



CPC Improvement Plan 1 April 2023 – 31 July 2026

Initial Progress / Update Report @ 31 October 2023

Approved & Published by the CPC: 6 June 2023

Getting it Right
in Perth and Kinross
Helping children be the best they can be

Introduction

Welcome to the Perth and Kinross Child Protection Committee (CPC) Improvement Plan 1 April 2023 – 31 July 2026.

This Three-Year Improvement Plan builds upon previous CPC Improvement Plans and our ongoing commitment to continuous improvement through single and multi-agency quality assurance and self-evaluation work; as we continue to strive for excellence in all aspects of our partnership work to protect children and young people.

This CPC Improvement Plan is aligned with, and strongly supports, the [Tayside Plan for Infants, Children, Young People and Families 2023 - 2026](#) and the [Perth and Kinross Community Plan \(Local Outcomes Improvement Plan\) 2022 – 2032](#).

Perth and Kinross CPC and partners are committed to [continuous improvement through quality assurance and self-evaluation](#); as demonstrated by this CPC Improvement Plan. This shared commitment is also demonstrated through our partnership CPC Business Model; CPC Quality Assurance and Self-Evaluation Framework; CPC Monthly Management Information and Performance Outcome Framework (CPC Monthly Dataset Reports); CPC Annual Self-Evaluation Programme; CPC Annual Development Days and our CPC Annual Standards and Quality Reports.

National Context

The Scottish Government wants Scotland to be the best place in the world for children and young people to grow up so that they become: *successful learners; confident individuals; effective contributors and responsible citizens* and where children are *loved, safe and respected, so that they can reach their full potential*.

All children and young people (including unborn babies) have the right to be cared for and protected from harm, abuse, neglect and exploitation and to grow up in a safe environment, in which their rights are respected and their needs are met. Children and young people should get the right support; at the right time; from the right people and their safety is always paramount.

The care and protection of children and young people in Scotland is set within the wider policy context of [Getting it right for every child \(GIRFEC\)](#); the [UN Convention on the Rights of the Child](#) and within the findings from the [Independent Care Review: The Promise](#) (2020) which clearly advocates Scotland's Ambition for children and young people – *we grow up loved, safe and respected so that we realise our full potential*.

We also acknowledge [The Plan 2021 – 2024](#) which sets out the current five priority areas and key milestones – *the right to a childhood; whole family support; supporting the workforce; planning and building capacity*.

[GIRFEC](#) promotes action to improve the wellbeing of all children and young people across eight indicators of wellbeing. The GIRFEC approach has been tested and developed across Scotland since 2006. It is based on research evidence and the experiences of practitioners, families and children.

The [GIRFEC wellbeing indicators \(SHANARRI\)](#) are designed to optimise wellbeing and guide staff working with children, young people and their families to ensure that they are as **safe; healthy; achieving; nurtured; active; respected; responsible and included** as they can be.

Tayside Context

Tayside Plan

Within and across Tayside, the [Tayside Plan for Infants, Children, Young People and Families 2023 - 2026](#) continues to be the shared / joint plan produced by the three Community Planning Partnership (CPP) areas of Angus, Dundee and Perth and Kinross.

It reflects our shared leadership towards multi-agency, cross-border collaboration in the planning, management, commissioning, delivery, evaluation and improvement of services to children, young people and families. It also reflects a shared and longstanding commitment to implementing [Getting it right for every child \(GIRFEC\)](#).

The Plan has been developed by the three Tayside Councils, NHS Tayside, Police Scotland, Health and Social Care Partnerships, the Third Sector and other organisations to ensure a consistent approach towards agreed priorities and an absolute focus on improving outcomes for all children, young people and families, regardless of their circumstances.

Tayside Plan – Our Vision

The Plan will achieve the Vision of ensuring that:

“Our children and young people will have the best start in life and Tayside will be the best place in Scotland to grow up”

Tayside Plan – Our Five Priorities

1. *Our children will have the **best start in life***
2. *Our children, young people and families **will achieve and make positive contributions** to communities*
3. *Our children and young people will **enjoy good physical and mental health***
4. *Our children and young people will have their **rights protected and their voices heard***
5. *Our children and young people will be **safe and loved***

Tayside Plan – Our Guiding Principles

- Rights based – this means that there is evidence that children’s rights are considered in everything we do and that rights are promoted or enhanced by what we are doing
- Easily understood and accessible – we will make sure that we clearly say what we are doing and what difference it will make. We won’t use confusing or stigmatising language, acronyms or jargon to ensure everyone has the same understanding of what we want to do
- Based on what people with lived experience tell us – this means asking, listening, and acting on the voice and experience of people who use services and have lived experience

- Linked clearly to evidence – it will be clear what our evidence base shows and we will measure the difference we are making. This will include use of data measures and the views of those accessing services, staff working with families, national impact reports and local research etc
- Making the best use of resources – the benefits of working together on a Tayside basis and across different agencies/services will be clearly stated

Perth and Kinross Context

Perth and Kinross Community Plan

Within Perth and Kinross, the [Perth and Kinross Community Plan \(Local Outcomes Improvement Plan\) 2022 – 2032](#) clearly articulates an ambitious vision for the future of our area, our communities and our families. The Plan clearly describes how the [Perth and Kinross Community Planning Partnership](#) (CPP) will achieve our shared ambition for excellence.

This is our Plan for positive outcomes for everyone in the area and in particular to tackle stubborn and persistent inequalities which can reduce life chances and opportunities for people. The Plan is about improving the lives and experiences of everyone who lives, works and visits here. Its development and delivery is overseen by the CPP comprising public, private and third sector bodies.

Perth and Kinross Community Plan Vision

The vision is simple and is:

“Creating a confident, ambitious and fairer Perth and Kinross, for all who live and work here – for everyone to live life well, free from poverty and inequality”

Perth and Kinross Community Plan Strategic Objectives

The Plan contains five strategic objectives to deliver the vision:

1. Reducing poverty
2. Physical and mental wellbeing
3. Digital participation
4. Learning and development
5. Employability

Work of the Perth and Kinross Child Protection Committee (CPC)

The work of the [Perth and Kinross Child Protection Committee](#) in protecting children and young people from harm, abuse, neglect and exploitation and in keeping them safe, is fundamental to realising our vision for improving wellbeing and ensuring better outcomes for our most vulnerable and at risk children and young people.

The work of the CPC is articulated in this CPC Improvement Plan, which is aligned with and supports both the [Tayside Plan for Infants, Children, Young People and Families 2023 - 2026](#) and the [Perth and Kinross Community Plan \(Local Outcomes Improvement Plan\) 2022 – 2032](#).

The CPC supports the ethos that **getting it right for every child is everyone's job** and that it is **still everyone's responsibility to keep children safe**.

Underpinning National Policy Documents

Underpinning the work of the CPC are *three key* national child protection policy documents; namely [National Guidance for Child Protection in Scotland 2021 - updated 2023](#) (Scottish Government: 2021 and 2023); [Protecting Children and Young People: Child Protection Committee and Chief Officer Responsibilities](#) (Scottish Government: 2019) and [A Quality Framework for Children and Young People in Need of Care and Protection](#) (Care Inspectorate: November 2022).

[Protecting Children and Young People: Child Protection Committee and Chief Officer Responsibilities](#) (Scottish Government: 2019) describes the functions of Child Protection Committees as:

- *Continuous improvement*
- *Public information, engagement and participation*
- *Strategic planning and connections*
- *Annual reporting on the work of the CPC*

About this CPC Improvement Plan 1 April 2023 – 31 July 2026

This Three-Year CPC Improvement Plan has been published as an agreed statement of intent, which partners are jointly committed to deliver; confirming that our capacity for improvement remains very strong. It is both ambitious and comprehensive.

It is our individual and collective continuous improvement programme for services to protect children and young people in Perth and Kinross. It describes and sets out our planned programme of improvements for 2023 – 2026. It is a dynamic Plan and further areas for development and / or improvement will be added as and when required.

In developing this CPC Improvement Plan, we have taken cognisance of the various national and local drivers; including existing and emerging legislative and policy changes. It has taken cognisance of previous and existing improvement planning frameworks and existing and emerging scrutiny and inspection frameworks. It has also taken cognisance of recent local quality assurance, self-evaluation and review activities and from the learning identified from Learning Reviews.

It has been structured in alignment with research work carried out across Tayside by Dr Sharon Vincent, Northumbria University, which identified key areas for practice improvement, which have been translated into 6 Priorities for Practice. These are:

Relationship with Children and Families:

1. *Focus on the Child*
2. *Engagement and Relationship Building*
3. *Assessment and Planning*

Working Together:

4. *Early Intervention and Support (Right Help at Right Time)*
5. *Partnership Working*
6. *Empowerment, Supervision and Leadership*

This CPC Improvement Plan **contains a number of Actions / Tasks**; some of which are a priority and others which are ongoing and / or maintenance. These are presented in a way which is intended to be SMART: **specific; measurable; achievable; realistic** and **time limited**.

Each Action / Task is aimed at keeping children and young people safe; protecting them from harm, abuse, neglect and exploitation and at delivering better outcomes for children, young people and their families. Strategic Leads are identified for each of the Actions / Tasks. It includes indicative / flexible Timescales. A number of the Actions / Tasks, where possible, may be supported by staff learning and development opportunities and with follow-up quality assurance processes.

Monitoring, Evaluation, Outcomes and Impact

The CPC is the owner of this Improvement Plan.

The Child Protection Inter-Agency Coordinator will be responsible for coordinating this Plan on behalf of the CPC.

The CPC will work in partnership with the CPC Working Groups and Strategic Leads to ensure they understand the Plan; have a clear ownership for the respective Actions / Tasks in the Plan and will support them as they implement the Plan.

The CPC will monitor, evaluate and review the Plan on a regular basis. The CPC and the CPC Quality Assurance Working Group will work in partnership to evaluate the impact of this Plan.

The CPC will receive regular progress / update reports on each Action / Task and will, in turn, provide regular updates to the Perth and Kinross Children, Young People and Families Partnership (CYPFP); Chief Officers' Group (COG) and to the Protecting People Coordination Group (PPCG).

The CPC will produce an annual progress report on the Plan, which will form an appendix to the CPC's Annual Standards and Quality Report, and this will be similarly reported the previously mentioned Groups, to partner agencies and will additionally be reported to Perth and Kinross Council Elected Members and shared with the Care Inspectorate for scrutiny purposes.

Bill Atkinson

**Independent Chair
Perth and Kinross Child Protection Committee
1 April 2023**

Our Plan on a Page:

National Context				
GIRFEC	UNCRC		Independent Care Review: The Promise	
Tayside Context				
Aligned to priorities and guiding principles of the Tayside Plan for Infants, Children, Young People and Families 2023 – 2026				
<i>Priority 1: Our children will have the best start in life</i>	<i>Priority 2: Our children, young people and their families will achieve and make positive contributions to communities</i>	<i>Priority 3: Our children and young people will enjoy good physical and mental health</i>	<i>Priority 4: Our children, and young people will have their rights protected and their voices heard</i>	<i>Priority 5: Our children and young people are safe and loved</i>
Rights based	Easily understood and accessible	Based on what people with lived experience tell us	Linked clearly to evidence	Making the best use of resources
Perth and Kinross Context				
Aligned with the Perth and Kinross Community Plan				
<i>“Creating a confident, ambitious and fairer Perth and Kinross, for all who live and work here – for everyone to live life well, free from poverty and inequality”</i>				
Reducing poverty	Physical and mental wellbeing	Digital participation	Learning and development	Employability
Perth and Kinross Child Protection Committee (CPC)				
Continuous improvement	Public information, engagement and participation	Strategic planning and connections	Annual reporting on the work of the CPC	
CPC Improvement Plan 1 April 2023 – 31 July 2023				
<p>This Three-Year CPC Improvement Plan has been published as an agreed statement of intent, which partners are jointly committed to deliver; confirming that our capacity for improvement remains very strong. It is outcome-focused and includes key performance indicator measures, to evidence the impact and outcomes of our shared work. It has been structured in alignment with recent research work, which identified key areas for practice improvement. These have been translated into 6 Priorities for Practice. The Plan contains a number of Actions / Tasks; some of which are being taken forward in partnership with the Tayside Regional Improvement Collaborative – Priority Group 5 (Safeguarding and Child Protection). A number of the Actions / Tasks will be supported by staff learning and development opportunities and with follow-up quality assurance processes.</p>				
Relationships with Children and Families			Working Together	
1. Focus on the child			4. Early Intervention and Support (Right Help at Right Time)	
2. Engagement and relationship building			5. Partnership Working	
3. Assessment and planning			6. Empowerment, Supervision and Leadership	

Progress Check:

Date	Progress / Update Report	Total Actions / Tasks	Total Actions / Tasks Completed	Total Actions / Tasks Added	Total Actions / Tasks Ongoing
1 April 2023	Published	19	-	-	19
31 October 2023	Initial Progress / Update Report	19	3	0	16

RAG Legend – Red Amber Green:

R	RED: <i>There are significant issues and / or risks that are impacting on the action / task right now = we are not delivering the action / task on time / scope / budget</i>
A	AMBER: <i>There are some issues and / or risks that are impacting on the action / task if not fixed = we are at risk of not delivering the action / task on time / scope / budget</i>
G	GREEN: <i>There are no issues and / or risks impacting on the action / task which is progressing according to plan = we are delivering the action / task on time / scope / budget</i>

Notes:

- Plan was approved and published by the CPC on 6 June 2023; this is a three-year Plan, 1 April 2023 to 31 July 2026;
- Actions / Tasks are only shown as Completed when fully Completed – Many, by their very nature, are multi-faceted and Ongoing;
- Timescales are indicative / suggested and take cognisance of the CPC partner service / agency capacity to deliver;
- The RAG used by the CPC has been slightly adapted to reflect there being significant issues, or some issues or no issues, in terms of their delivery, as opposed to the more traditional RAG of not being started, or in progress or completed.

No	Action / Task	Strategic Lead	Timescale	Initial Progress Report & Evidence @ 31 October 2023	R A G
Priority 1: Relationship with Children and Families					
Outcome 1 – Focus on the Child					
<p><i>We will keep the child¹ at the centre of our work. We will see them, listen to them and focus on their physical, mental and emotional wellbeing. We will see beyond their outward presentation and seek to understand their lived experience. We will actively seek and support them to express their views, when assessing their needs and any potential risks. We will always involve them in assessment, planning and decision-making. We will be inquisitive, curious and alert to parental disguised non-compliance. The risks of disproportionate optimism, in respect of the parent's² potential to improve, will be fully understood and resisted. The child's welfare is always paramount.</i></p>					
1	<p>1.1: Support and contribute to the development and implementation of the public health led work to develop a multi-agency inclusive practice approach to address suicide ideation and suicide contagion which:</p> <ul style="list-style-type: none"> • promotes a public health risk based inclusive approach • is supported by multi-agency guidance and staff learning and development opportunities 	<p>Public Health Consultant, NHS Tayside</p> <p>ECS Principal Educational Psychologist</p> <p>ECS Suicide Prevention Officer</p> <p>Child Protection Inter-Agency Coordinator</p>	<p>By 31 March 2024</p>	<ul style="list-style-type: none"> • PKC ECS Suicide Prevention & Mental Health Coordinator appointed in March 2022; • The Coordinator devises and coordinates relevant national and local strategies, which will support children and young people in their mental health and wellbeing; • The Coordinator Post includes an operational function to deliver information, advice, guidance, consultation and training for all staff across ECS; • In May 2022, a Survey was carried out and completed across all PKC schools; which provided base line data for the number of mental health concerns, in relation to suicide ideation, as observed by school staff on children and young people; • Survey identified 256 concerns across all schools (1.4% of total school roll); • Survey also identified the need for a coherent system for managing the risks being presented by children and young people, regarding suicide ideation and related behaviour; • In June 2022, the multi-agency Mental Health Delivery Group was established and developed and trialed a comprehensive Suicide Prevention Risk Management 	G

¹ Note: Children and Young People including Unborn Babies

² Note: Parents and Carers

No	Action / Task	Strategic Lead	Timescale	Initial Progress Report & Evidence @ 31 October 2023	R A G
				<p>Resource for schools; this is now being utilised with an ongoing commitment to supporting staff with training, peer mentoring and on-going consultations. Staff report a reduction in stress at now knowing how to manage risk and the volume of mental health needs being expressed by children and young people;</p> <ul style="list-style-type: none"> • Work is also underway (@ October 2023) in planning a Whole School Community Approach, which will include the participation of children, young people and their families in the development of suicide prevention support in school communities; • This work is also being integrated with other practice areas, including mental health / suicide prevention; child protection and trauma informed practice; all within the wider continuum of Getting It Right for Every Child; • Close partnership working with Public Health Scotland across Tayside is working towards improving inter-agency information sharing with the Named Person; allowing us to develop more robust safety plans, following suicide related behaviour, resulting in a medical intervention; • Updating of Critical Incident Guidance for schools is ongoing (@ October 2023) and work is progressing well on a new practice model of compassionate family-centred support, following any death of child or young person on the school roll; • Work is underway (@ October 2023) by the Mental Health Delivery Group, which is currently reviewing the continuum of support available for children and young people to identify any possible gaps in service delivery; • ECS Suicide Prevention & Mental Health Coordinator is a key member of the CPC Practice Improvement 	

No	Action / Task	Strategic Lead	Timescale	Initial Progress Report & Evidence @ 31 October 2023	R A G
				<p>Working Group and the P&K Independent Schools Child Protection Group and the related work is regularly shared with both these Groups and the CPC;</p> <ul style="list-style-type: none"> • Further information, advice and guidance on mental health, suicide and self-harm is included in Part 4 of the National Guidance for Child Protection in Scotland 2021 (Scottish Government: 2 September 2021, updated again on 31 August 2023), and in the refreshed Perth and Kinross CPC Inter-Agency Child Protection Guidelines 2023 published on 8 September 2023; • ACTION / TASK ONGOING. 	
	<p>1.2: Support and contribute to the development and implementation of a multi-agency inclusive practice approach which promotes anti-bullying and which:</p> <ul style="list-style-type: none"> • supports children and young people who are / have experienced bullying – online; in school and / or in the community • supports children and young people’s safe use of new technologies and social media platforms • is supported by multi-agency guidance and staff learning and development opportunities 	CPC Practice Improvement Working Group	By 31 March 2024	<ul style="list-style-type: none"> • PKC Anti-Bullying Strategy and Operational Guidance August 2023 (for PKC Schools) reviewed and refreshed – Final Draft @ October 2023; • Wide consultation carried across all PKC Schools, with parents and carers, with the CPC and partners services / agencies – Strategy and Guidance being finalised for publication and implementation early 2024; • Included as part of the Personal and Social Education Curriculum and the Health and Wellbeing Curriculum which includes information, advice, guidance and resources re OnLine Safety when making use of New Technologies and Social Media; • NSPCC Schools Programme Speak Out Stay Safe, is widely available across all PKC Primary Schools and promotes keeping safe, at home, at school, online and in the community; • CEOP Resources widely distributed and made available across all PKC Schools; L&D opportunities also available to all staff; specific inputs at Head Teacher Days and School CPO Days; • Further information, advice and guidance on bullying and keeping safe online is included in Part 4 of the National Guidance for Child Protection in Scotland 2021 	G

No	Action / Task	Strategic Lead	Timescale	Initial Progress Report & Evidence @ 31 October 2023	R A G
				<p>(Scottish Government: 2 September 2021, updated again on 31 August 2023), and in the refreshed Perth and Kinross CPC Inter-Agency Child Protection Guidelines 2023 published on 8 September 2023;</p> <ul style="list-style-type: none"> • ACTION / TASK ONGOING. 	
	<p>1.3: Develop and implement an inclusive multi-agency LGBT+ practice approach; supported by a resource bank of materials which:</p> <ul style="list-style-type: none"> • includes up-to-date research, practice guidance, learning and development opportunities in relation to working with LGBT+ children and young people • supports practitioners and managers working with LGBT+ children and young people to have confidence and skills in inclusive ways of practice 	<p>Child Protection Inter-Agency Coordinator</p> <p>ECS Principal Educational Psychologist</p>	<p>By 31 December 2023</p>	<ul style="list-style-type: none"> • CPC Multi-Agency SLWG established early 2023; • Two senior representatives (ECS Education Inclusion Service and NHS Tayside CAMHS) attended an Edinburgh CPC hosted LGBT+ Multi-Agency Inclusive Practice OnLine Course on 10 May 2023 – Course was evaluated very highly; • Course included presentations; polls; child protection case study; discussions in breakout rooms; workshops; guidance, hints and tips for good inclusive practice; • Agreed this was a Good Entry-Level / Level 1 / Universal Course; • Discussions are continuing (@ October 2023) between P&K CPC and Edinburgh CPC to establish if this course could be delivered, as a one-off opportunity in P&K, with a view to training local trainers for future delivery in P&K; • Discussions are also continuing (@ October 2023) to ascertain whether as an alternative, P&K CPC can purchase this course and its related materials for local use in P&K; • Ongoing (@ October 2023) Discussions held with Scottish Government; Care Inspectorate; CPCScotland / CELCIS to explore further national learning and development opportunities; • P&K CPC has pulled together an electronic resource library of all available LGBT+ information and advice leaflets; websites and key publications from across Scotland, which is available to all practitioners, services and agencies as a supportive resource, when working with LGBT+ Young People; 	<p>G</p>

No	Action / Task	Strategic Lead	Timescale	Initial Progress Report & Evidence @ 31 October 2023	R A G
				<ul style="list-style-type: none"> ACTION / TASK ONGOING. 	
<p>Outcome 2 – Engagement and Relationship Building</p> <p><i>We will build and sustain constructive, positive and trusting relationships with children and families; which is both supportive and challenging. We will help parents to engage with services and agencies, as this is central to improving the child’s wellbeing and minimising the risk of harm. We will adopt a trauma informed practice approach and understand the role of fathers, partners and other significant adults in a child’s life.</i></p>					
2	<p>2.1: Support and contribute to the development, implementation and embedding of a multi-agency, whole system, awareness and understanding of childhood trauma; support and contribute to the development of trauma informed and responsive systems, organisations, policies and workforces which is alert to, can recognise, and respond to, the needs of children and young people affected by the impact of childhood trauma</p>	<p>PKC Trauma Champion</p> <p>PKC Trauma Approach Coordinator</p>	<p>By 31 January 2025</p>	<ul style="list-style-type: none"> PKC Trauma Approach Coordinator – In Place; P&K Trauma Informed Multi-Agency Collaborative Working Group – Established; Membership and Terms of Reference – Established; P&K Trauma Informed Approached Initial Action Plan – Under Development; CPC supporting the work of the P&K Trauma Informed Multi-Agency Collaborative Working Group; Perth and Kinross Trauma Informed Level 1 eLearning Module in place and to be made available on a wider multi-agency basis from December 2023; An online Perth and Kinross Trauma Informed Approaches Team Development Pack (encouraging team reflective learning sessions / taking a trauma informed lens to practice workshops) has been developed to build on Level 1 eLearning and will be available from December 2023; NHS Education Scotland (NES) Level 2 Trauma Skilled eLearning modules circulated and highlighted for completion by relevant teams by December 2023; Perth and Kinross Council website to host a Trauma Informed Approaches webpage; collating relevant materials in one place, including examples of good TIP within P&K and highlight any future events from January 2024; Level 1 and Level 2 In-Person Trauma Informed Approaches training to be developed and offered to 	G

No	Action / Task	Strategic Lead	Timescale	Initial Progress Report & Evidence @ 31 October 2023	R A G
				<p>multi-agency staff through the CPC and ASP channels – under development – Ongoing @ October 2023;</p> <ul style="list-style-type: none"> On completion of the generic actions / tasks above the PKC Trauma Approach Coordinator will link in with the P&K Protecting People Coordination Group (PPCG) and seek to develop Trauma Informed Approaches training, briefings and events from January 2024; Between October 2022 and April 2023, RASAC P&K delivered a total of 11 multi-agency Trauma Informed Practice Workshops (both in-person and online) and a total of 206 multi-agency staff attended; evaluated highly; In addition, RASAC P&K delivered two follow-up Next Steps Trauma Informed Practice Workshops and 36 multi-agency staff attended; evaluated highly; In support a P&K Trauma Informed Practice Bulletin issued and cascaded widely; Trauma Informed Practice information and advice events (stalls) held at REACH; @ Scott Street and at Drumhar Health Centre; ACTION / TASK ONGOING. 	
	<p>2.2: Develop, implement and embed a multi-agency, whole system, awareness and understanding of domestic abuse and coercive controlling behaviour; develop a domestic abuse informed workforce which is alert to, can recognise and respond to, the needs of children, young people and their families, affected by domestic abuse and coercive controlling behaviours and keep them safe and together</p>	<p>Detective Chief Inspector – Police Scotland Tayside Division PPU</p> <p>ECS SCYPF Improvement Officer</p> <p>ECS Wellbeing and Inclusion Officer</p>	<p>By 31 March 2024</p>	<ul style="list-style-type: none"> Further work ongoing (@ October 2023) to coordinate existing learning and development opportunities and to explore a more joined-up approach to domestic abuse and coercive controlling behaviour; Closely links with the P&K based Safe and Together work, reported upon in pages 33 to 34 of the CPC Standards and Quality Report 2022/2023; P&K Multi-Agency Safe & Together Steering Group – Established; Work Plan developed in partnership with the Improvement Service; To date, a total of 135 practitioners and managers have been trained in the Full Safe and Together Model and 240 multi-agency staff have been trained in the 	G

No	Action / Task	Strategic Lead	Timescale	Initial Progress Report & Evidence @ 31 October 2023	R A G
				<p>Overview Safe and Together Model; further Overview Training being proposed for February 2024;</p> <ul style="list-style-type: none"> • Extracts from the National Guidance for Child Protection in Scotland 2021 (Scottish Government: 2 September 2021, updated again on 31 August 2023), relating to domestic abuse and coercive controlling behaviour identified by the CPC Practice Improvement Working Group for future use in practice developments; • Further information, advice and guidance on domestic abuse and coercive controlling behaviour is included in Part 4 of the National Guidance for Child Protection in Scotland 2021 (Scottish Government: 2 September 2021, updated again on 31 August 2023), and in the refreshed Perth and Kinross CPC Inter-Agency Child Protection Guidelines 2023 published on 8 September 2023; • ACTION / TASK ONGOING. 	
	<p>2.3: Develop, implement and embed a Perth and Kinross CPC multi-agency practice approach and guidance on the involvement and participation of fathers, partners and / or significant others in a child or young person's life; which ensures they are actively involved and engaged in all assessment, planning and key decision-making processes</p>	<p>CPC Practice Improvement Working Group</p>	<p>By 31 March 2024</p>	<ul style="list-style-type: none"> • CPC Practice Improvement Working Group Multi-Agency SLWG established early 2023; • Extracts from the National Guidance for Child Protection in Scotland 2021 (Scottish Government: 2 September 2021, updated again on 31 August 2023), relating to the involvement and participation of Fathers etc identified by the SLWG for future use in practice developments; • Existing arrangements for involvement and participation of Fathers etc in place; Independent Advocacy provisions also in place for those children and families involved with children's social work services; • Working towards the development of complementary CPC multi-agency Guidance and Checklists and Easy Read Materials for the involvement and participation of Fathers etc, in all assessment, planning and key decision-making meetings and processes; 	<p>G</p>

No	Action / Task	Strategic Lead	Timescale	Initial Progress Report & Evidence @ 31 October 2023	R A G
				<ul style="list-style-type: none"> Exploring further options with the Fathers Network Scotland regarding an OnLine Module @ October 2023; Also exploring a P&K CPC Dedicated Webpage for Fathers @ October 2023; ACTION / TASK ONGOING. 	
<p>Outcome 3 – Assessment and Planning</p> <p><i>We will develop robust, dynamic assessments and plans which take a holistic view of the child’s wellbeing, their environment and the impact of parental issues and behaviours. We will identify and analyse patterns of risk, using shared tools and techniques, being alert to the impact of cumulative and escalating concerns. We will develop robust plans which support and meet need and risk by building on family strengths and resilience, ensuring plans are accurate, evidence based, outcome-focused and SMART. We will always respond flexibly to changing family circumstances, reviewing the assessment and plan to ensure the child is safe and supported.</i></p>					
3	<p>3.1: Promote and embed into practice the Tayside Multi-Agency Practitioner’s Guidance: Inter-Agency Referral Discussions (IRDs) and IRD Recording Template, across all service and agencies to improve day-to-day practice and to ensure there is a consistent and high quality approach to IRDs; particularly in relation to information sharing, safety planning, decision-making and recording practices; which is supported by staff learning and development opportunities; all of which is quality assured and self-evaluated</p>	<p>Detective Chief Inspector – Police Scotland Tayside Division PPU</p> <p>CPC Quality Assurance Working Group</p>	<p>By 31 July 2023</p>	<ul style="list-style-type: none"> P&K CPC Led Quality Assurance Review of IRDs carried out in October / November 2022; Full Evaluation Report presented to the CPC end of 2022 and a summary of the findings from this Review have been reported upon in Pages 17 to 19 of the CPC Standards and Quality Report 2022/2023; Tayside Multi-Agency Practitioner’s Guidance: Inter-Agency referral Discussions (IRDs) and IRD Template refreshed in June 2023, following this Review which remains compliant with national and local guidance; Perth and Kinross CPC OnLine Module: Inter-Agency Referral Discussions (IRDs) developed, implemented and cascaded widely to key services and agencies; @ 31 October 2023; 140 multi-agency staff have now completed the IRD module; Further information, advice and guidance on IRDs is included in the National Guidance for Child Protection in Scotland 2021 (Scottish Government: 2 September 2021, updated again on 31 August 2023), and in the refreshed Perth and Kinross CPC Inter-Agency Child Protection Guidelines 2023 published on 8 September 2023; 	G

No	Action / Task	Strategic Lead	Timescale	Initial Progress Report & Evidence @ 31 October 2023	R A G
				<ul style="list-style-type: none"> Further Review of P&K IRDs planned for early 2024; ACTION / TASK COMPLETED. 	
	<p>3.2: Review the existing single and multi-agency assessment frameworks (including parenting capacity assessments), checklists and toolkits and ensure that all services and agencies (whole system), including adult services, can and are able to contribute effectively to a joint holistic (whole family) assessment of risks and needs, which informs robust safety planning and decision-making processes, particularly in relation to children and young people affected by:</p> <ul style="list-style-type: none"> domestic abuse parental mental ill-health parental problematic alcohol and drug use learning disability suicide ideation and suicide contagion 	CPC Practice Improvement Working Group	By 31 July 2024	<ul style="list-style-type: none"> CPC Practice Improvement Working Group currently (@ October 2023) examining this work on a multi-agency basis; Further information, advice and guidance on Assessments is included in the National Guidance for Child Protection in Scotland 2021 (Scottish Government: 2 September 2021, updated again on 31 August 2023), and in the refreshed Perth and Kinross CPC Inter-Agency Child Protection Guidelines 2023 published on 8 September 2023; All P&K single service / agency Assessment Frameworks; Templates; Checklists and related Guidance being collated together @ October 2023; CPC Practice Improvement Working Group planning a Quality Assurance and Review Workshop for early 2024; Existing single service / agency Assessment Frameworks reflect the National Child Protection Risk Assessment Toolkit and the GIRFEC Practice Model; ACTION / TASK ONGOING. 	G
	<p>3.3: Develop and implement a Perth and Kinross CPC multi-agency Practice Guidance: Care and Risk Management for children and young people aged 12 – 18; in compliance with the Scottish Government’s Guidance: Framework for Risk Assessment Management and Evaluation (FRAME) for children aged 12 – 17</p>	CPC Practice Improvement Working Group	By 31 March 2024	<ul style="list-style-type: none"> Scottish Government published Framework for Risk Assessment Management and Evaluation (FRAME) for children aged 12 – 17 (June 2021); CPC Practice Improvement Working Group Multi-Agency SLWG established early 2023; P&K CPC Joint Protocol: Care and Risk Management (CARM) – Under Development @ October 2023 for presentation to CPC early 2024; 	G

No	Action / Task	Strategic Lead	Timescale	Initial Progress Report & Evidence @ 31 October 2023	R A G
				<ul style="list-style-type: none"> • Protocol relates to a small number of children and young people where parts of their behaviour may pose an imminent risk, of serious harm, or has caused serious harm to themselves and / or others; • Will link into existing well-established multi-agency child protection processes and procedures and will include a key data set for reporting to the CPC; • ACTION / TASK ONGOING. 	
	<p>3.4: Develop and implement a Perth and Kinross multi-agency Vulnerable Young Person’s Support and Protection Framework, which includes a transition pathway across and between children’s services and adult services; particularly for vulnerable young people aged between 16 and 18, which ensures a whole system approach in relation to holistic (whole family) assessment of risks and needs and which informs robust safety planning and decision-making processes</p>	<p>Child Protection Inter-Agency Coordinator APC Lead Officer</p>	<p>By 31 July 2024</p>	<ul style="list-style-type: none"> • CPC Practice Improvement Working Group Multi-Agency SLWG established early 2023; • Extracts from the National Guidance for Child Protection in Scotland 2021 (Scottish Government: 2 September 2021, updated again on 31 August 2023), relating to Transitions and 16 – 17 years identified by the SLWG for future use in practice developments; • P&K APC and CPC Lead Officers are members of the CPCScotland National Transitions Working Group – looking to develop national guidance / guiding principles; • Currently these young people are being managed by well-established existing adult protection and child protection procedures and arrangements; • P&K Joint Guidance & Guiding Principles: Transitions being drafted @ 31 October 2023; • Ongoing Discussions @ 31 October 2023, within P&K in relation to existing adult services and children’s services operational structures; • ACTION / TASK ONGOING. 	<p>G</p>

No	Action / Task	Strategic Lead	Timescale	Initial Progress Report & Evidence @ 31 October 2023	R A G
Priority 2: Working Together					
Outcome 4 – Early Intervention and Support (Right Help at the Right Time)					
<p><i>We will have in place early and effective intervention which aims to minimise the risk of further harm and abuse to children. We will refresh and embed the Getting it right for every child approach across all services and agencies to ensure that children get the right help, at the right time, from the right people. This will include widespread use of the National Practice Model and support for those fulfilling the role of the named person and those carrying out the role of the Lead Professional. We will develop a shared threshold and understanding about how to address neglect and enhance wellbeing. We will also have an understanding of the impact of rurality and poverty.</i></p>					
4	<p>4.1: Support and contribute to the reinvigoration of the <i>Getting it right for every child (GIRFEC)</i> multi-agency practice approach within all services and agencies across Perth and Kinross, supported by multi-agency learning and development opportunities, in compliance with the refreshed Scottish Government GIRFEC Guidance; in particular the Practice Guidance 1 - 5:</p> <ul style="list-style-type: none"> • Using the National Practice Model • Role of the Named Person • Role of the Lead Professional • Information Sharing (including the Charters) • Assessment of Wellbeing and the Child / Young Person's Plan 	<p>P&K GIRFEC Group</p> <p>CPC</p>	<p>Ongoing 2023 – 2026</p>	<ul style="list-style-type: none"> • On 30 September 2022, the Scottish Government published a range of refreshed GIRFEC Guidance: GIRFEC resources - Getting it right for every child (GIRFEC) - gov.scot (www.gov.scot); • In June 2023, P&K Multi-Agency GIRFEC Steering Group established; reporting directly to the Community Planning Partnership (via the Children Young People and Families Partnership); • Terms of Reference – In Place; Three-Year Action Plan – In Place; three Sub-Groups – Guidance and Service Delivery; Training and Assessment and Planning – In Place; • @ October 2023, working towards P&K GIRFEC Guidance; Provision of GIRFEC Learning and Development Opportunities – Blended Approach and a review of Existing Assessment and Planning Frameworks; • GIRFEC is included in key CPC Multi-Agency Child Protection Learning and Development Opportunities; • ACTION / TASK ONGOING. 	G
	<p>4.2: Support, contribute and influence the work of the Perth and Kinross Child Poverty Working Group by continuing to raise multi-agency awareness and understanding of the impact of all</p>	<p>Perth and Kinross Child Poverty Project Officer</p>	<p>Ongoing 2023 – 2026</p>	<ul style="list-style-type: none"> • Extracts from the National Guidance for Child Protection in Scotland 2021 (Scottish Government: 2 September 2021, updated again on 31 August 2023), relating to Poverty shared with the CPC and the Child Poverty Working Group; 	G

No	Action / Task	Strategic Lead	Timescale	Initial Progress Report & Evidence @ 31 October 2023	R A G
	types of poverty (both rural and urban) on children, young people and families across Perth and Kinross; supported by the development of a multi-agency social needs screening pathway to mitigate that impact	Child Poverty Working Group CPC Practice Improvement Working Group		<ul style="list-style-type: none"> Joint CPC and Child Poverty Working Group Workshop to develop and agree multi-agency social needs screening questions arranged for 23 November 2023; Planning to pilot the agreed social needs screening questions on a multi-agency basis across services and agencies – pilot / testing area to be confirmed; ACTION / TASK ONGOING. 	
	4.3: Develop and disseminate a Perth and Kinross CPC multi-agency practice guidance on the definition, recognition and response to what constitutes harm, abuse and Non-Accidental Injuries (NAIs) in children and young people; in particular the safe handling of young babies who are non-mobile, all supported by a public health type messaging preventative approach	Consultant Paediatrician Child Protection Inter-Agency Coordinator	By 31 March 2024	<ul style="list-style-type: none"> Refreshed Perth and Kinross CPC Inter-Agency Child Protection Guidelines 2023 published on 8 September 2023, includes detailed information, advice and guidance on definitions of harm, abuse and neglect; how to recognise and how to respond to these concerns; Also included in CPC Multi-Agency Child Protection Learning and Development Opportunities; NHS Tayside Guidance for the Management of Bruising and Other Injuries in Non-Mobile Babies 2023 – In Place, widely cascaded and available across NHS Tayside; further consideration being given @ October 2023 to see if this can be developed into CPC multi-agency guidance; Joint work between the CPC and NHS Tayside in relation to the recognition of harm, abuse and neglect and how to respond planned for December 2023 / January 2024; ACTION / TASK ONGOING. 	G

Outcome 5 – Partnership Working

We will work in partnership across children services, adult services and geographical areas in the best interests of the child. We will have a clear understanding of each other's roles, responsibilities and limitations and work flexibly in the best interests of the child. We will proportionately share and exchange relevant information as necessary. This will be enabled through reasoned, confident and accurate recording of what information is to be shared; why the information is to be shared; with whom the information is to be shared and the likely risks if the information is not shared. We will work together to resolve any disputes or disagreements and escalate concerns where appropriate.

No	Action / Task	Strategic Lead	Timescale	Initial Progress Report & Evidence @ 31 October 2023	R A G
5	<p>5.1: Further develop and implement across all services and agencies a shared, consistent, multi-agency understanding and awareness of how to address neglect and enhance wellbeing; with a particular focus on early identification; agreed thresholds; high quality intervention and support mechanisms; including the Neglect Toolkit</p>	CPC Practice Improvement Working Group	By 31 March 2024	<ul style="list-style-type: none"> • CPC Practice Improvement Working Group Multi-Agency SLWG established early 2023; • Extracts from the National Guidance for Child Protection in Scotland 2021 (Scottish Government: 2 September 2021, updated again on 31 August 2023), relating to neglect, identified by the CPC Practice Improvement Working Group for future use in practice developments; • CPCScotland Child Neglect in Scotland Framework – Published October 2021; • Neglect Toolkit being widely used across Services for Children, Young People and Families – modified, shared and rolled out to partners services and agencies in 2022; • OnLine E-Learning Module ‘Recognising and Responding to Child Neglect developed and made widely available in 2022; • Between 1 August 2022 and 31 July 2023, a total of 486 multi-agency staff have completed this OnLine Module Further information, advice and guidance on neglect included in the National Guidance for Child Protection in Scotland 2021 (Scottish Government: 2 September 2021, updated again on 31 August 2023): • Refreshed Perth and Kinross CPC Inter-Agency Child Protection Guidelines 2023 published on 8 September 2023 includes details information, advice and guidance on neglect; how to recognise neglect and how to respond to neglect; • Neglect included in CPC Multi-Agency Child Protection Learning and Development Opportunities; • ACTION / TASK ONGOING. 	G
	<p>5.2: Develop and implement a Perth and Kinross CPC multi-agency practice guidance on effective case recording which supports the</p>	CPC Practice Improvement Working Group	By 31 March 2024	<ul style="list-style-type: none"> • CPC Practice Improvement Working Group Multi-Agency SLWG established early 2023; 	

No	Action / Task	Strategic Lead	Timescale	Initial Progress Report & Evidence @ 31 October 2023	R A G
	assessment of risks and needs; informs robust safety planning and decision-making processes	PKC Legal Services		<ul style="list-style-type: none"> • Extracts from the National Guidance for Child Protection in Scotland 2021 (Scottish Government: 2 September 2021, updated again on 31 August 2023), relating to recording practices, identified by the CPC Practice Improvement Working Group for future use in practice developments; • Existing single service and agency case recording guidance being collated @ 31 October 2023; with a view to develop complementary CPC multi-agency guidance; • ACTION / TASK ONGOING. 	
<p>Outcome 6 – Empowerment, Supervision and Leadership</p> <p><i>We will be enabled and empowered by strong and effective collective leadership which is visible and accessible. We will be enabled by high quality supervision which promotes reflective and critical thinking, professional curiosity and confidence to challenge. We will have confidence to apply professional judgement. A culture of constructive support and challenge will be fostered, which embodies shared values and principles. Peer support will also be made available through networks of support and regular meetings. Clear guidance will support practice and checks, and balances put in place to test out staff understanding. Communication lines and processes will be put in place to listen to and understand staff concerns re workload; working conditions; emerging issues and professional concerns. We will have access to continuous professional development and single and multi-agency child protection learning and development opportunities. We will establish a positive learning culture across services and agencies which improves day-to-day child protection practice.</i></p>					
6	<p>6.1: Implement and embed into the local child protection practice arrangements the Scottish Government’s refreshed National Guidance for Child Protection (Scottish Government: 2021); supported by the Perth and Kinross CPC refreshed Inter-Agency Child Protection Guidelines 2023 which focuses on definitions, recognition and response</p>	<p>Child Protection Inter-Agency Coordinator</p> <p>CPC Practice Improvement Working Group</p>	<p>By 21 September 2023</p>	<ul style="list-style-type: none"> • National Guidance for Child Protection in Scotland 2021 (Scottish Government: 2 September 2021, updated again on 31 August 2023) – Published; • Two-year implementation period set by Scottish Government (2 September 2021 to 20 October 2023); • CPC led Gap Analysis (RAG) – carried out / completed by October 2021; • CPC Inter-Agency Child Protection Learning and Development Courses and Materials – including OnLine; Webinars and In-Person Training reviewed and refreshed on an ongoing basis from 2021; • Agreed to review and refresh CPC Publications on an ongoing basis from 2021; 	G

No	Action / Task	Strategic Lead	Timescale	Initial Progress Report & Evidence @ 31 October 2023	R A G
				<ul style="list-style-type: none"> • Agreed not to initially change our effective key inter-agency child protection processes and practices – incremental change timetable agreed; • Perth and Kinross CPC Inter-Agency Child Protection Guidelines 2017 reviewed, refreshed and now focus on context; key definitions; recognition and response; • Updated Perth and Kinross CPC Inter-Agency Child Protection Guidelines 2023 published on 8 September 2023; widely cascaded across Perth and Kinross; • All CPC Inter-Agency Child Protection Learning and Development Courses and Materials – Updated by 8 September 2023; • New language, terminology, timescales, relating to inter-key inter-agency child protection processes and practices implemented from mid-August 2023 and now compliant with the National Guidance; • In June 2023, Scottish Government provided all CPCs with a multi-agency National Self-Evaluation Toolkit (with Optional Supporting Resources); for completion by 20 October 2023; • CPC Self-Evaluation Submission made to Scottish Government on 12 October 2023; • Self-Evaluation Findings included in CPC Standards and Quality Report 2022/2023 (see pages 39 to 40); • ACTION / TASK COMPLETED. 	
	<p>6.2: Implement and embed into local child protection arrangements the Scottish Government’s National Guidance for Child Protection Committees: Undertaking Learning Reviews (Scottish Government: 2021); supported by the Perth and Kinross CPC Joint Protocol: Learning Reviews</p>	<p>Child Protection Inter-Agency Coordinator</p> <p>CPC Case Review Working Group</p>	<p>By 1 April 2023</p>	<ul style="list-style-type: none"> • National Guidance for Child Protection Committees: Undertaking Learning Reviews (Scottish Government: 2021) published on 2 September 2021; • Perth and Kinross CPC Joint Protocol: Learning Reviews and Supporting Document Pack, approved and published by the CPC on 23 March 2023; 	G

No	Action / Task	Strategic Lead	Timescale	Initial Progress Report & Evidence @ 31 October 2023	R A G
				<ul style="list-style-type: none"> All CPC Learning Review since 2 September 2021 have / are compliant with both the national Guidance for Learning Reviews and the local CPC Joint Protocol; Fully embedded by the CPC via the CPC case Review Working Group; Refreshed Scottish Government National Guidance for Child Protection Committees: Undertaking Learning Reviews expected by end of December 2023; ACTION / TASK COMPLETED. 	
	<p>6.3: Develop and implement a shared multi-agency peer support and / or staff supervision model which promotes courageous conversations; critical thinking and reflective practice for child protection workers within all services and agencies across Perth and Kinross</p>	CPC Practice Improvement Working Group	By 31 March 2024	<ul style="list-style-type: none"> CPC Practice Improvement Working Group Multi-Agency SLWG established early 2023; Extracts from the National Guidance for Child Protection in Scotland 2021 (Scottish Government: 2 September 2021, updated again on 31 August 2023), relating to supervision, identified by the CPC Practice Improvement Working Group for future use in practice developments; Existing single service and agency case recording guidance being collated @ 31 October 2023; with a view to develop complementary CPC multi-agency guidance; ACTION / TASK ONGOING. 	G
	<p>6.4: Implement the Tayside Child Protection Workforce Learning and Development Plan and embed the Priorities for Practice within all services and agencies across Perth and Kinross; using a co-production approach with frontline practitioner and managers to improve culture, ethos and day-to-day child protection practice</p>	ECS and CPC Child Protection Learning and Development Officer	Ongoing 2023 – 2026	<ul style="list-style-type: none"> CPC Inter-Agency Child Protection Learning and Development Framework – In Place Priorities for Practice (PfP) underpin this Improvement Plan and all CPC Multi-Agency Child Protection Learning and Development Opportunities; PfP are: Relationship with Children and Families: <ul style="list-style-type: none"> Focus on the Child Engagement and Relationship Building Assessment and Planning Working Together: <ul style="list-style-type: none"> Early Intervention and Support (Right Help at Right Time) 	G

No	Action / Task	Strategic Lead	Timescale	Initial Progress Report & Evidence @ 31 October 2023	R A G
				<ul style="list-style-type: none"> ○ <i>Partnership Working</i> ○ <i>Empowerment, Supervision and Leadership</i> ● PfP integrated into key CPC inter-agency child protection learning and development courses; ● Electronic links to PfP and PfP website issued to those attending CPC inter-agency child protection learning and development courses; ● @ October 2023, establishing a PfP Community of Practice, supported by a multi-agency MS Resource Channel which will make the PfP available for practitioner reflective sharing / discussions / workshops; ● ACTION / TASK ONGOING. 	

Appendix 1 – Ongoing / Maintenance 2023 – 2026

No	Ongoing / Maintenance – Actions / Tasks	Expected Impact	Timescale
1	Continue to support and promote the rights and articles of the United Nations Convention on the Rights of the Child (UNCRC) and ensure that children’s rights are embedded in all our work with children and young people	Children and young people’s rights are respected and embedded in all key child protection processes and practices	Ongoing 2023 - 2026
2	Continue to support and promote the findings; the fundamentals and the priority areas from The Independent Care Review: The Promise and the Plan 21 - 24	Children and young people grow up loved, safe and respected and can realise their full potential	Ongoing 2023 - 2026
3	Continue to develop the existing provisions for seeking children and young people’s views, including the views of their siblings and extended family; particularly those with lived experience, before, during and after key decision-making meetings; which ensures that they are listened to, understood and respected and that their views are taken into consideration in all single and multi-agency key decision-making processes	Children and young people are kept safe; they are seen; their voices are actively sought and heard in all assessment, planning and key decision-making processes	Ongoing 2023 - 2026
4	Continue to develop and strengthen the existing advocacy support provisions for children and young people; including the provisions for Independent Advocacy in key child protection meetings	Children and young people are kept safe; they are seen; their voices are actively sought and heard in all assessment, planning and key decision-making processes	Ongoing 2023 - 2026
5	Continue to promote and embed into practice the Tayside Multi-Agency Practitioner’s Guidance: Key Child Protection Meetings – Information for Practitioners across all service and agencies to improve day-to-day practice	Children and young people are kept safe; they are seen; their voices are actively sought and heard in all assessment, planning and key decision-making processes	Ongoing 2023 - 2026
6	Continue to promote and embed into practice the Tayside Multi-Agency Practitioner’s Guidance: Key Child Protection Meetings – Information for Children and Families across all service and agencies to improve day-to-day practice	Children and young people are kept safe; they are seen; their voices are actively sought and heard in all assessment, planning and key decision-making processes	Ongoing 2023 - 2026
7	Continue to promote and embed into practice the Perth and Kinross CPC Multi-Agency Practitioner’s Guide: Professional Curiosity across all service and agencies to improve day-to-day practice	Practitioners are competent; confident; professionally inquisitive; curious; alert to and can skilfully respond to parental disguised non-compliance	Ongoing 2023 - 2026

No	Ongoing / Maintenance – Actions / Tasks	Expected Impact	Timescale
8	Continue to promote and embed into practice the Tayside Multi-Agency Practitioner’s Guidance: Concern for Unborn Babies (UBBs) across all service and agencies to improve day-to-day practice	Vulnerable pregnant mothers and families get early help and highly effective support when there are concerns about their unborn baby (babies)	Ongoing 2023 - 2026
9	Continue to promote and embed into practice the Tayside Multi-Agency Practitioner’s Guidance: Chronologies across all service and agencies to improve day-to-day practice	Chronologies are used effectively to identify significant events, patterns of escalating risk and inform key multi-agency assessments of risk, robust safety planning and key decision-making processes	Ongoing 2023 - 2026
10	Continue to promote and embed into practice the Perth and Kinross CPC Multi-Agency Practitioner’s Guide: Resolution and Escalation Arrangements across all service and agencies to improve day-to-day practice	Practitioners have the confidence to challenge each other where necessary; know how to resolve any disputes or disagreements and know how and when to escalate concerns	Ongoing 2023 - 2026
11	Continue to promote the Perth and Kinross Code of Practice: Information Sharing, Confidentiality and Consent (Refreshed 30 September 2020)	Information is shared proportionately, legitimacy and only where necessary to safeguard, support and promote the welfare of children and young people	Ongoing 2023 - 2026
12	Continue to develop multi-agency qualitative and quantitative key child protection performance management measures and indicators in compliance with the National Minimum Dataset for CPCs; the Tayside Shared Dataset for CPCs and the Perth and Kinross CPC Management Information and Performance Outcome Framework	Use of multi-agency qualitative and quantitative key child protection performance management measures and indicators enables us to analyse patterns and trends over time and consider service delivery change and improvement	Ongoing 2023 - 2026
13	Continue to support the Perth and Kinross Protecting People Chief Officers’ Group (COG) and the Protecting People Coordination Group (PPCG) in their collective work to protect vulnerable individuals and groups and to prevent the harm and abuse of those who may be at risk across Perth and Kinross	Vulnerable people are protected from harm, abuse and exploitation by strong and effective leadership, direction and challenge and by the collective partnership working of constituent agencies of the public protection partnerships across Perth and Kinross	Ongoing 2023 - 2026
14	Continue to promote the Perth and Kinross CPC Inter-Agency Child Protection Learning and Development Framework and Programme to improve culture, ethos and day-to-day child protection practice	Practitioners and managers are competent, confident and skilful in their engagement and involvement with children, young people and families and their practice is of a consistently high quality	Ongoing 2023 - 2026