

Agenda

- 9.30** **Registration and Coffee**
- 10.00** **Introduction** – *Eddie Kane, Chair, Citywide Forum*
- 10.10** **Child Protection Committee and Child Protection structures in Glasgow** – *Colin Anderson, Independent Chair, Child Protection Committee*
- An overview of the Significant Case Review process** – *Moira McKinnon, Principal Officer, Child Protection Committee*
- 11.15** **Coffee break**
- 11.30** **Recurring themes from Significant Case Reviews** – *Anne Marie Manning, Lead Officer, Child Protection Committee*
- 12.30** **Lunch**
- 1.15** **Group exercise 1**
Recurring themes from Significant Case Reviews - impact for the third sector
- 2.05** **Coffee break**
- 2.20** **Group exercise 2**
Recurring themes from Significant Case Reviews - impact for the third sector
- 3.20** **Feedback from group exercises**
- 3.50** **Summary** – *Eddie Kane and Colin Anderson*

1. Introduction

‘Significant Case Reviews and Child Protection’ took place on 6th September 2017. The event is a product of the working relationship that has developed between Glasgow’s Third Sector Citywide Forum – Children, Young People and Families (Citywide Forum) and Glasgow’s Child Protection Committee (CPC). The CPC in Glasgow has a unique position within the Glasgow Community Planning Partnership, as an independent body whose members are drawn from statutory and Third Sector agencies across the City, including representatives from the Citywide Forum.

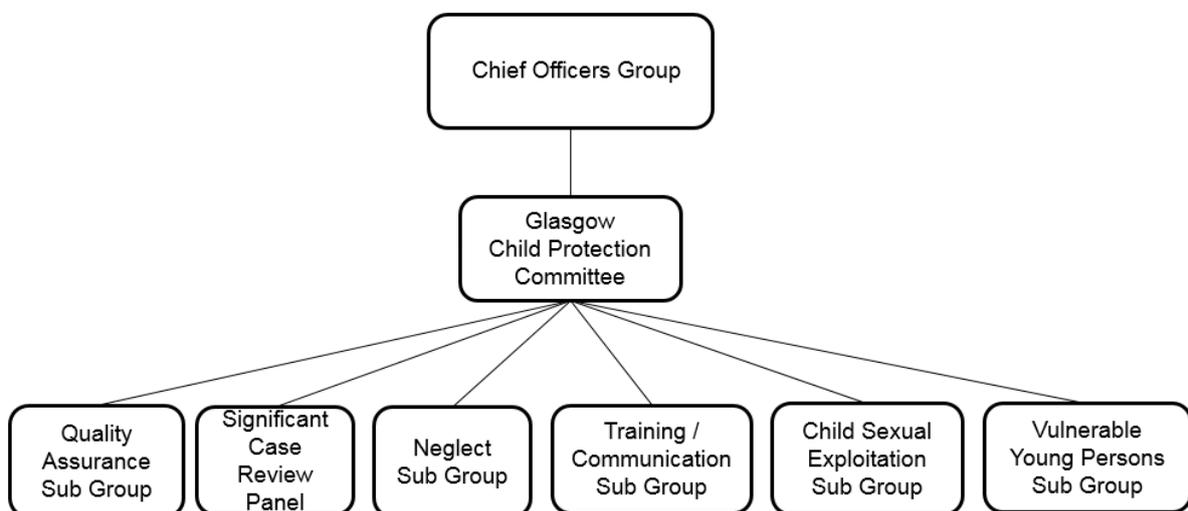
The event allowed Third Sector organisations working with children, young people and families in Glasgow to:

- learn about the CPC and be given an overview of the structures and sub-groups
- hear about recurring themes from recent and past SCR’s
- contribute to the formulation of an SCR Action Plan

2. Presentation: Colin Anderson – Child Protection Committee and Child Protection structures in Glasgow

The first presentation came from Colin Anderson, Independent Chair of the Child Protection Committee in Glasgow. Colin began by providing an overview of the Child Protection Committee and Child Protection structures in Glasgow and the governance process.

Glasgow Child Protection Structure:



The second part of Colin’s presentation looked at the Learning Together Review model for organisational learning from the Social Care Institute for Excellence (SCIE). This SCIE model has been used to review and give recommendations on SCR processes.

3. Presentation: Moira McKinnon - Reflections from Practice Significant Case Reviews

Moira McKinnon, Principal Officer of Glasgow Child Protection Committee, gave an overview of why SCRs take place, the SCR process in Scotland and the challenges that often arise.

An SCR is a multi-agency process for establishing the facts of a situation where a child has died or been significantly harmed, near misses can also be considered within a child protection context, in order to learn lessons on how to better protect children and young people in Scotland. SCRs should be seen in the context of a culture of continuous improvement and should focus on learning and reflection on day to day practices and the systems within which those practices operate.

Moira explained that although 'National Guidance for Child Protection Committees Conducting a Significant Case Review' produced in 2015 has helped for structures to be put in place, processes to be agreed and multi-agency ownership of the process of review and learning, there are still some challenges with the current SCR process.

Challenges include:

- Issues with recording as well as accessing records – often located across agencies/buildings
- Key moments are often focused on, missing part of the chronology that is relevant
- 'Perceived blame culture' leading to workers feeling unable to talk about their involvement in the case
- Not fully supporting, involving and debriefing staff – emotional and professional impacts on staff

Moira then went on to discuss work around engagement with the family in the SCR process, which varies widely across CPC's. In some cases parents have been allowed to access the SCR report, while in other cases all information is strictly confidential with significant measures taken to avoid information being leaked. There are further complexities if a family are involved in an ongoing police investigation.

Moira explained that this makes sharing learning with families much harder, but where possible the SCR process should allow for; early, planning discussions with family members, the sharing of findings, and general support to the family throughout the process.

Finally, Moira outlined various suggestions to improve the SCR process to address current challenges these are:

- Are we confident our SCRs adequately address the *why* they took place
- Do recommendations 'fit' the *why's*? Do they answer the question?
- How many SCRs have involved interview/analysing systems/professionals/managers out with the immediacy of the individual case?
- If not, what have been the constraints to that?

- Are your recommendations SMART (This differs from the SCIE approach to presenting findings/ questions for the CPC)

4. Presentation: Anne Marie Manning – Recurring themes from Significant Case Reviews

Following on from Moira McKinnon's presentation on the SCR process, Anne Marie Manning, Lead Officer Child Protection Committee, explored recurring themes that from SCRs. Anne Marie explained that the recurring themes were identified following a Children's Services Inspection (2011) which outlined 'neglect' as a central issue. This led to an external researcher conducting an analysis of 15 neglect cases and SCRs, producing the 9 recurring themes.

1. Breakdown in communication between agencies.

Despite the existence of single and interagency procedures to support the sharing and exchange of written and verbal information there remains evidence that at several levels relevant information is not being shared and therefore decisions concerning children are being taken on the basis of incomplete information. This could be attributed to a failure of professional responsibility, a lack of professional curiosity, or in some cases a lack of professional confidence in entering into potentially critical dialogue with a colleague.

2. The lack of a comprehensive inter-agency assessment of risk and need.

There continue to be issues regarding the accurate assessment of needs and risks and the appropriateness of care plans to address these. Some of the issues raised were:

- the varying quality of some integrated assessment reports
- the trigger for completing an integrated assessment report whether as stand alone or as a request from SCRA;
- the failure on occasions of partners to share appropriate information or for workers to give adequate weight to current and historical information, particularly to facilitate a consideration of the accumulation of concern and the long term impact of chronic neglect.

3. Plans do not reflect clear outcomes and expectations.

In the cases where this was identified as a factor, plans did not set out clear expectations of outcomes or the expected change to take place in response to a given input. This was particularly relevant where a range of agencies had been deployed to address multiple needs. There appeared to be a lack of clarity around the anticipated change expected from a specific intervention, which in turn makes it difficult to measure when change has occurred or whether something is working. In the absence of outcomes it is not clear how agencies measure or report on progress, and how this is integrated into the overall assessment. This has a particular impact on the ability of parents to engage in changes and for workers to measure change in parental behaviour.

4. Effective line management.

There are several instances where the lack of effective supervision and case management is identified as being contributory to a negative outcome. Within the neglect research and the SCR's, a change of worker (across agencies) has been identified as contributory to the loss of an overall sense of the relevant issues and subsequently a sense that incidents were assessed in isolation rather than within the context of what had gone before. Good case management should have identified the need for a chronology and historical view of relevant issues. In addition the change of workers can also lead to an overly optimistic view of parental ability and there is a risk of previous plans being abandoned and further attempts being made to work with parents, when the evidence suggests there is no capacity for change.

5. Recognition of neglect and non-engaging parents, or parents who engage at the minimal level to avoid recognition.

Over the last three years there has been a significant increase in the recognition of Neglect and Non-Engagement as recorded on the child protection register.

Neglect	March 2014	March 2017
Reason for registration	157	160
Cause for Concern	235	182

Non-engaging families	March 2014	March 2017
Reason for registration	9	113 (top 3)
Cause for Concern	157	164

There are also ongoing issues of workers being unable to challenge/identify/or act upon issues of non co-operation, including where parents are obscuring the reality of their care of their children. This relates also to the issues around assessment of capacity for change within parents. Methods of avoiding engagement with services:

- Violent intimidating behaviour
- Minimal engagement
- Disguised compliance
- Chaotic behaviour

6. Invitations to child protection meetings and attendance by key agency representatives and administration of CP meetings

The system for organising and issuing invitations to all child protection meetings and monitoring the attendance of agencies to same meetings has been identified as in need of review. There are also issues identified within partner agencies where not only do invited agencies fail to send a representative or replacement, but neither do they submit a written report, and in these circumstances vital information is not being considered within the assessment of risk and need. This has been identified within pre and post birth conferences in addition to child protection conferences reviews etc.

7. Understanding of and response to neglect thresholds.

Although information, assessment tools and training has been disseminated across organisations there continues to be recognition of the difficulty in identifying and responding to neglect. In some cases statutory intervention came as a result of a single crisis incident, and not as a result of an accumulation of concerns, or identification patterns of behaviours. There still seems to be issues around maintenance of chronologies and how they are used in the assessment and contextualising of concerns and issues around the availability of services which can be accessed following assessment.

Some issues which have been identified as having relevance in the contextualisation of incidents are:

- non-attendance at nursery/school
- missed health/dental appointments
- physical injuries
- unseen child
- domestic abuse

Responding to neglect was a key issue from the HMIE review, there is no evidence that there has been substantial progress in addressing this.

8. Practitioners should have the personal and professional ability to challenge or engage in potentially critical dialogue in an appropriate manner.

- same agency colleagues
- other agency colleagues
- non-engaging parents

9. Ensure a continuity of understanding.

There is a need to ensure sound processes are in place for the transfer for information in times of change whether change is systemic or at the point of delivery.

- Chronologies
- Case management systems

After looking at each theme, Anne Marie discussed what the themes may mean for the third sector, in terms of implications. Anne Marie highlighted the complexity and inter-relatedness of the themes and how this comes across in Third Sector work. Finally, Anne Marie outlined the need for good communication between statutory services and the Third Sector, in order to learn from SCRs and the recurring themes.

5. Group Exercise

Following Anne Marie Manning's presentation, which outlined nine recurring themes from SCR's, delegates worked in groups (facilitated by Citywide Forum steering group members) to discuss the impact that these themes have on Third Sector organisations working with

children and families. This allowed for some really interesting and vibrant discussions to take place.

Central themes which came through in group discussions were:

- **Perceived lack of professional confidence** in the Third Sector ('Third Sector status') to bring issues forward e.g. neglect indicators, managers need to support this and train/empower staff to own their own opinion and report concerns
- **Breakdown in systems which can often depend on relationships and not systems for example return calls not being received** between the Third Sector and Social Work, meaning crucial CP information is being missed
- **Third Sector opinions can be sought last**, although they may have the most contact with the family
- At times appropriate full reports/records/information not given to Third Sector meaning context is omitted and producing a **lack of clarity for decision making**: importance of chronologies and also in terms of risk assessing and lone working
- Perceived information needs to be more **consistency with record-taking and information sharing** procedures across the board
- Need for more **training in assessing risk** for Third Sector staff in this area e.g. working with non-engaging families

6. Action Plan

Following the group discussions, each group fed back a key issue from one of the recurring themes in order to begin formulating the SCR action plan.

Key issues fed back for the action plan were:

- **Breakdown in communication between agencies**
 - Limited feedback on reporting concerns – impact on staff reporting problems.
 - Visits to service users – not knowing he was considered 'dangerous'. Approach information not shared eg gaps relevant in identifying dangerous behaviour which impacts on risk assessment and home visits.
- **Plans do not reflect clear outcomes and expectations**
 - At times plans are not SMART. A variance of language/terminology not completely understood.
 - Third Sector often know the family well – not always asked for opinions. Third Sector perception is that they are not always valued.
- **Invitations to child protection meetings and attendance by key agency representatives and administration of CP meetings**
 - Inconsistency across the city in terms of notifications
 - Need for better communication and more interagency CP training (inter-agency)
 - Confidence to dissent at case conferences.
 - Role of CP advocates (good practice)

- Due to the wide range of services provided by third sector some of the workers may not understand formal processes
- **Practitioners should have the personal and professional ability to challenge or engage in potentially critical dialogue in an appropriate manner**
 - Despite having positive working relationships with families, some agencies report it can be difficult to ensure their agencies views are taken into account
 - Importance of positive relationships built and maintained between agencies
 - More opportunities to share practice – local networks “huddle groups”
 - Clarity around who can attend structured forums
- **Ensure a continuity of understanding**
 - It’s important that we have realistic/clear expectations of Third Sector role and outcome.
 - It’s important Third Sector experience is captured.
 - Tensions around funding
 - Flexibility of resources required If family/child needs more support sometimes moved to another service rather than put resources into existing service.
 - A need for clear processes to identify neglect
- **The lack of comprehensive inter-agency assessment of risk and need**
 - Often Third Sector have a wide range of knowledge of a family. It’s important to capture this in a multi-agency assessment of risk and need and developing multi-agency awareness and strategies where non engagement is an issue
- **Recognising non engaging parent, or parents who engage at the minimal level to avoid recognition**
 - Importance of strong inter agency communication
- **Understanding of and response to neglect thresholds**
 - All agencies should have the same process to record neglect = shared understanding.
 - Inter-agency communication.
 - Workers need the confidence/training to approach situation of neglect and share information.
- **Effective line management**
 - Line management structures in Third Sector varies – but most felt Third Sector workers receive support/training.
 - Changes in Third Sector funding/project ends move to ensure a continuity of understanding the family needs
 - Awareness of past history of families needed.

7. Conclusion

‘Significant Case Reviews and Child Protection’ on 6th September 2017 was a highly successful event held by the Citywide Forum. The event allowed Third Sector organisations

working with children, young people and families in Glasgow to hear from and engage with key individuals on Glasgow's Child Protection Committee. The event highlighted the important role that the Third Sector have in this area.

One of the main focusses of the day was on recurring themes from SCRs, as outlined in Anne Marie Manning's presentation. The themes were discussed widely in the group sessions and allowed organisations to share their experiences with one another, identifying key issues to be taken forward to address in an action plan.

At the event, delegates were provided with the opportunity to join a small working group which will be taking the key issues outlined in section 6 forward to develop further and implement the SCR action plan. This will be an important opportunity for the Third Sector to come together to address the key issues that impact the Third Sector in relation to child protection and Significant Case Reviews, as outlined above.

Appendix 1.

Delegate List

First Name	Surname	Organisation
Jenny	Adams	Parent Network Scotland
William	Aird	Linkup
Joanne	Aitken	Govan HELP
Colin	Anderson	Glasgow Child Protection Committee
Gemma	Barnett	Aberlour
Dawn	Barrett	Carnwadric WIN
Rebecca	Black	The Wynd Centre Counselling Service
Margaret	Brown	Notre Dame Centre
Lindsay	Brunton	Children 1st
Maureen	Burke	Carnwadric WIN
Irene	Butler	West Glasgow Kinship
Pamela	Campbell	Kenmure Parish Church of Scotland
Annmarie	Carson	Sense Scotland
Jean	Cassidy	Marie Curie
Pauline	Cavanagh	Partners in Advocacy
Frances	Cerar	Stepping Stones for Families Family Well Being
Michelle	Clarke	DRC Generations
Gillian	Colquhoun	Partners and Advocacy
Sharon	Colvin	3D Drumchapel
Anita	Craig	West Glasgow Kinship
Stephen	Dennison	Blue Triangle Housing Association
Biba	Devine	Stepping Stones for Families
Tommy	Dey	Partners in Advocacy
Laura	Dover	GCVS
Jacqueline	Dow	Children 1st
Joan	Dreghorn	North United Communities (NUC)
Isabel	Dunsmuir	DRC Generations
Julie	Dynes	NSPCC
Marie	Ewart	BTHA
Sarah	Gallacher	Barnardo's
Jennifer	Gavin	Children 1st
Ronnie	Gourley	National Third Sector GIRFEC Project
Rachael	Grant	Sense Scotland
Linda	Haggarty	Glasgow Social Work
Louise	Hamilton	Quarriers
Debbie	Hamilton	Quarriers
Zoe	Hargey	COJAC
Anita	Harkin	Sense Scotland
Maxine	Hawthorn	Aberlour
Clare	Hay	Stepping Stones for Families

Violet	Holmes	Stepping Stones for Families
Nicola	Hughes	Save The Children UK
Susan	Jack	Glasgow Women's Aid
Eddie	Kane	Barnardo's
Sharon	Kelly	Royston Youth Action
Claire	Kilfedder	Stepping Stones for Families
Michelle	King	Rosemount
Jayne	Laidlaw	NSPCC
Pauline	Lambe	Quarriers Family Support Service
Iain	MacDonald	Home-Start
Anne Marie	Manning	Glasgow Child Protection Committee
Gillian	McCausland	NSPCC Childline
Aileen	McCusker	Children 1st
Charis	McElhinney	Scottish Childminding Association
Kerry	McGhee	COJAC
Gillian	McGrory	Sense Scotland
Susan	McInnes	Greater Easterhouse Alcohol Awareness Project
Kim	McKay	Sense Scotland
Rhonda	McKinney	Quarriers
Moira	McKinnon	Glasgow Child Protection
Lynne McRitchie	McRitchie	Children 1st
Lilian	Menzer	Midwife
Margaret	Moffat	Addaction
Lindsay	Muir	Blue Traingle Glasgow Housing Association
Sharron	Mullady	Quarriers Family Support Service
Angela	O'Donnell	Queens Cross Housing Association
John	O'Donnell	Action for Children
Nikki	O'Hara	Home-Start
Christine	Puckering	Mellow Parenting
Angela	Quinn	Action for Children
Hazel	Quinn	Partners in Advocacy
Ruth	Ramsay	Coconut Corner Childcare Centre
Shona	Rattray	Hopscotch Theatre Company
Natalie	Reading	Glasgow Caledonian University
Charlotte	Reid	Scottish Kinship Care Alliance
Ann Marie	Roddy	The Wynd
Donna	Ross	Barnardo's
Angela	Rushton-Clark	Equal Say
Suzie	Scott	GCVS
Nannie	Skold	Central and West Integration Network
Nicola	Skott	PPC
Margaret	Smith	Partners in Advocacy
Jacqueline	Spence	Scottish Childminding Association(SCMA)
Alana	Stewart	Queens Cross Housing Association

Dougie	Struthers	Blue Triangle (Glasgow) Housing Association Limited
Nikki	Sully	Good Turns
Sandra	Sweeten	The Family Legacy
Stephanie	Syme	The Wynd
Samantha	Termer	Volunteer Glasgow
Patrick	Togher	Glasgow HSCP
Patricia	Watts	Children 1st
Lisa	Wright	GCVS