

# Children, Families and Justice

## Directorate Improvement Plan 2024-2027

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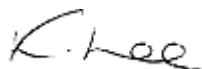
# Children, Families and Justice

## Introduction

The Plan for Children, Families and Justice services lays out our ambition for the delivery of high-quality services for children, young people, families and individuals involved in the Justice system in Angus. It focuses on the areas we believe, through a programme of self-evaluation, inspection findings and national policy direction, will make the biggest impact on local people. The plan is firmly rooted in the '[Quality Framework for children and young people in need of care and protection](#)' and the '[Health and Social Care Standards](#)'. The Plan sets out how we will make improvements and how we will measure and report them. Importantly, the Plan has flexibility to be responsive to what we learn from our work with children and families, what they tell us, what data and evidence tells us so we can make informed decisions on service priorities.

The Plan is focussed on our priorities as a Directorate and is not reflective of the contribution we make to the significant work that takes place in strategic partnerships such as our Public Protection Committees, Integrated Children's Services or Community Justice Partnerships.

In my role as Interim Director and Chief Social Work Officer, I welcome this Plan to support a clear focus on social work priorities to improve outcomes for children, young people, families and individuals engaged with Justice Services.



Kirsty Lee

Interim Director of Children, Families and Justice and Chief Social Work Officer

# Children, Families and Justice

## Our Plan

The Children, Families and Justice Directorate Improvement Plan 2024-2027 is one element in a wider suite of national and local improvement plans. The CFJ Directorate plan takes account of national, regional and local context and is aligned with the Angus Council planning and evaluation cycle.

The CFJ plan is based firmly on the priorities that matter for the children and families that we work with. We strive to make improvements to services that are fundamental and will achieve the best outcomes for the children and families of Angus. It is therefore imperative that we make good use of data and evidence to inform our plans to ensure that we are not reactive in our approach. We aim to be methodical and logical in our approach to improvements going forward.

### **Structure**

The CFJ plan has been structured around the five pillars of the Promise with an additional section for our Justice services. It remains important that we continue to align our key actions with national policy.

# Children Families and Justice

## The Context of Our Plan

### The Promise

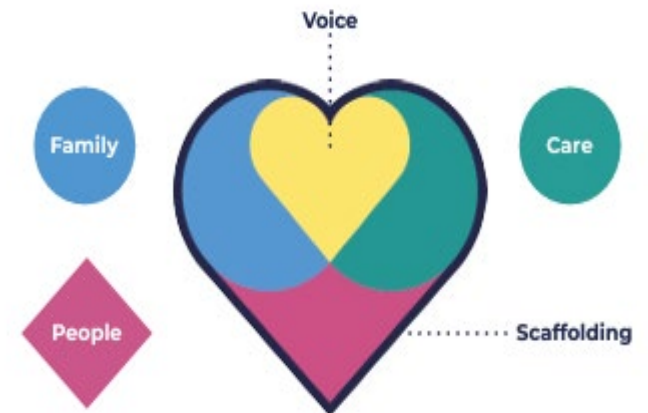
On 5th February 2020, a promise was made to Scotland's infants, children, young people, adults and families.

By 2030, it must be kept.

For Scotland to #KeepThePromise it will mean that love is no longer the casualty of the 'care system,' but the value around which it operates. There will be deliberate, persistent attention to upholding safe, loving relationships that are important to children and young people.

Wherever safe to do so, Scotland will make sure children stay with their families and families will be actively supported to stay together. The wider structural and social inequalities that impact families' abilities to stay together and to thrive will be tackled so that no child or family in Scotland is left behind.

Children, young people and their families will be listened to, respected, involved and heard in every decision that affects them. Where children and families need additional or intensive support, it will be given in timescales which meet the needs of the child. The workforce will be supported to provide the support children and their families need to flourish. Care will be re-orientated and (the 'system') decluttered to create a sustainable approach, that upholds and cherishes relationships.



# Children, Families and Justice

## Getting It Right for Every Child (GIRFEC)

Getting it right for every child (GIRFEC) is our commitment to provide all children, young people and their families with the right support at the right time. This is so that every child and young person in Scotland can reach their full potential.

We want all children and young people to live in an equal society that enables them to flourish, to be treated with kindness, dignity and respect, and to have their rights upheld at all times.

Our ambition is to work together with children, young people, families, organisations and communities to make Scotland the best place to grow up. Through GIRFEC, everyone in Scotland can work together to build the scaffold of support children and young people need to grow up loved, safe and respected.

GIRFEC provides Scotland with a consistent framework and shared language for promoting, supporting, and safeguarding the wellbeing of children and young people. It is locally embedded and positively embraced by organisations, services and practitioners across Children's Services Planning Partnerships, with a focus on changing culture, systems and practice for the benefit of babies, infants, children, young people and their families.

In Angus we:

- base [GIRFEC principles and values](#) on children's rights
- promote eight [wellbeing indicators \(SHANARRI\)](#) to describe how a child or young person is doing at a point in time
- consider ways to improve the wellbeing for a child or young person through the [National Practice Model](#)
- We fulfil the role of the [lead professional](#) for children and young people who are supported by a child's plan
- Support the development of a Whole Family Wellbeing approach supported by the Whole Family Wellbeing Fund ([WFWF](#)) which will contribute to preventative whole family support measures at an earlier stage

# Children, Families and Justice

## UNCRC

### The UNCRC

The [United Nations Convention on the Rights of the Child \(UNCRC\)](#) is the base standard for children's rights and sets out the fundamental rights of all children. The UNCRC is the most widely ratified human rights treaty in the world and sets out the specific rights that all children have to help fulfil their potential, including rights relating to health and education, leisure and play, fair and equal treatment, protection from exploitation and the right to be heard. The UK ratified the UNCRC in 1991.

Scotland already use the UNCRC as a framework to ensure that we consider children's rights whenever we take decisions, and to help provide every child with a good start in life and a safe, healthy and happy childhood. It forms the basis of Scotland's national approach for supporting children, called [Getting it right for every child \(GIRFEC\)](#). Fulfilling children's rights is also critical to Scotland's commitment to [#KeepThePromise](#).

*The United Nations Convention on the Rights of the Child (Incorporation) (Scotland) Act 2024.*

On 7 December 2023, the Scottish Parliament unanimously passed the United Nations Convention on the Rights of the Child (Incorporation) (Scotland) Bill for the second time. The Bill received Royal Assent on 16 January 2024 and is now the [United Nations Convention on the Rights of the Child \(Incorporation\) \(Scotland\) Act](#).

The Act is a landmark piece of legislation that incorporates the UNCRC into Scots law, empowers our children and young people to claim their rights and will help to make Scotland the best place in the world to grow up. Scotland will be the first devolved government in the world to directly incorporate UNCRC.

# Children, Families and Justice

## Justice

The local authority's statutory Criminal Justice Social Work Services (as prescribed in the Social Work (Scotland) Act 1968 and other related legislation) are embedded within the wider Justice Service. A range of teams deliver specific social work services to people who have committed offences and who are involved in the justice/court and/or prison system. This is part of the whole system approach to reducing reoffending.

The current strategic planning model for community justice came into operation on 1 April 2017, underpinned by the Community Justice (Scotland) Act 2016, which places duties on a group of statutory partners to engage in community justice planning and to report against a set of nationally determined outcomes. This relies on effective partnership working at both local and national levels. The Angus Community Justice Partnerships is made up of a number of local statutory partners and supported by Community Justice Scotland, who in turn report to Scottish Ministers.



# Children, Families and Justice

## Our Plan for Improvement

### 1 VOICE

**We will ensure that** the voice of unborn babies, infants, children and young people are valued, heard and acted upon in all decisions impacting them. We use good quality data to inform our performance and target improvement.

National Context	Local context	Outcomes	24/25 Targets	Stretch aims March 2027
<p>1.1 The Promise Plan 21-24 states that <i>"Organisations that have responsibilities towards care experienced children and families, and those on the edge of care will be able to demonstrate that they are embedding what they have heard from children and families into the work that they are doing to #KeepThePromise"</i>.</p>	<p>We have successfully rolled out our PREpare model currently limited to children subject to Child Protection Planning meetings.</p> <p>We have contracts with Angus Independent Advocacy and Who Cares? However, uptake remains low.</p> <p>Joint Strategic Advocacy Strategy has been launched.</p>	<p>1.1a Extend PREpare model, advocacy and Strength Based approaches to family decision making.</p> <p>1.1b Voice of children and families will be clear in all of our work including assessments, decision and plans.</p>	<p>1.1a PREpare is offered to all children referred for ICPPM.</p> <p>1.1b Advocacy uptake increase by 10%.</p> <p>1.1c We will report on child and young person participation in child planning meetings from 1 April 2024.</p>	<p>1.1a &amp; 1.1b</p> <p>By 2027 a strengths-based model to support care planning (PREpare/FGDM/Advocacy) is available for all CYP and families working with Social Work.</p> <p>1.1c</p> <p>By 2027 100% of child plans will reflect that a range of flexible offers and support have been made available to children to allow them to participate in their meetings.</p>
<p>1.2 The Promise Plan 21 – 24 states Scotland "will have a cohesive central picture of all data on the processes and systems that directly and indirectly impact on children and their families, including wider socio-structural factors. The data picture will have been used to fully align data systems,</p>	<p>Performance Framework established and in use.</p> <p>Performance Led Data (PLED) phase 1 and 2 complete.</p> <p>Minimum data set for child protection in place with quarterly review.</p>	<p>We will develop a more coordinated approach to reporting and linking data, self-evaluation outcomes and feedback to inform service planning.</p>	<p>1.2a Six monthly service reporting meetings will take place to review data.</p> <p>1.2 b We will move our improvement plans to Pentana by 24/25.</p> <p>1.2c Annual reporting on performance against the Directorate Improvement Plan.</p>	<p>We will have Improved accessibility to live data which will then inform strategic direction and planning.</p>

<p>collection and analysis methodologies to what matters to children and families, and the needs of those who take decisions on how best to support children and their families".</p>	<p>Referral data now being reported.</p>			
<p>1.3 The Care Inspectorate published its review of findings from inspections between 2018-2020 and found that that overall, they were not confident that "staff recognised and responded to the needs of, and risks to, older children as well as they did with the younger age group".</p>	<p>An analysis of children subject to secure orders in Angus has found that in some cases children are not identified quickly enough to allow earlier intervention.</p> <p>CORRA Foundation funding has been secured for the CARM (Care and Risk Management) Project</p> <p>Reflective Discussions (supported by Quality Improvement Officer) are held for all young people subject to secure care</p>	<p>1.3a Develop and extend approaches to identifying, responding, and managing risk to young people aged 12 – 18 including:</p> <ul style="list-style-type: none"> <li>• Young people at risk of secure care</li> <li>• Young people subject to CARM planning.</li> <li>• Young people who go missing</li> </ul> <p>1.3b Implement the Children (care and justice) Bill with particular reference to pathway for young people between the ages of 16-17.</p>	<p>1.3a We will use quality improvement methodology to complete the "testing ideas" stage of the CARM Project.</p> <p>1.3b We will develop a meaningful data set to measure impact of change over time.</p>	<p>C&amp;YP who may be a risk to themselves or others will be identified earlier and have appropriate trauma responsive supports in place to promote a reduction in harm.</p> <p>Number of children and young people subject to CARM will increase, evidencing clear and supportive plans are in place to manage risk to self and others.</p>
<p>1.4 Scottish Government set out in 2023 that "The overall vision of a Bairns' Hoose in Scotland is that all children in Scotland who have been victims of or witnesses to abuse or violence, as well as children under the age of criminal responsibility whose behaviour has caused significant harm or abuse, will have access</p>	<p>Tayside Regional Improvement Plan</p> <p>Tayside Pathfinder Project has governance and oversight of the project. A successful joint bid was awarded to Tayside in October 2023.</p>	<p>Make progress toward the implementation of Bairns' Hoose Principles.</p>	<p>1.4a We will establish a steering group including the 3 Local authorities, Police Scotland, NHS Tayside, SCRA and SCTS</p> <p>1.4b We will establish an operation group and develop an action plan informed by evaluation and research.</p>	<p>By 2027 Bairns Hoose model is implemented in Tayside that reflects the urban and rural mix across the region as well as the need to provide pre and post support to families involved in the Child protection process in locations that suit them.</p>

to trauma informed recovery, support and justice.				
1.5 Joint investigative interviews statements are of a sufficiently high standard that they can be used as Evidence in Chief and contribute to the range of improvements being made to remove the need for children to give evidence in court and so reduce the potential of further trauma for child victims and witnesses.	Tayside Plan for Children, Young People and Families  Training arrangements have been established	Introduce the Scottish Child Interview Model (SCIM) for children and young people.	1.5a We will establish SCIM oversight and implementation groups.  1.5b Initial training will be attended by identified workers in the service.	A 'soft borders' model has been agreed with other Tayside Local Authorities and will commence on the completion of training in May 2024.
1.6 UNCRC Decision makers and duty bearers in Scotland must now work towards embedding and respecting children and young people's rights in every aspect of Scottish life. We want Scotland to be the best place in the world to grow up and this is now an incredible opportunity to make that a reality.	Leading the Promise Group well established and attended.  Audit and evaluation findings.	All children and young people will have access to information in respect of their rights. Staff will work in a rights-based manner and ensure that children's rights are at the heart of every decision made.	1.6a We will launch our website which will contain content presented in a child centred way and progress publication of written information and e-leaflets and be accessible for children, young people and families.  1.6b We will provide training to our staff to ensure our written documents are accessible to children.  1.6c We will launch our new Child friendly complaints policy - <a href="#">New child friendly complaints scheme (sharepoint.com)</a>	Range of digital interactive communication options will be available to children and families to communicate and be partners to their plans.

# Children, Families & Justice

## 2. FAMILY

We will ensure that where children are safe in their families and feel loved, they must stay. Families will get support together to nurture that love and to overcome difficulties that get in the way.

National Context	Local context	Outcomes	24/25 Targets	Stretch aims – March 2027
<p>2.1 Self-directed Support Improvement Plan 2023-27.</p> <p>Self-directed Support: Framework of Standards.</p>	<p>Review the implementation and delivery of self-directed support for families and children with disabilities in Angus.</p>	<p>2.1a Develop self-directed support approaches for children and families, to support a wider group of children and young people to exercise control over supports and services that will keep children at home with their family.</p> <p>2.1b Extend the use of Self-Directed Support for children with disabilities, including development of Option 2 and expanding local Option 3 offer, to deliver choice and control for individuals and families.</p>	<p>2.1a We will review SDS processes.</p> <p>2.2b We will establish an in-house Option 3 outreach service.</p>	<p>We will embed a strength based, self-directed approach for all families engaged in children's social work and social care.</p> <p>Families with children with disabilities feel supported and have services which can meet their needs and preferences.</p>
<p>2.2 Getting it right for every child, whole family wellbeing fund policy states:</p> <p>“The vision is for family support to be readily available to families that need it. We want to make sure that families are able to access the help they</p>	<p>52 women were supported by Glen Clova in 2022-23.</p> <p>Following a review of cases where there had been non-accidental injuries to children, concluded Improvement required in the involvement and engagement of men in caring roles; Involving Dad's</p>	<p>2.2a Expanding reach of gender specific services to new and expectant mums.</p> <p>2.2b Expand our work around Involving Dads to include development of gender specific services for men.</p>	<p>2.2a We will increase the number of women supported by Glen Clova.</p> <p>2.2b 50% of women supported will have children in their care.</p>	<p>All children open to social work services will have a care plan in place which offers direct trauma responsive support for parents in their own right.</p>

<p>need, where and when they need it. This will enable us to create a Scotland where more children will only know care, compassion and love, and not a 'care system'"</p>	<p>local group established in response.</p>		<p>2.2c We will explore the option for piloting a gender specific model for men.</p>	
<p>2.3 Equally Safe: Scotland's strategy for preventing and eradicating violence against woman and girls was refreshed in 2023 with the following three priorities being outlined:</p> <p>Achieving greater gender equality, intervening early and tackling perpetrators.</p>	<p>Safe and Together model for working with children who experience domestic abuse is well established in social work services.</p> <p>A thematic audit in 2022 highlighted significant improvement in local practice. Some areas of practice require further improvement.</p> <p>In 2023 domestic abuse was recorded as a factor in 52% of Child Protection Registrations. This is an increase compared to previous years. This may be due to improvements in identification.</p>	<p>2.3a Survivors (predominantly women) and children who experience domestic abuse will be supported to remain together where it is safe for this to happen. Perpetrators of domestic abuse will be supported through intervention that promote behaviour change.</p>	<p>2.3a We will offer Safe and together development opportunities to all staff.</p> <p>2.3b Justice and Childrens services will work together to provide behaviour change programmes for perpetrators.</p>	<p>All assessments and care plans where domestic abuse is a feature will demonstrate good practice principles when working with domestic abuse.</p> <p>Victims of domestic abuse including children, will feel seen and heard and supported to exercise choice.</p> <p>Perpetrators will be able to access behaviour change supports.</p>

# Children, Families and Justice

## 3. CARE

When it is not possible for our children to live with their family, they must be able to live with their brothers and sisters as long as it's safe. They must belong to a loving home and stay there for as long as possible.

National Context	Local context	Outcomes	24/25 Targets	Stretch aims – March 2027
<p>3.1 Getting It Right for Kinship Care.</p> <p>The Independent Care Review.</p> <p>The Promise.</p>	<p>Kinship Care Service Review outcomes.</p> <p>Kinship Care Consultative Group.</p>	<p>3.1a The outcome of formal Kinship service review will be embedded into practice.</p> <p>3.1b We will strive to 'Keep The Promise' by enabling more children to remain in their local communities, within kinship care.</p>	<p>3.1a Increase our number of kinship placements.</p> <p>3.1b Increase participation in Kinship Care Consultative Group.</p>	<p>Where children are living in kinship placements, kinship carers will minimally receive the same level of support as approved foster carers.</p>
<p>3.2 The Promise requires care providers to create new approaches to supporting children and young people so that all Scotland's children grow up loved, safe and respected.</p>	<p>62% of our care experienced children were placed within Angus in 23/24.</p>	<p>3.2a Increase capacity within our children's residential estate.</p> <p>Enable children to remain in Angus, close to their local communities.</p> <p>Disruption to schooling is minimised.</p> <p>Reduce reliance on external residential providers.</p>	<p>3.2a We will agree a project plan for expansion of residential estate.</p>	<p>Reduction in use of external providers.</p> <p>Continue to embed trauma informed models of care through ongoing staff training and development, across the children's residential estate.</p>
<p>3.3 PACE</p> <p>The Permanence and Care Excellence (PACE) programme is delivered at the Centre of Excellence for Looked After Children (CELCIS), by</p>	<p>Care Inspectorate recently graded our fostering and permanence service as a 5 (very good).</p> <p>Thematic review of children's experience of coming into care in 2022 identified improvement actions to be</p>	<p>3.3a Improve our approach to permanency planning for children who require alternative permanent care – ensure that plans are actioned timeously.</p> <p>3.3b We will improve the</p>	<p>3.3a Establish local data set and data reporting</p> <p>We will process map our current practice and create an action plan of improvements from this.</p> <p>3.3b We will develop a short life working group which is</p>	<p>Increase in children progressing to adoptive and permanent placements within 12 months of being identified as children in need of permanent alternative care.</p>

<p>Scottish Government funding.</p> <p>The aim is to enable more looked after children to experience permanence. This means providing them with stability, including secure and nurturing relationships, in a setting that continues to adulthood.</p>	<p>taken forward.</p>	<p>experiences of children coming into our care from the planning stage through to permanence decision stage whether that be home or an alternative.</p>	<p>practitioner led to consider the challenges and identify possible solutions.</p>	
<p>3.4 Promise – Scotland will stop the practice of separating brothers and sisters – these relationships will be cherished and protected across decision making.</p> <p>National definition of brothers and sisters has been agreed.</p>	<p>We have an active Leading the Promise Group which has oversight of the Angus Promise Plan</p> <p>Tayside Regional Improvement Plan</p>	<p>Increase number of children who are placed together with brothers and sisters.</p>	<p>3.4a) We will implement the National definition of brothers and sisters</p> <p>3.4b) We will Implement national data reporting requirements.</p>	<p>Brothers and sisters (as defined) are more routinely placed together</p>

# Children, Families and Justice

## 4. PEOPLE

The people in our workforce must be supported to develop relationships with the children we care for and those in the wider community. They must be supported to listen and be compassionate in their care and decision making.

National Context	Local context	Outcomes	24/25 Targets	Stretch aims – March 2027
<p>4.1 To implement the Promise, the vision requires a skilled and valued workforce with a focus on prevention, early intervention and enablement.</p>	<p>We have established a Whole Service Development Program</p> <p>Council workforce strategy</p> <p>Staff recruitment and retention has become an issues within the last 12-18 months and continues to present challenges.</p>	<p>Extend our approach to whole service development by providing a range of opportunities to bring the workforce together to develop in respect of social work.</p>	<p>4.1a We will further develop staff recruitment and retention rates.</p> <p>4.1b We will introduce the qualifying social worker posts.</p>	<p>Vacancy rates will reduce to less than 8%</p>
<p>4.2 Social Work Education Partnership has a focus on developing national and regional infrastructures to support the introduction of the mandatory NQSW year and the Advanced Practitioner Framework.</p>	<p>We currently have an established NQSW program which is successful.</p> <p>We have a workforce development steering group however this requires to be broadened to meet the needs of all staff within the service including paraprofessional roles and retention of experienced staff.</p>	<p>Expand support to staff in respect of evidenced based intervention to improve outcomes for families and provide assurance on child protection processes.</p>	<p>4.2a We will collate details of models of intervention currently being used with families.</p> <p>4.2b We will develop an Intervention Strategy with a clear set of standards for all staff to follow.</p>	<p>We will develop and embed a Whole Service Training strategy including advanced practice opportunities</p>



# Children, Families and Justice

## 5. SCAFFOLDING

Children families and the workforce will be supported by a system that is there when it is needed that will help, support and provide accountability.

National Context	Local context	Outcomes	24/25 Targets	Stretch aims – March 2027
<p>5.1 National trauma informed workforce</p> <p>National work will commence before the end of this year and early next year with a small number of local authorities. This approach will allow the programme to develop in response to early feedback before moving onto schedule a full programme of support to a wider group of services later in 2024 and beyond.</p>	<p>Developing trauma informed practice is identified as a priority within Angus Council's Workforce Plan.</p> <p>Internal work led by Justice and Resources.</p> <p>Some staff within Children, Families and Justice are trained in trauma informed/responsive approaches.</p> <p>Embedding trauma informed practice is identified as a priority for Education and Lifelong Learning within the Angus Education Plan, 2022-27.</p>	<p>Extend and implement trauma informed and trauma responsive approaches to practice within the directorate.</p>	<p>5.1a We will develop a Social Work specific action plan to further extend trauma informed practice.</p>	<p>We will increase % staff trained in a trauma informed/responsive approaches</p>
<p>5.2 The Scottish government produced the 3-step improvement framework for Scotland's public services in 2013 which has been embedded into practice across many organisations, mainly NHS.</p>	<p>A Quality and Improvement team was established in 2022 and has been supporting improvement projects across the Directorate.</p>	<p>Develop performance led service design strategy using the Model for Improvement methods.</p>	<p>5.2a We will review the Quality and Improvement service delivery model to allow for expansion of targeted support to the workforce.</p>	<p>The Model for Improvement framework will be used systematically to support fundamental changes to practice when required.</p>

# Children, Families and Justice

## 6. JUSTICE

National Context	Local context	Outcomes	24/25 Targets	Stretch aims – March 2027
6.1 National trauma informed workforce	<p>We currently offer our own domestic abuse perpetrator programme, the Fergus Programme, and have plans to move towards using the national and accredited model, the Caledonian Programme, if funding becomes available from the Scottish Government.</p> <p>We have run the full Connecture programme once as part of the National pilot, with a successful completion rate of 84%.</p>	<p>We will develop and improve a range of interventions available to our service users which will improve individual outcomes.</p> <p>We will make changes to the programme as directed by the evaluation of the pilot and service user feedback</p>	<p>1a)</p> <p>Review, develop and improve current programmes 2024-25, covering the whole scope of Justice interventions according to risk/need.</p> <p>We will offer the connecture programme three times within 24/25</p>	<p>Domestic Abuse Perpetrator Programmes: Caledonian – to bring consistency alongside neighbouring authorities (Aberdeenshire, Dundee, Perth &amp; Kinross) by partnering with Dundee, Perth &amp; Kinross to implement the Caledonian System. Lack of further investment by the Scottish Government remains a barrier to implementation in Angus.</p> <p>To provide a gender specific, trauma informed groupwork programme for men. We will offer this to all Justice service users regardless of other programmes they may be required to undertake. We will ensure every group has a service user facilitator in addition to trained staff.</p>
6.2 Promote early Interventions and reduce the number of people being remanded in custody	Justice Services offer needs assessments to those held in Police and Court cells prior to attending Court, via Arrest Referral. We also offer bail supervision assessments.	We will improve our approaches to early interventions and bail supervision, providing support to those willing to engage.	<p>Offer every Angus resident in police custody and/or Court cells an Arrest Referral Assessment during 2024-25.</p> <p>Respond to all requests for bail supervision assessments 2024-25 and raise awareness of this service to the Procurator Fiscals Office,</p>	To provide Angus residents with support at an early opportunity, either via signposting to relevant services or from Justice staff directly. We also aim to raise awareness with the PF Office and solicitors regarding bail assessments / Bail supervision as a positive option.

			local solicitors and the Sheriffs.	
6.3 The ambition is for a UK wide Multi-Agency Public Protection System (MAPPS) to support real time information sharing in respect of people convicted of sexual and high risk violent offences	We currently operate ViSOR (Violent and Sexual Offenders Register) the data base used by MAPPA partners but specifically the police. Angus business support currently copy over casenotes from our Carefirst System with no social workers or managers accessing ViSOR	We will have sufficient trained workforce to deliver MAPPS effectively with the aim of supervising social workers using the system regularly	We will work with and influence the national project group for MAPPS and prepare for implementation in line with national timeline	An integrated public protection system will support public safety

# Children, Families and Justice

## How do we know how we are doing?

Indicator	Performance 2018-19	Performance 2019-20	Performance 2020-21	Performance 2021-22	Performance 2022-23	Ambition
<b>HEADLINE NATIONAL MEASURES</b>						
Proportion of children being looked after in the community (LGBF)	89.8%	89.5%	90.4%	82.5%	83.8% (interim)	Increase
CHN23 – Proportion of looked after children with more than 1 placement last year (LGBF)	24.2%	27.9%	30.9%	32.2%	30.0% (interim)	Reduce
Rate of children on child protection register per 1,000 children	7.5	6.9	6.0	5.3	2.0	Observe
Rate per 1,000 of looked after children	11.3	12.4	11.9	10.0	12.9	Observe
<b>LOCAL SERVICE DEMAND MEASURES</b>						
Number of Child Concern Reports	2216	2207	2049	2043	2202	Observe
Number of Referrals		1422	1836	1779	2002	Observe
% of children looked after and accommodated in kinship care	27%	22%	26%	23%	23%	Increase
Number of children and young people supported to live with kinship carers (including not formally LAAC )	New Measure				129	Increase
Number of children's permanence plans considered or reviewed at Panel	19	10	15	21	14	Increase
Number of women supported by Glen Clova project	N/A	23	46	66	52	Increase
<b>WORKFORCE MEASURES</b>						
% vacancy rate – social work posts						Decrease
% of staff leaving within the first 2 years	New measure for 2022-23				50% left in first 2 years	Decrease
% of directorate staff trained in trauma-informed/responsive approaches	New Measure					Increase
% staff participating in Safe and Together training	New Measure					Increase
<b>JUSTICE MEASURES</b>						
No. of Justice social work reports completed in Glen Isla	49	58	36	61	61	Increase
% CPO successful completion rates	77.5%	84.1%	81.2%	82.0%	85.3%	Increase

<b>Number of bail supervision commenced</b> <b>*numbers suppressed to avoid identification</b>	*	5	*	*	6	Increase
<b>CARE-EXPERIENCE AND EDUCATIONAL OUTCOMES</b>						
<b>% of care-experienced school leavers achieving 1 or more awards at SCQF Level 5</b>	48.0%	46.4%	42.3%	66.2%	45.0%	Increase
<b>% of care-experienced school leavers achieving 1 or more awards at SCQF Level 6</b>	12.0%	17.9%	23.1%	19.4%	10.0%	Increase
<b>% of care-experienced school leavers achieving 5 or more awards at SCQF Level 3</b>	64.0%	53.6%	38.5%	64.5%	45.0%	Increase
<b>% attendance of primary school children who are looked after at home</b>	89.0%	87.4%	91.3%	91.7%	91.6%	Increase
<b>% attendance of primary school children who are looked after away from home</b>	94.8%	93.6%	93.8%	94.0%	93.2%	Increase
<b>% attendance of young people at secondary school who are looked after at home</b>	64.1%	56.4%	69.1%	61.0%	54.2%	Increase
<b>% attendance of young people at secondary school who are looked after away from home</b>	89.5%	90.1%	94.2%	88.1%	87.6%	Increase

# Children, Families and Justice

## Glossary

CARM	Care and Risk Management
CPPM (ICPPM)	Child Protection Planning Meeting (Initial Child Protection Planning Meeting)
CYP	Children and Young People
FGDM	Family Group Decision Making
MAPPA	Multi-Agency Public Protection Arrangements
MAPPS	Multi-Agency Public Protection System
SCIM	Scottish Child Interview Model
SDS	Self-Directed Support
VISOR	Violent and Sex Offenders Register