



Centre for excellence  
for looked after children in Scotland

# Chief Officers' Leadership Events

## Events Report

Protecting Children Programme Team, CELCIS

May 2018



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## Introduction

This is a report of the Child Protection Chief Officers' Leadership Events which took place in April and May 2018, in Glasgow and Perth respectively.

The report includes the background to, purpose of, and programme for these events; detail of discussions which took place at the two workshops on the day; an analysis of the feedback forms received from delegates at the end of the events; and an outline of the next steps.

This detailed report has been issued to all delegates who attended the events, plus all members of the National Child Protection Leadership Group.

A summarised report of the events has been published on the CELCIS website.

## Background

On 25th February 2016, the then Cabinet Secretary for Education and Lifelong Learning, Angela Constance MSP, announced in Parliament that the Scottish Government would be undertaking a Child Protection Improvement Programme (CPIP). The Programme's core objective was to identify where recommendations for sustainable improvement could be made, building upon the observable improvements in practice that have already taken place in recent years and seeking to further embed Scotland's unique approach to child wellbeing: *Getting it Right for Every Child* (GIRFEC).

CPIP includes nine interconnected work strands: the Child Protection Systems Review; Neglect; Child Sexual Exploitation; Child Trafficking; Child Internet Safety; Children's Hearings; Inspections; Leadership; and, Data and Evidence.

Throughout 2016, a review of the formal elements of the child protection system (child protection committees; initial and significant case reviews; the child protection register and case conferences) was conducted. This review, led independently by Catherine Dyer, former Crown Agent and Chief Executive of the Crown Office and Procurator Fiscal Service, included representatives from key stakeholder groups. Its findings focused on three thematic areas: Leadership, Governance and Accountability; Developing a Learning Culture, and, Shared Values. Twelve recommendations emerged from the review and the Scottish Government accepted these in full.

Recommendation 2 of the Systems Review states:

*"Chief Officers should be supported by the National Child Protection Leadership Group and Child Protection Committees Scotland to strengthen delivery of their responsibilities, as set out in the National Guidance for Child Protection in Scotland (2014), and to identify areas where further work may be required, such as:*

- *Clarity of reporting mechanisms between Child Protection Committees and Chief Officers' Groups;*
  - *Descriptions of the roles and responsibilities of Child Protection Committees (including that of Chairs of CPC's) and Chief Officers' Groups; and*
  - *Supporting Child Protection Committees to carry out their roles and functions in line with the requirements set out in National Guidance.*
- (...) The Scottish Government should resource a number of regional leadership events via the Leadership Group for all Chief Officers' Groups and Chairpersons of Child Protection Committees to network, share good practice and collectively horizon scan for new risks facing children and young people."*

Scottish Government (2017), Child Protection Systems Review, Recommendation 2.

CELCIS supported Scottish Government in the planning for these events, working closely with the newly established National Child Protection Leadership Group chaired by the Minister for Childcare and Early Years.

## Programme and Purpose

The purpose of these Chief Officers' Leadership Events is to provide opportunities for Chief Officers' Groups to come together to reflect on their respective roles and responsibilities in relation to the protection of children and young people; to share their experiences, successes and challenges; and to consider how best to utilise learning, data and evidence to continue to improve the protection and wellbeing of children and young people.

A full day event was planned, which ran twice to accommodate the large numbers of delegates across the country.

The focus of this first event was the opportunities and challenges inherent in strategic leadership. The programme was as follows:

09.30 Registration

### **10.00 Welcome by Chair**

*Donald Henderson, Head of Care, Protection and Justice, Scottish Government (chaired Glasgow event)*

*Angela Leitch, Chief Executive, East Lothian Council and Chair SOLACE (chaired morning of Perth event)*

### **10.10 Opening Remarks**

*Maree Todd MSP, Minister for Childcare and Early Years*

### **10.20 Leadership in a complex environment**

*Catherine Dyer, former Crown Agent and Chief Executive of the Crown Office and Procurator Fiscal Service*

- 11.05**      **Q&A**
- 11.30**      **Comfort break**
- 11.45**      **Workshop 1:**  
**Revision of Children and Young People: Child Protection Committees (2005) Guidance**  
*Key questions and table discussion*
- 12.55**      Lunch & networking
- 13.35**      **Effective collaborative leadership for child protection**  
*Karen Reid and Helen Happer, Care Inspectorate*
- 14.05**      **Workshop 2:**  
**Reflections on strategic leadership of child protection**  
*Key questions and table discussion*
- 15.30**      **Q&A**  
*Donald Henderson, Head of Care, Protection and Justice, Scottish Government*
- 15.45**      **Challenges and opportunities**  
*Iona Colvin, Chief Social Work Adviser, Scottish Government (Glasgow event)*  
*Anne Houston, Chair of Child Protection Committees Scotland (Perth event)*
- 16.00**      **Final remarks & finish**  
*Donald Henderson, Head of Care, Protection and Justice, Scottish Government*

## Delegates

Invitations from the Minister for Childcare & Early Years were sent to the following groups:

- Chairs of Child Protection Chief Officers' Group
- Chief Executives of Local Authorities
- Chief Executives of NHS Boards
- Police Scotland Divisional Commanders
- Chief Social Work Officers
- Child Protection Committee Chairs
- Child Protection Committee Lead Officers/Coordinators
- Chief Officers of Integration Joint Boards

Members of each Chief Officers' Groups were encouraged to attend the same event to promote locality based discussion and reflection.

In addition, invitations were sent to HMIC, Healthcare Improvement Scotland and Education Scotland.

A total of **165** participants attended these events (94 at the Glasgow event in April and 71 at the Perth event in May)

23 out of 32 Chairs of Chief Officers Groups attended  
21 out of 32 Local Authority Chief Executives attended  
8 out of 14 Health boards represented – 4 Chief Executives attended  
15 divisional Police Scotland staff attended (11 of the 13 divisions represented)  
25 out of 32 Chief Social Work Officers attended  
25 out of 30 Child Protection Committee Chairs attended  
21 out of 29 Child Protection Committee Lead Officers attended  
12 Chief Officers from Health & Social Care Partnerships attended

The table on the next page shows representation per Child Protection Committee area. Green indicates that the invited representative attended, amber indicates that a depute attended and red indicates the invited representative was not able to attend.

<b>Child Protection Committee</b>	<b>COG Chair</b>	<b>LA Chief Ex.</b>	<b>Health Chief Ex.</b>	<b>Chief Superintendent Police Scotland</b>	<b>Chief Social Work Officer</b>	<b>IJB Chief Officer</b>	<b>CPC Chair</b>	<b>CPC Lead Officer</b>	<b>Notes</b>
Aberdeen City									Other NHS rep attended
Aberdeenshire									Other NHS rep attended
Angus									Other NHS rep attended Other police division rep attended (3)
Argyll & Bute									
Clackmannanshire & Stirling									
Dumfries & Galloway									
Dundee									Other NHS rep attended Other police division rep attended (3)
East Ayrshire									
East Dunbartonshire									Other NHS rep attended
East and Mid Lothian						Mid only			Other NHS rep attended (3)
East Renfrewshire									Other NHS rep attended
Edinburgh								VACANCY	Other NHS rep attended (3)
Falkirk									
Fife									

Glasgow									Other NHS rep attended
Highland									
Inverclyde									Other NHS rep attended
Moray									Other NHS rep attended
North Ayrshire									
North Lanarkshire									
Orkney									
Perth & Kinross									Other NHS rep attended Other police division rep attended (3)
Renfrewshire									Other NHS rep attended
Scottish Borders									
Shetland									
South Ayrshire									
South Lanarkshire									
West Dunbartonshire									Other NHS rep attended
Western Isles									
West Lothian									Other NHS rep attended (3)



# Workshops

## WORKSHOP 1

Workshop 1 asked attendees to reflect on and discuss the revision of the *Children and Young People: Child Protection Committees (2005) Guidance* that was led by the National Leadership Group. The discussion across the two events has been organised under the following headings:

- 1. Identified Strengths of the Revised 2005 Guidance.**
- 2. Identified Gaps or Weaknesses in the Revised 2005 Guidance.**
- 3. Comments on Specific Sections of the Revised 2005 Guidance.**
- 4. Opportunities and Supports for CPCs and COGs.**
- 5. Wider Priorities or Challenges Facing CPCs.**

### **1. Identified Strengths of the Revised 2005 Guidance**

The main identified strengths of the revised 2005 Guidance were as follows:

- Clearly written.
- Consistent with but adds to the 2005 Guidance.
- Reflects what is viewed as best practice.
- Very useful document for new CPC and COG members.
- Helps to emphasise need for shared, multi-agency perspective rather than Social Work and Police alone, although importance of multi-agency ownership of Child Protection could be further strengthened (particularly in relation to early intervention and prevention).
- Good detail is provided around the membership of CPCs – including organisations, grades/positions, decision-making authority and attendance levels.
- Greater prominence and detail given to the role and responsibilities of the Chief Social Work Officer than in 2005 Guidance (*note: also see Workshop 2 Question 4 feedback*).

- Timely as some local areas are reviewing structures, functions and processes. The Guidance therefore helps to challenge partners undertaking these reviews about roles, responsibilities and activities.
- Provides an opportunity to 'walk through' local processes and procedures to assess fit with Guidance.
- Recognises that it is difficult to be overly prescriptive given the local variations and organisational cultures that have developed over time.

## **2. Identified Gaps or Weaknesses in the Revised 2005 Guidance**

The main identified gaps or weaknesses of the revised 2005 Guidance were as follows, noting that the next Section 3 provides additional detail on specific sections of the Guidance:

- **Document structure and styles:**
  - Use strengths-based language where possible, so avoiding negative connotations of failure, blame, etc.
  - Text is dense in places and there may be the potential for greater use of tables and diagrams to help summarise and/or break up the text.
  - Text is quite disjointed in places and Guidance as a whole needs editing so that more consistent language and tone used throughout – for example, consistency in use of should/could/will etc.
  - Useful to have case studies and good practice examples included. One table suggested including examples of any Risk Registers being developed and used.
  - Could include annexes/appendices/how to guides on how to address challenging issues for CPCs, such as child and young person participation, engaging with families, and carrying out self-evaluations.
  - Aim should be for the Guidance to be a concise document.
- **Purpose of the Guidance:**
  - Guidance lacks ambition that can help drive improvement
  - Greater clarity required on who the Guidance is aimed at
  - Clarity needed on 2014 National Guidance versus the revised 2005 Guidance – what is *the* guidance; or what is the purpose of each?

- Greater clarity required around the context in which the Guidance sits. In particular, where does the Guidance sit in relation to the increasing multi-agency integration across Public Protection?
  - Too much focus on child protection/deaths (i.e. small number of high level needs) rather than protecting children/neglect (i.e. large cases of unmet needs). More information, guidance and emphasis around prevention and early intervention would be beneficial.
  - Guidance needs to be built into the Inspection Regime to help support its implementation.
  - One table saw a risk that the Guidance is symptomatic of continuing over-professionalisation of Child Protection, e.g. more procedures, risk factors, etc.
  - One table asked whether the Guidance be put into legislation (as it is in Adult Protection) to ensure that it is mandatory rather than setting expectations? However, the table also considered whether legislation has made Adult Protection more effective?
- **Specific additions/amendments suggested:**
    - Definition of a child could be added to the Guidance. There could also be guidance on how children who do not meet Child Protection thresholds should be supported.
    - Scope to provide greater clarity on governance and reporting relationships, interfaces and expectations between CPCs, COGs and wider strategic groupings and agenda – e.g. Community Planning Partnerships, Children’s Services Planning, Public Protection Groupings, Integrated Joint Boards Corporate Parenting, Health and Social Care Partnerships, NHS Boards and Police Scotland Boards. Organigrams between different functions could help here, although these would have to be developed locally given variations in local arrangements.
    - Clearer language could be developed around the importance of joint accountability across partners.
    - Reference to Children’s Rights could be strengthened.
    - Guidance is currently focused on process and procedure. The importance of culture is not considered, particularly the need for a strong and positive learning culture.

- No mention made to Terms of Reference – and Guidance could provide sample/template Terms of Reference.
- Scope to provide greater clarity around the role of Collaboratives (e.g. Educational Regional Collaboratives) and their connections to CPC continuous improvement activities.
- Clarify relationship/interface with Clinical Care Governance and Chief Accountable Officer.
- One table noted that the Guidance does not support cases where young people have committed crimes under the age of 16 but are not tried until they are 17 years old due to legal delays. These are vulnerable young people, many of whom will have experienced the Child Protection system.
- One table suggested that the Guidance become a live document that is 'date stamped' so that it is relevant and aligned to latest legislation.

### **3. Comments on Specific Sections of the Revised 2005 Guidance**

The following section sets out the comments that were concerned with specific sections of the revised 2005 Guidance.

- **Section 2: Role of Chief Officers:**

- Important to explicitly state what the role of the COG is in relation to Child Protection, and the relationship between COGs and CPCs.
- Strengthen importance of Chief Officers in providing wider Public Protection perspective and alignment (i.e. spanning Alcohol and Drugs Partnership, MAPPA and Violence Against Women), as well as making the connections to other strategic groupings.
- Specify where Child Protection responsibilities should not be delegated from Chief Officers to their staff.
- Important that COGs are encouraged to consider their own capacity and objectivity.
- Scope for the Guidance to challenge Chief Officers more.
- Scope for greater clarity on what types of information CPCs should report to COGs to ensure the COGs have oversight of and confidence in their CPCs and local Child Protection processes.

- Section 2.2 – one table asked whether minimum expectations could be set, for example ‘does your local authority have a COG?’.
- Section 2.7 – one table viewed the section of resources for COGs as a sweeping statement with some inaccuracies around the role of the COG.
- Section 2.8 – in addition to reporting the number of vacancies and absences, there needs to be an assessment made of the impact of and risks caused by these vacancies and absences.
- Section 2.10 – one table disagreed on the option of referring decisions/cases to Scottish Government. It was felt that all cases should be dealt with at the local level.
- Section 2.11 – one table noted that the needs of the child are not being met, e.g. the interests of surviving siblings of SCR children are not being properly supported by services. Section can be enhanced to better reflect these issues.
- One table asked whether there should be four Chief Officers to include the IJB?

- **Section 3: Function of the Child Protection Committee**

- Section 3.3:
  - What is meant by engagement with children and families in relation to Child Protection?
  - How can we learn from practitioners about how they talk with children and families?
  - Public information, engagement and participation should extend beyond the public to include wider public and Third Sector staff (e.g. education, early years, and health). For these staff, they should understand the importance of Child Protection and be aware of different Child Protection partners.
- Section 3.4.4:
  - Need to shift attitude to SCRs so that they are viewed as a learning opportunity. This includes identifying what was working well, as well as where there were failings.
  - Effective information sharing is critical to ICRs and SCRs.

- Working with politicians and the media critical so that they understand the learning purpose of SCRs.
  - Needs to be a national portal to share learning and good practice from ICRs and SCRs, with the key learning points available in an accessible format and to an audience beyond CPCs.
  - Cross-chairing of ICRs and SCRs between CPCs could be suggested within the Guidance.
  - Guidance should strengthen the role of COGs in relation to SCRS, for example that COGs making the final decision around ICRs and SCRs (on the recommendations of the CPC).
  - Should CPCs undertake 'SCRs' of near misses or random cases to identify good and weak practice?
- **Section 4: Carrying Out the Task:**
    - Scope for greater clarity on and rationale for membership of CPC:
      - Procurator Fiscal – they do not sit on COGs or CPCs yet have involvement where necessary, e.g. SCRs. Their increased involvement and understanding of Child Protection could help speed up the legal process for young people.
      - Elected members – helpful to have greater clarity on the purpose and value of their CPC and/or COG membership, particularly as their involvement is highlighted in Systems Review.
      - Board members of NHS Boards and Integrated Joint Boards – these are the equivalent of local authority elected members, so should they also be CPC members?
      - Education – e.g. should Education be represented on the CPC and who should represent the sector (e.g. Director of Education, Chief Education Officer or a Headteacher)?
      - Primary Care – should they be added as a CPC member given the importance of the sector's workforce having child protection awareness and training?
      - Noting the detail provided around Chief Social Work Officers, *either* need to reduce detail provided on CSWO *or* provide greater detail around roles, responsibilities and resource commitments of partners and positions in education, health, Police Scotland, etc.

- The need for CPC members to have high levels of decision-making authority within their own organisation needs to be further reinforced.
  - Guidance could state that each partner organisation specify who their Child Protection Lead is so that issues can be directed to the most appropriate person.
  - One table questioned the extent to which the minimum of 13 CPC members is in line with evidence on the most effective meeting size.
  - Guidance does not specify the need for CPC members to have an understanding of Child Protection.
- Chair of the CPC (*note: also see Workshop 2 Question 5 feedback*):
    - Scope to be more explicit on respective strengths and weaknesses of having Independent versus Officer CPC Chair.
    - Important to specify the skillset and competences required of CPC Chairs – e.g. holding people to account, provide challenge, act as a 'change leader', prepared to escalate issues to COG, chairing and facilitation skills, trust and acknowledge expertise of professionals.
    - Scope to specify Chair's terms of service, so that position is reviewed on a periodic but scheduled basis.
  - Lead Officer of the CPC:
    - Given the detail provided for the Chief Social Work Officer, there is scope to more fully set out the requirements and expectations of CPC Lead Officers to help bring greater consistency.
  - CPC meeting schedule:
    - No clear expectation set around how often CPCs should meet.
    - No or little reference made to COGs and CPCs holding exceptional meetings outwith scheduled cycle of meetings when required.
    - Guidance could encourage CPCs to review membership using attendance level information to help encourage and ensure consistent attendance by designated members.
  - Other points raised:

- Scope for greater prescription around which CPC Sub-Groups should be in place, with the need for a Quality Assurance Sub-Group emphasised.
- Greater clarity needed around what a CPC Business Plan should contain.
- Greater insight into what resources are needed for an effective CPC – e.g. financial resources, administration support and other dedicated/specialist resources.

#### **4. Opportunities and Supports for CPCs and COGs**

To help CPCs and COGs to implement the Guidance, the following supports or activities were suggested:

- **Opportunities and issues arising from the revised Guidance:**

- Potential for CPCs and COGs to review and refresh their Terms of Reference to clarify partners' roles and responsibilities.
- Consideration is needed around how to raise the profile and visibility of CPCs and COGs, with this including raising the awareness of their roles and (with reference to CPCs) promoting the positive work they are doing.
- Taking the time to take stock of new Guidance and reflect on how their CPC and COG stands against it.
- Opportunity to test the Guidance with new Chief Officers to check what value they take from it.
- Valuable to share the Guidance with stakeholders (including practitioners) to highlight changes and updates made from the previous 2005 version.
- Greater use of 'walk throughs', 'pit stops' or 'simulated learning exercises' to understand in detail specific processes and cases – and then learn from this exercises.
- One table suggested there was scope for leadership self-evaluation exercises to be carried out in other settings beyond Child Protection (e.g. Integrated Children's Services).

- **Supports for Chief Officers:**



- Develop (national) induction for all COG members, followed by a learning and development pathway, to reinforce the Guidance and build COG member understanding of Child Protection legislation, policy and processes. One table made reference to the induction and development programme that is in place for IJB Board members.
- Support Chief Officers (and particularly Chairs) to pose challenging questions of and scrutinise the Child Protection system and its partners. It was noted that elected members can access support around scrutiny from the Centre for Public Scrutiny.
- Support Chief Officers so that they are more 'Child Protection' confident and able to take greater responsibility for and ownership of Child Protection issues.
- Establish safe environments (e.g. Communities of Practice) for Chief Officers to openly discuss their experiences (both positive and negative), ask questions and to learn from others. CPC Chairs have this via CPC Scotland and CPC Consortia but there is not an equivalent for COGs.
- COGs could invite practitioners and other experts to their meetings to allow discussion of specific issues, which helps keep Chief Officers up to date with current practice and legislation, as well as having a better understanding of what is happening on the ground.
- Opportunities should be explored that enable COGs to have better understanding of on-the-ground issues, such as the impact of staff vacancies.

- **Supports for CPC members:**

- For CPC members, induction process widely in place but are local variations in content and approach. Is there scope for greater standardisation?
- Supports for Independent CPC Chairs to keep up-to-date with changes to Child Protection legislation, policy and processes.
- Scope for videos of effective CPC meetings to see what a good meeting looks like and help share good practice.
- CPC members given the opportunity to attend more national groups due to the learning that can be gained.
- Develop equivalents to the COLSA Handbooks but for Child Protection themes.

- **Supports for both CPC and COG members:**

- More guidance and support around how to develop a strong learning culture where learning is applied and implemented across the system.
- More guidance and support needed around implementation.
- Support in identifying and understanding emerging risks (e.g. IT and social media), noting that this horizon scanning requires sharing across Public Protection and learning from other local areas and countries.
- Scope for members to attend other areas' CPCs and COGs to enhance learning and to strengthen linkages with other areas. Also scope for Chief Officers to attend meetings of other partners (e.g. local authority chief executive attends Police Scotland meeting) to better understand other organisational cultures and priorities.
- Support around how to set more effective meeting agenda.

- **Wider Supports from National Partners:**

- Greater precision around Children and Young People Act 2014 to support its implementation, particularly on information sharing and the impact of GDPR.
- Greater joining up and alignment of Scottish Government demands of local areas, e.g. around strategic planning documentation and reporting.
- Greater alignment across different national strategies to enable CPCs and COGs to have a more coherent understanding of national policy and priorities.
- Some rebalancing of national resources from education (e.g. Scottish Attainment Challenge) to prevention, early intervention and protection work.
- More defined role for the Care Inspectorate – e.g. around providing recommendations and good practice examples to support continuous quality improvement and learning.
- National campaign around Child Protection that is designed to encourage and authorise the public to report suspected harm.

## **5. Wider Priorities or Challenges Facing CPCs and COGs**

Workshop 1 also included discussion of wider challenges facing CPCs and COGs that could impact on the extent to which the Guidance is implemented. These were as follows:

- In line with Getting It Right For Every Child and in the context of Integrated Children's Services, scope for CPCs to focus **more attention on early intervention and prevention work**:
  - Scope to build on Adverse Childhood Experiences work.
  - Early intervention work could be an opportunity to develop more effective information sharing across partners.
  - Scope for two Registers – Child Protection Register and a 'Below the Radar' Register?
- **More effective use of data** (*note: also see Workshop 2 Question 2 feedback*):
  - Data collected should be meaningful and proportionate.
  - Data should include quantitative data and qualitative data (e.g. how children and young people are feeling about their lives).
  - Data should come from multiple partners – and not only social work.
  - Important to understand the drivers for service need – e.g. what socio-economic, health and community factors are driving demand?
  - Data should be oriented towards outcomes for children and young people.
  - A set of questions could be developed that CPCs and COGs could universally use to assess their performance.
  - Benchmarking performance against other local areas seen to be important, but question of how feasible and reliable local area comparisons are.
  - Opportunities to share information and data across different Adult Protection and Child Protection themes should be taken (e.g. neglect, CSE, trafficking, missing children).
  - Child's Plan provides opportunity to measure wider aspects of wellbeing, alongside child protection concerns and actions.
  - Important to have a narrative that discusses what the data shows.
  - Good quality data analysis skills can be challenging to find and many CPCs are drawing on centralised data analysis teams that can lack the subject knowledge.

- **Strengthening the role of the Third Sector:**
  - Extends beyond more Third Sector representation on CPC membership to wider consideration of how the Third Sector more effectively works in partnership and offers collective voice.
  - Opportunity to work with Third Sector partners to hear the voice of children and young people.
- **Enhancing the voice of children and young people**, with the example given of how to connect more closely with local Champions Boards (*note: also see Workshop 2 Question 1 feedback*).
- **How to empower and support all levels of practitioners**, which includes:
  - More effective sharing of information by leaders within their organisations, with this including explaining what CPCs and COGs do and decided on.
  - Greater attention to quality assessments and joint planning.
  - Enabling leadership across all staff levels.
  - Providing support to all staff levels.
- **Managing the impact of the wider operating environment** on Child Protection resourcing and processes:
  - Public sector budgetary pressures leading to cuts in business support services, e.g. data analysis.
  - Legal processes and procedures are leading to delays and obstructions to supporting children or completing SCRs and implementing the learning from them.

## WORKSHOP 2

Workshop 2 asked attendees to reflect on and discuss what they were committed to do differently, individually and collectively, as leaders for the protection of children. As prompts to the discussion, attendees were posed the following six questions and these have been used to organise the feedback across the two events:

- 1. How are we going to better engage with and involved children, young people and their families?**
- 2. How are we going to make better use of data and evidence?**
- 3. How could we build on the relationship between CPCs and COGs?**
- 4. How could we build on the role of the Chief Social Work Officer?**
- 5. How can we ensure the role of the CPC Chair is the most effective it can be?**
- 6. How can we ensure that we are able to identify and respond to emerging risks and concerns?**

### **1. How are we going to better engage with and involved children, young people and their families?**

- Recognition needed that this is a resource intensive exercise and is of importance to Children's Planning as a whole, not just CPCs.
- **Who to engage with:**
  - Important to understand who the most vulnerable children, young people and families are – and then work hard(er) to engage with and listen to them.
  - Challenge that tend to hear voice of older children and young people, and also the voices of those most confident to speak up.
  - One table highlighted the importance of hearing from parents given that a large proportion of Child Protection cases are babies. For example, what are their experiences of Child Protection processes? How involved do they feel in decision-making? Do they understand the decisions made? Do the Child's Plans and language used make sense to them?
- **Methods for gathering the voice of children and young people:**
  - Important to proactively embrace technology to support engagement:

- One table saw opportunities for technology to enable advocacy services.
- Social media can be better used to engage young people.
- One table noted that electronic surveys have achieved higher response rates.
- One table noted that partners could learn from other sectors – e.g. marketing.
- Consideration needed around who is best to lead the engagement work:
  - One table suggested that young people could be supported to lead research into what information and support children and young people would like.
  - One table suggested young adults with experience of Children’s Services.
- Consideration needed of best ‘touch points’ or ‘contact points’ through which to engage with children and young people. This includes thinking about where young people go – e.g. locations and online.
- Activities need to be engaging and fun in style. Small group settings seen to work best.
- One table considered how to help staff become more confident in having difficult conversations with young people. The table suggested learning could be taken from end of life care examples.

- **Purpose of engagement:**

- Important to have ongoing and empathetic feedback from children and young people, and not just at/for specific process purposes (e.g. at Child Protection Case Conferences) or for tokenistic purposes.
- Alongside engagement to gather their views, important also to:
  - Offer them choice in what services and supports they access.
  - Provide feedback on what changed – i.e. ‘You said, we did mentality’.
- Further work is needed on ensuring children and young people know what the risks are and what supports are available to them. Building understanding among the child and young person population is important here as young people typically turn to peers for support and guidance first.

- **Examples of existing, effective approaches or opportunities**, noting that it was felt that individual organisations are already consulting widely and hold valuable information, but this information is not being effectively shared, joined up or analysed:
  - Champions Groups/Boards – with the caveat that their experiences of the Child Protection system may be from 10+ years ago.
  - Young Carers Groups.
  - Data collected through Realigning Children’s Services.
  - Third Sector organisations, e.g. Young Scot, Children 1<sup>st</sup>, Includem, Who Cares? Scotland, Life Changes Trust and organisations providing advocacy services.
  - Police Scotland Youth Volunteer Group.
  - Youth Alliance group.
  - Children’s Commissioner.
  - Care Inspectorate model of Young Inspectors.
  - Signs of Safety model.
  - Service User Group that informs an Adult Protection Committee, including members of the Service User Group being represented on the Adult Protection Committee. Could children and young people be members of the CPC?
  - Graded Care Profile which works alongside families.
  - MOMO (Mind Of My Own) app to capture young people’s views.
  - Police Scotland Prevention Hub, which will deal with lower level concerns than the Concern Hub and support earlier intervention.
- **Issues to be considered when planning engagement:**
  - ‘Lived experience’ of individuals – including of families as a whole of real value because it provides insight into their views and experiences of services and practitioners. However, challenge is how to get lived experience of children in the Child Protection system. Timing the engagement is difficult as may wait until they have left the system, meaning their views can be out-of-date.

- Main message coming back from is for services and practitioners to 'Listen more and judge less'.
- Gaining views of children, young people and families while involved in the Child Protection process and/or at times of crisis will impact and influence their views. More measured and rationalised views may only be held some months or years later.
- Leaders need to be open to listen to and take seriously the feedback from children and young people.
- Schools have important role to play in enabling child wellbeing safety and protection messages to be heard by all children, and could be a conduit for getting key information and surveys out.
- One table noted that the child's voice is typically usurped by professionals' voices and existing systems. Any engagement is therefore superficial and does not really lead to fundamental, child-centred systems re-design.
- One table noted that Strategic Children's Services Groups are the appropriate structure for overseeing child and young person participation across local areas.
- One table outlined their next steps would be to find ways to:
  - Support ongoing engagement with children and young people, rather than *ad hoc* or incidental feedback.
  - Hear the voices of all children and young people, with this requiring support for younger children and those who are less confident to speak up (noting balance between encouragement and coercion).
  - Hear children and young people's views on issues other than child protection and corporate parenting alone.

## **2. How are we going to make better use of data and evidence?**

- **Views on draft Shared Dataset for Vulnerable Children:**
  - General support for the development of the dataset.
  - Important that it includes data on inputs, processes and efficiencies, as well as outcomes.
  - Number of indicators should be reduced.



- Indicators should be focused on agreed priorities.
  - Definitions of indicators need to be more precisely drafted so that there is consistency in collection and interpretation.
  - Clear indicator-by-indicator justifications for the importance of each indicator should be included.
  - Key questions could be used to help structure the indicators and their analysis.
  - One table suggested starting small with a select number of indicators and then comparing data with other areas to identify issues.
  - Aim should be for the dataset to provide direction of travel, raise questions and develop lines of enquiry.
  - Some assumptions made that all the data already exists.
  - Not sufficiently tailored to needs and purposes of local areas, but is instead designed for national organisations.
- **Data gaps or weaknesses identified in draft dataset:**
    - Outcomes data – noting there is no agreement on what outcome(s) we are trying to achieve and measure.
    - Staffing data – e.g. caseloads, vacancies and absence levels.
    - Views of children, young people and families.
    - Data around the quality of services.
    - Identification of emerging risks and concerns.
    - Real time, 'live' data that gives an up-to-date picture rather than relying on annualised data.
    - Understanding of what acceptable levels are – for example, what are acceptable vacancy levels or positive destinations?
- **Other data aspects for CPCs and COGs to analyse:**
    - Qualitative evidence, case studies and good practice examples to provide a more holistic understanding of performance, trends and issues. One table cited example of Violence Against Women group reviewing women's stories and lived experiences alongside data.

- Benchmarking data so that local areas can identify other areas to learn from.
  - National and international data and evidence where available to provide context and comparisons.
  - One table suggested Police Scotland data could be better used to profile communities as part of a multi-agency profile.
  - One table asked whether there was an opportunity to learn from the ACEs work to help develop a predictive toolkit.
  - One table questioned whether there could be a smarter approach taken to Child's Plans so that they enable reporting on individual outcomes.
- **Making sense of the data:**
    - Challenge of local areas' analytical capacity.
      - Loss of analytical capacity over past 10-15 years.
      - Small number of data analysts with child protection understanding in place, with budgetary pressures contributing to this.
      - Difficulties encountered recruiting for posts.
      - CPPs need resource to look at data across the partnership.
    - Involving CPC members in interpreting and making sense of the data is important.
    - Having data analytical skills at managerial level are more important than at practitioner level. At practitioner level, emphasis must be on the importance of collecting and recording data and understanding costs of different intervention/support options.
    - One table asked whether university social work curricula could be influenced so that data collection and analysis (i.e. data literacy skills) is included within courses. SSSC could be a key influencing voice here.
    - One table noted that their COG is asking for a narrative of key issues rather than statistical data, with the analysis of the data undertaken at CPC (and other Public Protection groupings) level.
    - Can the data be used to set and test hypotheses?
  - **Opportunity to learn from others:**

- New analytical staff should be supported to connect with and learn from Care Inspectorate exemplar areas.
- One area had visited Wigan Council to understand how they had used data to predict attainment outcomes for children. This type of information can support early years and preventative work.
- **Wider challenges or issues** noted:
  - Information sharing is compromised by different IT systems (e.g. health versus social work versus education) not talking to each other.
  - If committed to a learning culture, need to invest in quality assurance, sharing of practice and learning from SCRs.
  - One table noted that the data that COGs currently receive is not broad enough, for example health data could be enhanced.

### **3. How could we build on the relationship between CPCs and COGs?**

- **Key aspects of effective relationship between CPCs and COGs:**
  - Needs to be balanced between support versus challenge and accountability.
  - Accountability and scrutiny of CPCs need to be clear.
  - CPCs have a role in sharing their knowledge and experience with COGs, particularly new Chief Officers.
  - Important for COGs to provide wider Public Protection perspective (drawing on Alcohol and Drugs Partnership, MAPPa and Violence Against Women) for CPCs given the impact of adult behaviours and challenges on children's lives.
  - COGs should periodically review CPC memberships.
  - Where CPC puts forward recommendations to COGs, these need to be provided with a clear, supporting evidence base.
  - Chief Social Work Officer seen to be important linkage between CPCs and COGs.
- **Important for CPC and COG to have:**
  - Shared sense of purpose and ambition for change.

- Mutual respect and trust.
- Agreed expectations of each other.
- Openness and preparedness to learn.
- Openness and preparedness to challenge and be challenged.
- **Opportunities for developing the relationship between CPCs and COGs:**
  - CPC Chair could meet individually with Chief Officers outside of scheduled meetings to build relationships and mutual understanding.
  - Joint development sessions for CPC and COG members.
  - Joint visits, self-evaluation and inspection days involving CPC and COG members.
  - Build visibility across practitioners and services.
  - Joint communications – e.g. newsletters and vlogs.
  - CPC members having opportunities to observe COG meetings and vice versa to understand how different meetings operate.
  - Strengthen feedback loops between the two.
  - Joint pieces of work, e.g. around ‘how good is our leadership?’
  - Some crossover membership between CPCs and COGs.
  - Sharing of minutes between CPCs and COGs.
- Greater challenge is around how to **improve the relationship between COGs and frontline services.**
  - COG members should make themselves more visible at local events.
  - COGs could be ‘walked through’ cases to get a sense of the ‘Child Protection journey’.
  - COG needs to be support frontline staff where issues or crises arise.
  - CPC and COG could invite practitioners to meetings as a mutual learning exercise.
  - Frontline staff should be encouraged to report issues to the COG.
- One table put forward a CPC and GOG Shared Agenda of:

- Wider Public Protection perspective.
- Clarity of structure and architecture.
- Linkages and collaborative leadership.
- Induction and training.
- Data knowledge and evidence.
- Self-evaluation.
- Linkages with Community Planning Partnership structures to understand longitudinal outcomes.
- Children's Services Planning as the overarching architecture of relationships.
- Increase visibility of COG across frontline staff and wider community.
- Protect and support frontline staff, particularly where crises arise.

#### **4. How could we build on the role of the Chief Social Work Officer?**

- One group reflected on the question and whether there was a need to develop or build on the role of the CSWO.
- **Greater clarity needed on the role of the CSWO.** For example:
  - Brings together perspective across adult and child risks and protection issues.
  - Builds on their own professional background and expertise.
  - Brings together and holds all risks for the local authority.
  - Critical friend on the CPC and COG, but should also provide the CPC and COG with an insight into operational issues
  - Advocate for frontline staff so that sufficient resources are secured to meet standards set.
  - Provide quality assurance of the system.
  - Challenge the system.
  - Line management and providing case support.

- **Challenges of the role:**

- Operating within increasingly leaner management structures and more complex governance structures, while also more involved in national work.
- Question of the extent to which the CSWO role is recognised and their advice sought. For example, CSWO can often be too quickly made responsible for issues or crises. Joint accountability is needed.
- Connectivity of the CSWO with other services is often underestimated.
- How to balance professional leadership with managerial responsibilities.
- Having sufficient capacity to allow a focus on child protection issues.
- Some CSWOs have adult services background, so making understanding of Child Protection roles and responsibilities more difficult.
- If Head of Service, can be potential conflict of interest and can constrain capacity to challenge.
- Is the role too big? Should operational management tasks be taken away so that can focus on providing strategic view across child and adult services?
- Possible conflict with Clinical Governance roles due to their scrutiny role.
- Can be an isolated position where CSWO is lone voice in raising key issues.

- **How to support the CSWO:**

- Importance of strong relationships, including potentially direct reporting lines to and support from:
  - COG with potential for CSWO to have specific COG agenda item.
  - Local authority chief executive.
  - Similar, equivalent roles – e.g. Chief Nurse.
  - One table explained that their area has a support group for the CSWO that brings together all 'monitoring' officers (e.g. finance officer) on a monthly basis to help provide an organisation-wide perspective.
- CSWO should be empowered and enabled at director level, noting that there are now fewer CSWOs who are also Directors of Social Work.
- Role of the CSWO needs to be more effectively communicated to other partners, with national and local efforts needed here.

- Guidance could more effectively convey and promote the CSWO as an active and attractive professional development opportunity, so helping to ensure succession pathways.
  - Important to facilitate continuous professional development in the role through self-evaluation, training and testing.
- **Other comments raised:**
    - The need to strengthen IJB relationships across the sector was noted.
    - One table noted that it was important that the CSWO role is accessible to staff, including those not in the local authority.
    - One table suggested the CSWO could be sighted on reports going to COG to have time to consider and reflect on implications.
    - One table felt there was too much focus on the CSWO role in the Guidance, with the danger that this reinforces the message that Child and Adult Protection is a social work role rather than a shared responsibility.

## **5. How can we ensure the role of the CPC Chair is the most effective it can be?**

- No consensus on whether CPC Chair should be Independent or Officer role with advantages and disadvantages cited for both options.
- **Factors that support the Chair:**
  - Clear person specification and job description for the role to support selection.
  - High quality induction into the role.
  - Ongoing learning and development.
  - Peer support, mentoring and a space to share experiences and issues – noting that this currently *ad hoc* in nature and lacks consistency.
  - Role of the CPC Lead Officer.
  - Appropriate CPC membership and attendance.
  - An agreed agenda within the CPC membership.
  - CPC members fully understanding their roles and responsibilities, including taking accountability for actions required of their own organisations.

- COG empowering the Chair, albeit within an agreed framework that sets out expectations. Enabling the Chair to challenge is particularly important.
  - Clarity on where COG's input and influence is needed to resolve issues faced by CPC.
  - Administrative support for Chairs, with this available at and between meetings
  - Analytical support for the Chair.
- **Wider skills and competences** are arguably more critical than experience of Child Protection. Key skills and competences span:
    - Leadership skills.
    - Relationship building skills.
    - Chairing experience of strategic partnerships.
    - Interpersonal skills to help understand the CPC, the dynamics within it and how to get best from members.
    - Monitoring performance.
- **Other comments raised:**
    - Important to put in place appraisal processes for Chairs, although the process could be challenging where there is an Independent Chair.
    - Greater clarity needed on the Chair's role in relation to ICRs and SCRs, particularly around the Chair's ownership of the process and ability to commission reviews.
    - Important that Chair is held to account by the COG, but also that the Chair challenges the COG.
    - Where Chair faces a potential conflict of interest for an agenda item, important that the CPC Vice Chair takes the chairing role for that item.
    - One table suggested there was scope to learn from England and Wales' experience around safeguarding.



## **6. How can we ensure that we are able to identify and respond to emerging risks and concerns?**

- Horizon scanning of risks and particularly emerging risks viewed as challenging, and good practice examples of this would be welcomed.
- Impact of the internet and social media a real concern. Vale in involving young people to better understand the risks of the internet and social media as they are 'digital natives'.
- Scope for CPCs to review their Risk Registers to consider the emerging trends in their areas, and the impact of these.
- Continued focus on prevention and early intervention can maintain attention on identifying risks and concerns.
- At the local level, can specific risks be identified – e.g. digging deeper into broad area of alcohol and drugs use?
- **Effective activities include:**
  - Feedback loops that enable practitioners to highlight to CPCs and COGs emerging risks and concerns that they have identified.
  - Build on information collated through MASH.
  - Co-location of services (e.g. Police, social work and health) as enables cross-agency discussions.
  - Reviewing recent research reports.
  - Working with other Public Protection groupings and CPP structures to identify and share emerging concerns.
  - Working with other local areas to share learning and experiences (potentially within Health Board or City Deal areas).
  - Elected members reporting risks and concerns in their constituencies/wards, while also making elected members aware of risks as they emerge.
  - Early alerts from Police Scotland, e.g. around modern day slavery or child trafficking, rather than waiting until an incident happens.
  - Learning from ICRs and SCRs.
  - Having dedicated space on CPC and COG agenda to discuss emerging risks.
- **Consideration is needed around how to respond to emerging risks:**

- Some risks may have substantial impact, yet local areas may not have sufficient resources available to respond.
- Some may turn out to be of minor prevalence and/or impact, meaning that proportionate resources are invested in negligible issues.

## Evaluation

### CONTEXT

This section analyses the feedback collected after the first two Child Protection Chief Officers' Leadership Events (COLEs), which took place in April and May 2018, in Glasgow and Perth respectively.

The specific aims of the Child Protection Chief Officers' Leadership Events were detailed in the Recommendation 2 of the Child Protection Systems Review<sup>1</sup>, as well as in one of the actions fully adopted by the Scottish Government, as part of the Child Protection Improvement Programme Report<sup>2</sup>.

*"Chief Officers should be supported by the National Child Protection Leadership Group and Child Protection Committees Scotland to strengthen delivery of their responsibilities, as set out in the National Guidance for Child Protection in Scotland (2014), and to identify areas where further work may be required, such as:*

- *Clarity of reporting mechanisms between Child Protection Committees and Chief Officers' Groups;*
- *Descriptions of the roles and responsibilities of Child Protection Committees (including that of Chairs of CPC's) and Chief Officers' Groups; and*
- *Supporting Child Protection Committees to carry out their roles and functions in line with the requirements set out in National Guidance.*

*(...) The Scottish Government should resource a number of regional leadership events via the Leadership Group for all Chief Officers' Groups and Chairpersons of Child*

<sup>1</sup> Scottish Government (2017) Protecting Scotland's Children and Young People: It is Still Everyone's Job. Child Protection Systems Review. Available online [www.gov.scot/Resource/0051/00514758.pdf](http://www.gov.scot/Resource/0051/00514758.pdf) (accessed 16 May 2018)

<sup>2</sup> Scottish Government (2017) Child Protection Improvement Programme Report. Available online [www.gov.scot/Resource/0051/00514761.pdf](http://www.gov.scot/Resource/0051/00514761.pdf) (accessed 16 May 2018)

*Protection Committees to network, share good practice and collectively horizon scan for new risks facing children and young people.”*

Scottish Government (2017), Child Protection Systems Review, Recommendation 2.

The purpose of the present evaluation was to look at participants' satisfaction with the two events, understand how well the specific aims of the COLE were met and gather recommendations to inform the next series of events. A bespoke form was designed in this regard (see [Annex 1](#)). A total of 83 feedback forms were returned (56 after the Glasgow event and 27 after Perth).

## **EVALUATION SUMMARY**

### **Satisfaction with the events:**

Between 77% and 89% of respondents expressed high and very high levels of satisfaction with the events, with the highest levels reported in relation to the relevance of the content and discussions, the representation at the event and the usefulness of the content and discussions. Perth event scored slightly better than Glasgow at all but one aspect (i.e. the representation at the event).

### **Meeting the COLE's specific aims:**

The Glasgow and Perth events supported COGs and CPCs to network and improve clarity around roles and responsibilities, to great and moderate extent; with slightly more modest contributions reported in terms of improving clarity around reporting mechanisms and sharing good practice. At the other end, the most modest contribution to the COLE's specific aims was in relation to horizon scan for new risks facing children and young people. The distinct scores (average rating) for Glasgow event and Perth event were very similar.

### **The key takeaways that might influence/inspire the strategic leadership of participants:**

- Developing a learning culture, reflecting on reviews and practice, with a focus on good practice (16 mentions); Supporting leadership and accountability (15 mentions); Strengthening the relationship between CPC and COG, including in terms of informing improvement plans and local strategies (13 mentions).
- Strengthening the links with the wider sector and the engagement at various levels within the system (9 mentions); Networking with other areas (5 mentions); Strengthening prevention and identifying priorities (5 mentions); Strengthening

the engagement with children and young people, families/carers and service users in general, as well as using the Guidance for CPCs/COGs (each with 3 mentions).

- Reflecting on data collation, and considering a development day on information sharing and impact of legislation as factors of concern amongst CPC/COG (with 1 mention each).

### **Topics suggested for future events:**

- Analysing and sharing learning, experience and good practice (12 mentions); Using meaningful data and evidence, including for guiding improvement and performance (9 mentions);
- Strengthening the links and engagement with other public protection structures, elected members, the wider sector, but also children/young people and families(7 mentions); Identifying and responding to risks and vulnerabilities (5 mentions); Strengthening leadership (4 mentions);
- Information sharing, as well as considering updates on national developments and agreeing where priorities lay (each with 2 mentions).

### **Suggestions regarding COLE's format and representation:**

- More time for interaction, small group discussions and networking, including between areas (9 mentions), to this we add that some participants explicitly said that they liked the workshop discussions (5 mentions); shorter and more dynamic/interactive presentations (7 mentions); shorter, more condensed event, perhaps with a later start (5 mentions);
- Mixed opinions were expressed in terms of representation, with an equal number of mentions for considering a wider representation and, on the other hand, keeping the focus on strategic leadership whilst strengthening their attendance (4 mentions each); however, the balance tends to incline towards leadership, as another set of recommendations regarded a better tailoring of the event to the level of experience and leadership in the room, with a focus on progress (3 mentions), with another participant highlighting that the representation was "really positive and [should] be encouraged, not diluted"(1 mention).
- Allowing more opportunity for reflection, and having a format which allows conversation in solely CP and AP issues (1 mention each).

### **Suggestions regarding COLE's frequency:**

Most respondents favoured an annual event (24 mentions). Nevertheless, the 'twice a year' suggestion came very close (with 21 mentions).

## **Recommendations for strengthening the link and communication between the Child Protection Leadership Group and Chief Officers:**

- Regular direct communication, joint events/activities and developing a learning culture (13 mentions); Awareness raising of structure/membership, aims or work plan of the Child Protection Leadership Group (7 mentions);
- Clarifying and awareness raising of roles and memberships within COG; Regular dialogue on an area specific basis, including the opportunity to present at Chief Officers Group meetings (each with 3 mentions);
- Using CPC Scotland or CELCIS as a conduit (each with 1 mention); More informal opportunities to discuss significant issues; The Child Protection Leadership Group consulting Chief Officers about the content of the session (1 mention each);
- In addition, the following means of communication were suggested: newsletters (2 mentions), publications, briefings, website and emails (each with 1 mention).

## **MAIN EVALUATION FINDINGS**

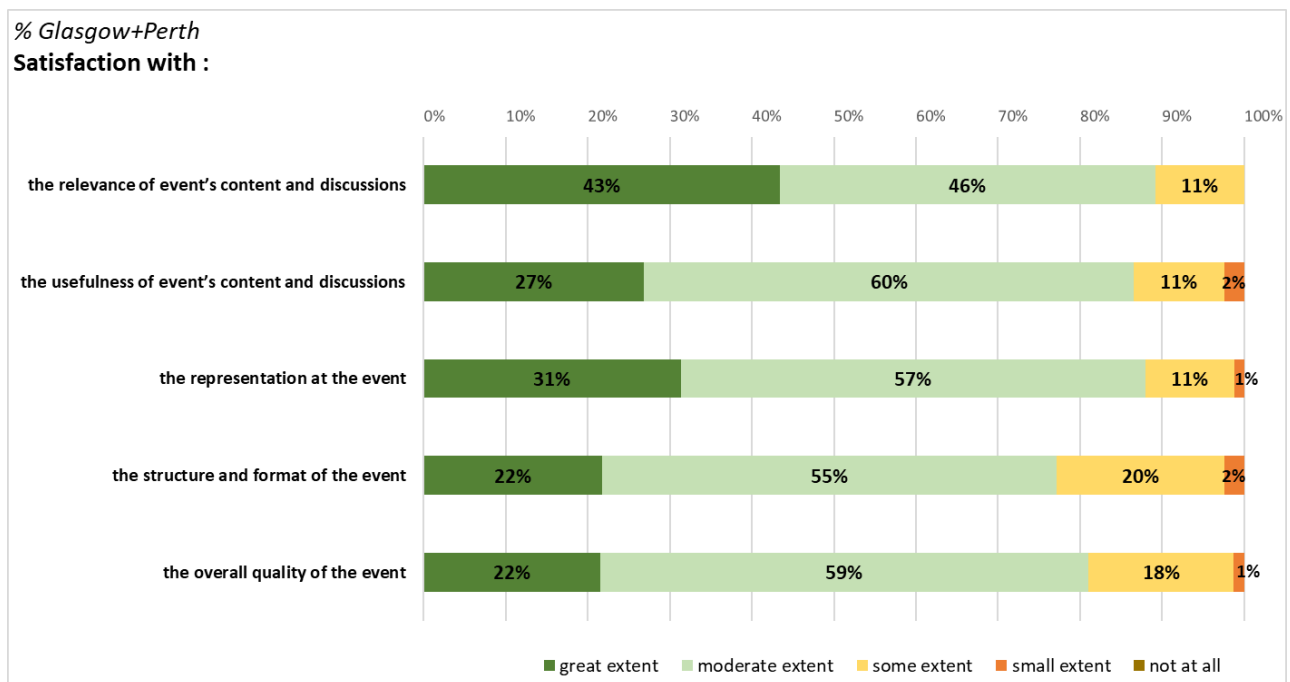
### **Satisfaction with the events**

Looking at Glasgow and Perth events together, we see that most participants (between 77% and 89% of those who filled in the feedback form) expressed high and very high levels of satisfaction with the various aspects of the events, as Graphic 1 shows.

The highest levels were reached in relation to the relevance of the content and discussions, the representation at the event and the usefulness of the content and discussions.

The structure and format and the overall quality of the events scored high for many respondents, but at the same time, for approximately a fifth of participants, these were aspects that left room for improvement.

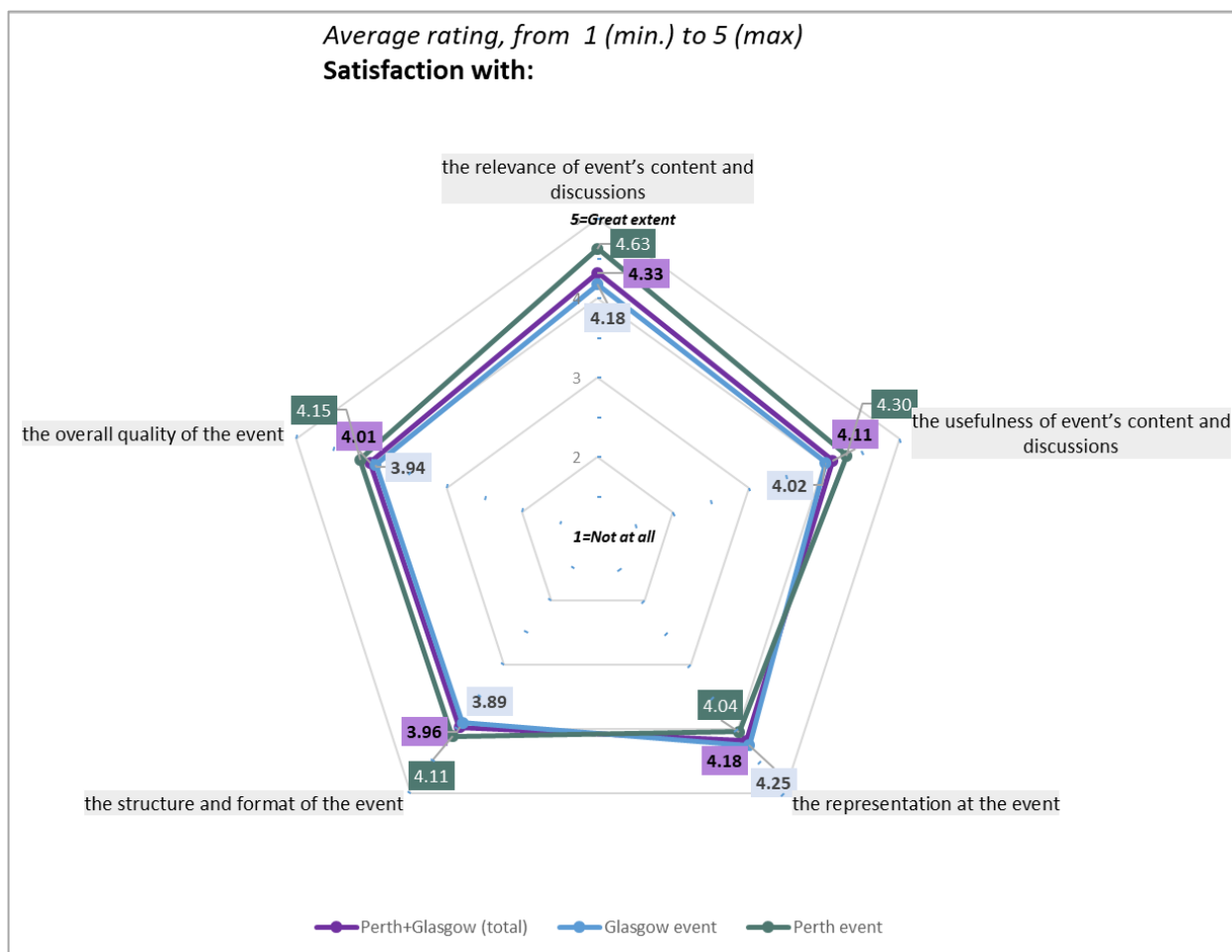
Graphic 1: Satisfaction with different aspects of the events, total percentages for Glasgow and Perth events



The separate analysis of the average rating (on a five-point scale) for each event, presented in Graphic 2, illustrates the differences between the two events, with Perth scoring slightly better than Glasgow at all but one aspect (i.e. the representation at the event).

The average rating for Glasgow and Perth taken together, ranges between 3.96 and 4.33 (from a maximum possible rating of 5), thus confirming that participants expressed relatively high levels of satisfaction with the events.

Graphic 2: Satisfaction with different aspects of the events, average rating for the Glasgow event, the Perth event, as well as the total for both events.



## Meeting the COLE’s specific aims

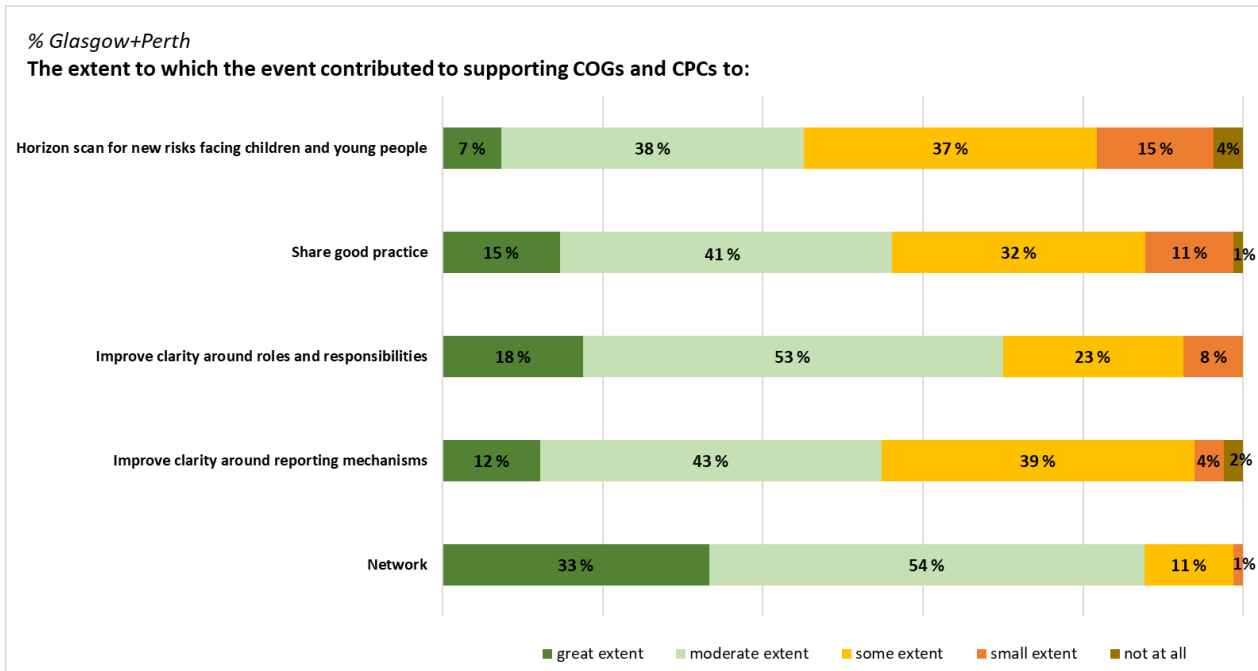
The next question measured the extent to which the COLE’s specific aims (as per Recommendation 2 of the Systems Review) were met.

The Glasgow and Perth events supported COGs and CPCs to network to great and moderate extent, according to 87% of those who answered the question, as Graphic 3 shows. The events were reported, by 71% of the respondents, to also have improved clarity around roles and responsibilities to great and moderate extent.

Slightly more modest contributions were reported in terms of improving clarity around reporting mechanisms and sharing good practice.

At the other end, the most modest contribution to the COLE’s specific aims was in relation to horizon scan for new risks facing children and young people: almost a fifth of respondents said that this didn’t happen at all or only to a small extent, whilst 37% of them positioned their answer at the middle of the scale (‘some extent’ option).

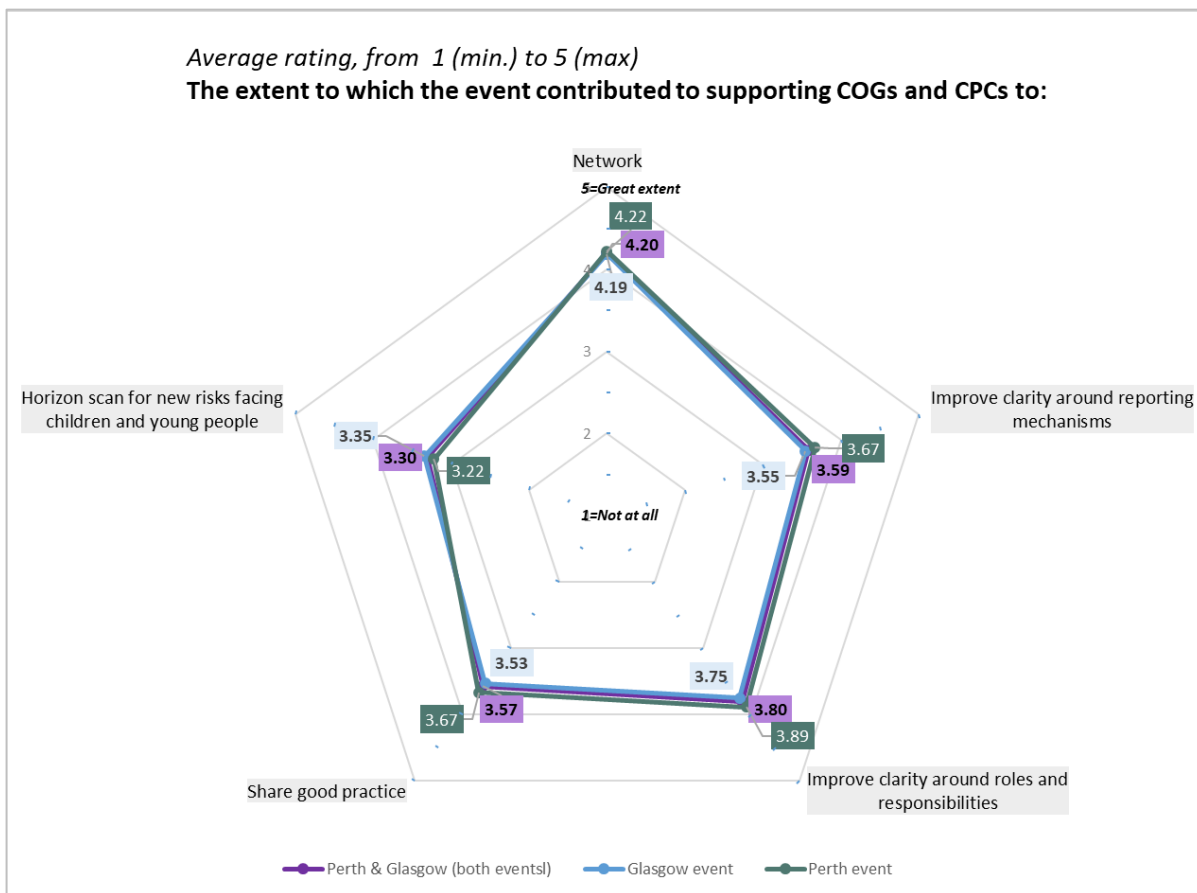
Graphic 3: Contribution to COLE’s specific aims, total percentages for Glasgow and Perth events



No substantial differences can be noticed between the two events, as Graphic 4 illustrates, the average rating analysis confirming the above findings.



Graphic 4: Contribution to COLE's specific aims, average rating for the Glasgow event, the Perth event, as well as the total for both events.



## Key takeaways <sup>3</sup>

- Developing a learning culture, reflecting on reviews and practice, with a focus on good practice: **16 mentions.**

*Examples: Ensure we are doing all we can to drive improvement and culture; sharing learning; open dialogue; learning culture; Value of oversight held by Care Inspectorate and how that can be made to best use; thoughts on the new inspection and past key findings; safety critical role - human factors of failure of systems; Review of practice; service arrangements; opportunity to reflect on current practice; effective different approaches across the country; good practice examples (this alone mentioned 3 times).*

- Supporting leadership and accountability: **15 mentions**

*Examples: Leadership needs to be more visible; profile of COG needs raised; help strengthen COG; need to challenge Chief Officers to undertake their role; importance of the role of CSWO; support to CPC chairs; role of independent Chair; review CPC membership/representation; need to have these open discussions in local team on strategic leadership; Importance of key skills and attributes of the people in the roles to make collaborative partnership work; minimum standards for roles and practices would be useful.*

- Strengthening the relationship between CPC and COG, including in terms of informing improvement plans and local strategies: **13 mentions.**

*Examples: How we can bring CPC and COG together to influence change; vision for the future development of CPC/COG; ways to engage COG and CPC; promote the work of CPC - improve work of CPC and COG; importance of collaboration within leadership; more work on COG/CPC interface; need to clarify the role of COG and CPC for future; inform CPC about key issues/ opportunities; inform Strategic Plan for CPC 2018-2020; inform the improvement plan for COG and CPC and ultimately performance.*

- Strengthening the links with the wider sector and the engagement at various levels within the system: **9 mentions.**

*Examples: Renew mapping of various groups and action plans in order to streamline; collaboration across all public sector required; functions need to be much better understood across all partners; CP needs to be link with the change across the public sector; improve alignment of planning processes; engagement at right levels - internal and external; need to review CPC and Public Protection management; link between COE and operational improvement; link between CPC and front line staff.*

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<sup>3</sup> The exact question used in the feedback form was: "Key points that you are taking away from the event. How do you think these might influence/inspire the strategic leadership you provide?"

- Networking with other areas: **5 mentions.**

*Examples: There is definitely benefit in meeting strategic leads from other areas to learn from and share experiences with and across the child protection spectrum; good to network with our region; we have much more in common than we might think; local and national issues similar; opportunities to learn across region.*

- Strengthening prevention and identifying priorities: **5 mentions**

*Examples: Horizon scanning to drive CPC work; the issue on identifying risk was hard to pin down; prioritise/support universal Health and Education services and the key roles they have in preventing escalation of risk; [identify] priorities; [identify] challenges within area.*

- Using the Guidance for CPCs/COGs: **3 mentions.**

*Examples: Revisit guidance for CPCs/COGs to identify areas to put on agenda for COG and CPC; drop CPC Guidance in discussion around it; revised guidance.*

- Strengthening the engagement with children and young people, families/carers and service users in general: **3 mentions.**
- Reflecting on data collation: **1 mention.**
- Considering a development day on information sharing and impact of legislation (as these are causing concern amongst CPC/COG): **1 mention.**

## Topics suggested for future events

- Analysing and sharing learning, experience and good practice: **12 mentions.**

*Examples: sharing/comparing good practice; case studies/histories; topics that look at real experiences/stories and help share learning; learning from CP reviews; culture change; more focus on what works and how; celebrating successes.*

- Using meaningful data and evidence, including for guiding improvement and performance: **9 mentions.**

*Examples: what next [in terms of] data, evidence and analysis; national data collection and analysis - what works on early intervention, decomposition of outcomes [and look at] what have you got to change; outcome/impact (on children); Use of data to drive improvements; quality improvement and how we use this throughout practice; how can COG undertake performance management; International debates around child protection – research.*

- Strengthening the links and engagement with other public protection structures, elected members, the wider sector, but also children/young people and families: **7 mentions**

*Examples: Link CPC with APC and other public protection forums; better engagement with key partnerships, such as HSCP and Community Planning; need to consider the role of and interface with other public protection partnerships; role of Elected Members; third sector; consultation and engagement with children, young people and parents/carers.*

- Identifying and responding to risks and vulnerabilities: **5 mentions**

*Examples: human factors and how to manage them; horizon scanning; collective response to ACEs; CSE; neglect – messages from national programme;*

- Strengthening leadership: **4 mentions**

*Examples: developing/strengthening the role of the Lead Officer; strategic leadership – cases studies and external input on leadership from Chief Executive Officers from industry; practical staff on 'doing' leadership - inputs from highest scores on inspection performance, people who teach leadership programmes etc.; accountability of all specific chief officers - there was little focus on this.*

- Information sharing: **2 mentions**
- Considering updates on national developments and agreeing where priorities lay: **2 mentions.**

## Suggestions regarding COLE's format and representation

Participants suggested the following adjustments in terms of event's format and representation:

- More time for interaction, small group discussions and networking (including between areas): **9 mentions.**

*Examples: more networking between areas; mix areas to assist learning, sharing good practice and cross fertilisation; more fun from interaction; format of small group discussions could be more dynamic; breakout rooms (Glasgow event).*

- Presentations should be shorter and more dynamic/interactive: **7 mentions.**

*Examples: shorter presentation goes better; breaking up verbal presentations and more visuals; the two presentations, whilst interesting, were perhaps a bit long compared to value added to discussions; please stop talking at us, listen; less 'talking at' us, more sharing experiences.*

- Shorter, more condensed event, perhaps with a later start: **5 mentions.**

*Examples: could be more condensed; same, again, but half a day; start later for those of us travelling a distance.*

- A better tailoring of the event to the level of experience and leadership in the room, with a focus on progress: **3 mentions.**

*Examples: must take advantage of attendance level to get things done; [there was] no opportunity for level of experience [present]; have focus on what you want to achieve, this was not good use of senior leaders time.*

- Keep the focus on strategic leadership and strengthen their attendance: **4 mentions.**

*Example: include CSWO equivalents from other professions; focus should remain on strategic leadership - chairs/COG; insist on Chief Officers representation as according to new guidance; the event was aimed at Chief Officers, but not all prioritised attendance.*

- Consider a wider representation: **4 mentions.**

*Examples: representation from third sector, education, frontline staff, service users.*

- Having a format which allows conversation in solely CP and AP issues: **1 mention.**

- Allow more opportunity for reflection: **1 mention.**

On the other hand, out of 39 people who answered this question, 10 explicitly mentioned that no adjustments are needed. In addition, although participants were not directly asked to mention what they liked about the events, some answers highlighted the following positives:

- The workshops (which allowed an in-depth consideration of issues): **5 mentions**
- Good format (where *"the balance was about right"*): **3 mentions.**
- The fact that there is a clear role for this series of events to develop into a 'continuing professional development' (CPD) function, in order to support and network Chief Officers and CPC Chairs: **1 mention.**
- Representation at the event, which was *"really positive and to be encouraged and not diluted"*: **1 mention.**

### **Suggestions regarding COLE's frequency <sup>4</sup>**

The frequency suggested for the Child Protection Chief Officers' Leadership Events is:

- Annually: **24 mentions**

(with one person drawing attention to the need of linking the event to the Scottish Leadership forum)

- Twice a year: **21 mentions**

Example: *[twice a year] would provide benefit without significant impact on day to day demands [if] dates populated well in advance.*

- Every two years: **2 mentions.**
- When required: **1 mention.**

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<sup>4</sup> A total of 45 participants answered this question, with some offering several options (in this case, each option was counted in the relevant category).

## **Recommendations for strengthening the link and communication between the Child Protection Leadership Group and Chief Officers**

- Regular direct communication, joint events/activities and developing a learning culture: **13 mentions.**

*Examples: clear structures and guidance integrated with supportive CPD (continue professional development)/training/peer support for such role; culture of learning; opportunities for further development; good practice sharing - what works and why; annual self-evaluation events; meetings; more local joint events; joint attendance; revisit development workshops to take account of changes in membership and identify priorities knowledge hub; more regular communication on thinking and challenges; ongoing communication directly; continued discussion and review.*

- Awareness raising of structure/membership, aims or work plan of the Child Protection Leadership Group: **7 mentions.**

*Examples: more info coming out about what the Leadership Group is doing; I wasn't aware of CPLG until today; greater transparency around work programme of CPLG - What do they aim to achieve and by when?; update on work; progress reports; group established a series of key learning points/actions for us to take forward collectively.*

- Clarifying and awareness raising of roles and memberships within COG: **3 mentions.**

*Examples: clarify attendance and role of Chief Officers and clarify the qualifications and induction for Chairs and new Chief Officers; amendments to Guidance to better define COG membership.*

- Regular dialogue on an area specific basis, including the opportunity to present at Chief Officers Group meetings: **3 mentions.**
- Using CPC Scotland or CELCIS as a conduit: **each with 1 mention.**
- The Child Protection Leadership Group consulting Chief Officers about the content of the session: **1 mention.**
- More informal opportunities to discuss significant issues: **1 mention.**
- In addition, the following means of communication were suggested: newsletters (**2 mentions**), publications, briefings, website and emails (**each with 1 mention**).

## Other comments made by participants

- Congratulations/thanks for a well-run event: **3 mentions.**
- The excellent venue for the Glasgow event: **2 mentions.**
- The responses provided to the first Q&A session in Glasgow were considered too emotive: **1 mention.**
- Feedback on the content of one of the presentations – the analogies between child protection and pit stop and heart ops might not be the most appropriate, as the work of those in attendance is around design, prevention and health promotion: **1 mention.**
- Feedback on the guidance, highlighting that the roles of Health - Chief Nurse/Nurse Consultant do not reflect national designation, with usually having attendance of Directors, Head of Service from Health as CPC membership: **1 mention.**
- The need to integrate Girfec and child participation, as the work is still in silos: **1 mention.**
- Leadership Group to consider membership from representatives of families and children/young people: **1 mention.**
- Feedback on the Leadership Group from Catherine Dyer would have been helpful: **1 mention.**



## Summary

Child Protection Chief Officers' Groups across the country engaged very well with these events and, while there were some gaps, overall the representation was excellent.

Over three quarters of delegates who completed an evaluation form expressed high and very high levels of satisfaction with the events, and feedback indicated that the events supported Chief Officers' Groups and Child Protection Committees to network and improve clarity around roles and responsibilities.

The rich discussion which took place within the workshops has value both for the continuing development of Chief Officers' Groups themselves, but also as a contribution towards the continuing implementation of the Child Protection Improvement Programme.

In addition to direct input to the consultation opportunity in relation to the revision of the guidance for Child Protection committees, the feedback forms submitted by delegates also contained suggestions for improvements at any future events, all of which will be taken into account by the National Leadership Group.

## Next Steps

The Child Protection Leadership Group will utilise the learning from these events to inform the future workplan of the group.

The comments specifically related to the revised 2005 Guidance for Child Protection Committees will be utilised by the Task and Finish Group who are undertaking this revision work on behalf of the National Leadership Group.

Comments related to data and evidence will be utilised by the data and evidence workstream of the Child Protection Improvement Programme – and specifically by those working directly on the shared dataset for vulnerable children and young people.

The Child Protection Improvement Programme will continue to be implemented; the progress of which is overseen by the National Leadership Group. Updates on progress are available here:

<https://blogs.gov.scot/child-protection-improvement-programme/>

# Annex 1

## Evaluation Form

<i>(please circle)</i>						
<b>I. Please tell us to what extent you are satisfied with:</b>	<i>4= great extent</i>	<i>3= moderate extent</i>	<i>2= some extent</i>	<i>1=small extent</i>	<i>0=not at all</i>	<i>N.A.(/don't know)</i>
<b>the <u>relevance</u> of event's content and discussions;</b>	4	3	2	1	0	N.A.
<b>the <u>usefulness</u> of event's content and discussions;</b>	4	3	2	1	0	N.A.
<b>the <u>representation</u> at the event;</b>	4	3	2	1	0	N.A.
<b>the <u>structure and format</u> of the event;</b>	4	3	2	1	0	N.A.
<b>the <u>overall quality</u> of the event?</b>	4	3	2	1	0	N.A.

<i>(please circle)</i>						
<b>II. To what extent did the event contribute to supporting COGs and CPCs to:</b>	<i>4= great extent</i>	<i>3= moderate extent</i>	<i>2= some extent</i>	<i>1=small extent</i>	<i>0=not at all</i>	<i>N.A.(/don't know)</i>
<b><u>Network</u>;</b>	4	3	2	1	0	N.A.
<b><u>Improve clarity around reporting mechanisms</u>;</b>	4	3	2	1	0	N.A.
<b><u>Improve clarity around roles and responsibilities</u>;</b>	4	3	2	1	0	N.A.
<b><u>Share good practice</u>;</b>	4	3	2	1	0	N.A.
<b><u>Horizon scan</u> for new risks facing children and young people?</b>	4	3	2	1	0	N.A.

**III. Please think about the key points that you are taking away from the event. How do you think these might influence/inspire the strategic leadership you provide?**

**IV. What topics would you like included in future events?**

**V. For future events, are there any adjustments to be made in terms of format and representation?**

**VI. How often should the Child Protection Chief Officers' Leadership Events take place?  
(please specify)**

**VII. What will you recommend for strengthening the link and communication between the Child Protection Leadership Group and Chief Officers?**

**VIII. If you have any other comments or suggestions, please note these below:**

**IX. What type of organisation do you represent? (please tick)**

- |  |   |
|--|---|
| <input type="checkbox"/> Scottish Government             | <input type="checkbox"/> Independent Chair            |
| <input type="checkbox"/> Education Scotland              | <input type="checkbox"/> Local Authority              |
| <input type="checkbox"/> Care Inspectorate               | <input type="checkbox"/> Local Authority/IJB          |
| <input type="checkbox"/> Healthcare Improvement Scotland | <input type="checkbox"/> Health Board/IJB             |
| <input type="checkbox"/> HMIC                            | <input type="checkbox"/> Third Sector                 |
| <input type="checkbox"/> SCRA                            | <input type="checkbox"/> Other (please specify):..... |
| <input type="checkbox"/> Police Scotland                 |   |
| <input type="checkbox"/> Fire and Rescue Scotland        |   |

## **About CELCIS**

CELCIS, based at the University of Strathclyde in Glasgow, is committed to making positive and lasting improvements in the wellbeing of Scotland's children living in and on the edges of care. Ours is a truly collaborative agenda; we work alongside partners, professionals and systems with responsibility for nurturing our vulnerable children and families. Together we work to understand the issues, build on existing strengths, introduce best possible practice and develop solutions. What's more, to achieve effective, enduring and positive change across the board, we take an innovative, evidence-based improvement approach across complex systems.

## **For more information**

**Visit:** [www.celcis.org](http://www.celcis.org) **Email:** [celcis@strath.ac.uk](mailto:celcis@strath.ac.uk) **Tel:** 0141 444 8500