment, planning and review processes	March 2023	CPC QA Subgroup	Audit undertaken March 2023 Feedback to staff/managers/leaders	and training
	d. Individual agency audits collated and shared as appropriate	February 2023	CPC QA Subgroup	Single agency audits included in CPC QA Framework	

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Improvement priority 2:

Children and young people’s lives improve with high- quality planning and support, ensuring they experience sustained loving and nurturing relationships to keep them safe from further harm

Area for Improvement	Actions	Timescale	Lead	Evidence	RAG
<p>9. Ensure Corporate Parenting Board Plan meets the needs of care experienced young people in Highland</p>	<p>a. Corporate Parenting Board re-established as ‘Promise Board’</p>	<p>March 2023</p>	<p>Promise Board</p>	<p>3 days consideration of CPB functions, roles and membership</p> <p>Young people involved in decision re: name of CPB</p>	<p>Green</p>
	<p>b. Promise Board Plan updated to reflect The Promise and Care Leavers Covenant</p>	<p>May 2023</p>	<p>Promise Board</p>	<p>CPB redesigned to reflect The Promise/UNCRC and SMART elements</p> <p>Regular reporting to ICSPB and Care Experienced community</p>	<p>Green</p>
	<p>c. Young people actively involved in work of Corporate Parenting Board</p>	<p>May 2023</p>	<p>Promise Board</p>	<p>Feedback from young people and CPB</p>	<p>Green</p>

				Evidence of co-production	
	d. Rights are upheld and evident in assessment and planning processes	September 2023	CPC QA Subgroup	Evidence within multiagency records Feedback from children, young people and families Feedback from staff	
10. Ensure UNCRC is incorporated into all Highland procedures and guidelines	a. UNCRC is reflected within Corporate Parenting and Child Protection/Practice Model procedures and guidelines	May 2023	ICSPB/Rights and Participation Improvement Group	Evidence of UNCRC across procedures, guidelines	
	b. Ensure information is available for practitioners, managers and agencies	September 2023	Rights and Participation Improvement Group	Collate evidence of existing materials and develop new resources where required	
	c. Ensure information is available and provided to children, young people and families	September 2023	Rights and Participation Improvement Group	Collate evidence of materials for different ages and needs Develop new resources (co-produced where appropriate)	

	d. Ensure rights are upheld and evident in all assessment and planning processes (including child protection and youth justice)	September 2023	CPC QA Subgroup	Evidence within multiagency records – audit processes Feedback from children, young people and families Feedback from staff	
11. Ensure the voices of children, young people and families are heard, considered and recorded in assessment and planning processes	a. Establish methods for collating views of children, young people and families involved in child protection and care processes	July 2023	Social Work QARO Team	Feedback from children, young people, parents/carers	
	b. Roll out of Solihull parenting programme	TBD	ICSPB	No. of sessions delivered Feedback from children and families	

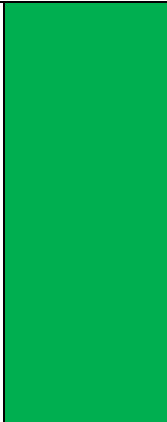
Improvement priority 3:

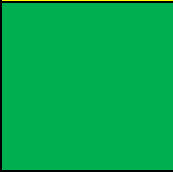
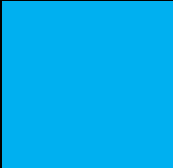

Children, young people and families are meaningfully and appropriately involved in decisions about their lives. They influence service planning, delivery and improvement.

Area for Improvement	Actions	Timescale	Lead	Evidence	RAG
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12. Ensure the voices of children, young people and families are heard, considered and recorded in assessment and planning processes	a. Establish methods for collating views of children, young people and families involved in child protection and care processes	July 2023	Social Work QARO Team	Feedback from children, young people, parents/carers	
	b. Consultation with young people about existing systems and co-design of new methodology/ methodologies	July 2023	ICSPB	Re-issue Guidance for Communicating with our Youngest Children Ongoing work and test of change with Inspiring Young Voices re: Discord and VR Project Establish additional methods of hearing views of children and young people Identify additional learning and development needs	
	c. Establish formal systems for collection and recording of views in child protection assessment and planning processes	September 2023	Social Work QARO Team	Policy/Procedure Evidence in audit work Feedback from children and young people	

	d. Ensure children and young people have access to advocacy services	TBD	ICSPB	<p>Scope existing Advocacy services available for children and young people</p> <p>Partnership working with 3rd sector providers</p> <p>Commission/access additional resources where required</p>	
13. Ensure the inclusion of children, young people and adults with lived experience in service planning, delivery and improvement	a. Explore possibility of a Child Protection Committee Participation Group to include young people with lived experience	September 2023	CPC	<p>Consultation with children and young people</p> <p>Co-production of report with recommendations</p> <p>Group established</p>	
	b. Inclusion of lived experience in learning and development programmes	December 2023	CPC	<p>Learning and Development Strategy updated</p> <p>Evidence of lived experience in programmes</p> <p>Feedback from participants</p>	

14. Ensure the voices of children, young people and families contribute to service improvement and development	a. Development of Participation Strategy	October 2023	ICSPB	Participation Strategy developed Integration across partnership plans Evidence of co-production and involvement of children and young people in service planning/improvement	
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Improvement priority 4: Collaborative strategic leadership, planning and operational management ensure high standards of service delivery					
Area for Improvement	Actions	Timescale	Lead	Evidence	RAG
15. Ensure that data informs service improvement and development	a. Establish minimum data set (version 2) for Highland which monitors and reports on key patterns and trends	July 2023	CPC QA Subgroup	Minimum Dataset 2 developed	
	b. Undertake Joint Strategic Needs Assessment to inform Integrated Children's Service Plan	February 2023	ICSPB	JSNA completed	
	c. Gaps in current data collection identified	February 2023	CPC QA Subgroup	Additional data identified in relation to IRDs, Child Concerns	

	d. Development of a performance framework	February 2023	ICSPB	Performance framework developed with regular reporting to ICSPB	
	e. Analysis of data which informs service development and improvement	February 2023	CPC QA Subgroup	Quarterly reporting to CPC/ICSPB Bi-annual discussion at CPC/COG	
16. Development of prevention/early intervention approaches	a. Introduction of family decision making	December 2023	Social Work	Pilot project undertaken Initial evaluation report Feedback from children and families Feedback from practitioners	
	b. Further roll out of Highland Cares	Ongoing	Education	Support is available for families out-with core hours and at the point of need	
	a. Ensure awareness of Safe Strong and Free across partner agencies – includes prevention work across nurseries/primary/secondary schools	Ongoing	CPC KCS Subgroup	Feedback from children and families Feedback from staff	

	b. Support the implementation of the Anchor Project for young people at risk from community harm	April 2024	Third Sector Alliance	Feedback from partner agencies Feedback from young people Project Data	
17. Provision of tools/approaches to support practitioners	a. Safe and Together embedded and evaluated	October 2023	Safe and Together Co-ordinator	No. of participants trained Evaluation/Feedback Local trainers trained in S&T delivery Audit of cases in relation to domestic abuse	
	b. Graded Care Profile used widely and supporting practice	December 2023	CPC	No. of training places delivered No. of GCP2 completed Feedback from practitioners Feedback from families	
	c. Consideration of other 'tools' such as Signs of Safety	September 2023	CPC	Consultation with practitioners Consideration of additional support tools/approaches	

				Commissioning/developing use of tools as appropriate	
18. Enhance partnership working between statutory and third sector partners	a. Ensure third sector representation on groups across the partnership	April 2023	ICSPB	Third Sector representation on all relevant groups and actively engaged in decision making	
		April 2024	ICSPB	Survey/feedback from partners in statutory and third sector organisations	
	b. Development of KCS Improvement/Action Plan	May 2023	CPC KCS Subgroup	Collective plan of 3 rd sector activity in response to Children's Services Inspection Feedback to CPC Inclusion in overall CPC Improvement work	
	c. Develop commissioning strategy/board to support developments with third sector partners	September 2023	ICSPB	Commissioning Strategy/Framework developed Feedback from partners	
19. Communications Strategy to be developed to ensure services and communities are aware of child protection work	a. Communication strategy produced	July 2023	CPC	Communications Strategy developed and implemented: CPC Website traffic Media coverage captured Feedback from services	

across the Partnership				Feedback from children, young people and families Community survey	
20. Staff and managers across services to be aware of the work of the Child Protection Committee and Corporate Parenting Board and contribute to discussions about key child protection and care experience issues	a. Dissemination of local and national guidance, research and policies through monthly info and drop-in sessions online	Ongoing	CPC/CPB	Monthly sessions delivered Feedback from services No. of participants	
	b. Teams/Services regularly discuss child protection/CPB issues and feedback loop is created	Ongoing	CPC/CPB	Feedback from services	
	c. Promotion of CPC website and analysis of usage	March 2023	CPC	Website traffic data	
21. Implementation of Barnhaus standards	a. Development of Barnhaus Project Plan to include interviewing, medical examinations, support and recovery services for children and young people	TBD	PP COG	Consideration of national Barnhaus Standards Development of Barnhaus Project Plan	
22. Consultation with practitioners on the updated Procedures for Highland	a. Discussion Workshops for Leaders, CPC Members, frontline practitioners and managers	August 2023	CPC	Feedback from practitioners/managers/leaders collated Procedures updated and published on CPC website	

23. Strengthen partnership working across Public Protection	a. Risk Register developed and progress considered quarterly through PP COG	June 2023	PPCOG	Risk Register Developed and considered quarterly	
	b. Development of pool of joint reviewers for learning reviews	March 2023	PPCOG	Reviewers trained across the public protection partnership including children and adult services	
	c. Consideration of co-location for public protection partners	June 2023	PPCOG	Consultation with Public Protection partners and agreement reached	
24. Sharing and implementing learning from case reviews	a. Learning Review Discussion Workshops for front line practitioners and managers	Ongoing	CPC	7 minute briefings developed and disseminated across partners No. of sessions delivered Feedback from partners	
	b. Deliver Learning Review Discussion and Workshop for Leaders to ensure actions arising from reviews are shared and implemented across services	Ongoing	CPC	7 minute briefings developed and disseminated across partners No. of sessions delivered Feedback from leaders	
	a. Learning and Development Strategy (CPC) updated	June 2023	CPC L&D Subgroup	Learning and Development Strategy	

25. Ensuring learning and development needs are met				updated and signed off by CPC Quarterly reporting to CPC	
	b. Implementation of PRISM and MAPE approaches to share learning across partnership	June 2023	CPC L&D Subgroup	Delivery of PRISM sessions to share learning Development of Multi-agency Practitioners Events (MAPE) to support reflective learning on individual cases No. of attendees Feedback from attendees	
	c. Agencies to consider single agency learning and development needs	April 2023	CPC	Single agency learning and development delivered and reported to CPC L&D Subgroup No. of participants Evaluation/Feedback	
	d. Evaluate impact of training on practice	Ongoing	CPC L&D Subgroup	Follow up questionnaire Focus groups with practitioners/managers	
26. Ensure the quality of child protection	a. QA Assurance strategy updated	January 2023	CPC QA Subgroup	Strategy developed and agreed	

<p>practice in Highland is regularly assessed through robust quality assurance processes, including feedback across partners</p>	<p>b. Audit Framework and Cycle agreed</p>	<p>February 2023</p>	<p>CPC QA Subgroup</p>	<p>QA Framework sets out all work in relation to audit, self evaluation, learning and development and sub-group reporting/monitoring</p> <p>Audit cycle developed and implemented with reporting to CPC/PPCOG/ICSPB and partners</p>	
	<p>c. Regular reporting to PP COG and ICSB</p>	<p>Ongoing</p>	<p>CPC</p>	<p>Quarterly reporting</p> <p>Audit/Data reports</p>	
	<p>d. Quality Assurance work evidences impact of practice on outcomes for children and young people</p>	<p>Ongoing</p>	<p>CPC QA Subgroup</p>	<p>Audit/Data reports</p> <p>Feedback from children, young people and families</p> <p>Feedback from practitioners and managers</p>	
	<p>e. Develop Promise Mapping Tool to ensure work of the CPC in implementing The Promise is captured and shared across the partnership</p>	<p>July 2023</p>	<p>Promise Programme Manager</p>	<p>Mapping Tool Developed</p> <p>Regular reporting to Promise Board and Child Protection Committee</p>	