

## Communications objectives

- To support the work and outcomes of the Review Group and what it delivers
- Highlight Activity of the Review Group
- Communicate actions taken and learning implemented
- Identify stakeholders for communication of completion of actions
- Keep stakeholders informed
- Identifies key documentation, policies or/and processes to be shared

### Stakeholders

Elected Members  
Parents and Pupils  
Scottish Borders Council Departmental Staff  
Council Management Team  
HMle  
Local MSPs / MPs  
Partners – Police / NHS  
General Public

### Stakeholders

Public Protection Committee  
Child Protection Unit (CPU).  
School Child Protection Co-ordinators  
Trade Union Representatives  
Critical Services Oversight Group  
Public Protection Committee  
Child Protection Delivery Group  
Education Scotland

## Potential issues and risks

- Controlling the narrative once information has been shared

## Outline communications messaging from page 2

Date	Actions	Key Messages	Ongoing monitoring	Ownership	Supporting Documents
<p>Completed June 2022</p>	<p><b>Overarching Governance Actions</b></p> <p>To create a Review Group to: lead agreed improvements and ensure delivery; agree terms of reference; create clear reporting mechanisms demonstration progression of required actions.</p> <p>Involvement and engagement with Scottish Government agencies to ensure high quality and best practice.</p> <p>Open and ongoing communications with local partners and key stakeholders ensures collective responsibility (e.g Police, Health).</p> <p>Internal review processes, including inspection activity has been undertaken in schools and settings to observe learning and teaching, consultations with stakeholders to assess capacity for improvement, support monitoring have been undertaken on a rolling programme.</p> <p>Reporting on quality improvements across all educational establishments is remitted to the Education Sub-Committee and will be a regular agenda item of this committee. Appropriate levels of assessment and scrutiny of provision are in place and providing assurance.</p>	<p>Scottish Borders Council can demonstrate robustness and momentum in the delivery of all actions associated with the Inquiry.</p> <p>SBC undertake self-assessment to identify and plan improvement for all Specialist Provisions across the Scottish Borders and work with the Care Inspectorate and Education Scotland to ensure robust inspection and learning.</p> <p>All SBC Schools provisions undertake annual self-evaluation and complete standards and quality reporting.</p> <p>SBC use National Quality Indicators taken from How Good Is Our School HGIOS (4) to benchmark areas of strength and development needs across a range of standards and to provide an evaluation grade against each.</p> <p>Quality Improvement Officers monitor progress against the action plans.</p>	<p>Improvement plans setting out how the identified priorities for improvement have been created for session 2022/23</p> <p>Actions are part of an ongoing cycle of review and improvement with reporting being undertaken on an annual basis.</p>	<p>Chief Executive</p> <p>Director – Education &amp; Lifelong</p> <p>Critical Services Oversight Group (CSOG)</p>	<p>Standards and Quality reports and Improvement Plans for all schools (settings) are available through individual schools.</p> <p>Letters issued to parents following HMle follow through inspection visits.</p>



Date	Actions	Key Messages	Ongoing monitoring	Ownership	Supporting Documents
July 2022 extended to December 2022	<p><b>Review and Improvements to Child Protection training for staff</b></p> <p>SBC has reviewed all delivery mechanisms for Child Protection training to ensure effectiveness. Training delivery will be moderated against best practice.</p> <p>SBC has develop a full training matrix for Child Protection. This should also include an assessment of the long term capacity required to deliver training.</p> <p>The Adult Support and Protection and CP Training and Quality Assurance Team have considered feedback from course participants regarding method of course delivery and interactive tools used within online training sessions.</p> <p>Criteria for delivering courses online or in the classroom have been agreed with the Training and Development Delivery Group:</p> <p>The majority of courses will continue to be delivered online through MS Teams</p> <p>Courses will be delivered as face to face classroom courses where:</p> <p>They are Tier 3 or above on the training matrix</p>	<p>SBC reviews and where required improves its child protection training for staff.</p> <p>Embedded in SBC training is the understanding that the safety and wellbeing of children is of paramount importance and that children have the right to be protected from harm and abuse.</p> <p>SBC staff are able to identify Child Protection matters.</p> <p>SBC demonstrate strong understanding of how and when to report Child Protection matters.</p> <p>SBC training matrix identifies the appropriate level, content, delivery mechanism and frequency, reflecting the needs of differing staff groups.</p> <p>SBC Critical Services Oversight Group (CSOG) supports SBC to have confidence that all staff across the organisation fully understand their individual responsibilities regarding Child Protection.</p> <p>The quality assurance function of the SBC training team ensures that all actions in relation to child protection training are benchmarked against best practice nationally and across all agencies.</p>	The Training and Delivery Group will deliver training and review and update to ensure it is relevant and responsive to need.	<p>Director – Education &amp; Lifelong Learning as Chair of the Public Protection Committee</p> <p>Sub Group (Training &amp; Delivery Development)</p> <p>Director – People, Performance &amp; Change</p> <p>Review Group</p> <p>Director – Education &amp; Lifelong Learning</p>	



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	<p>The content requires engaging with a range of written source materials (eg case studies or assessment tools)</p> <p>Trainers are specifically required to confirm engagement as part of an accreditation process (this is currently not applicable to Child Protection training).</p> <p>The Public Protection Committee (PPC) has agreed a Joint Learning and Development Framework, which identifies learning outcomes and knowledge and understanding indicators for four workforce groups, dependent on the nature and frequency of contact with children and families. This tool enables services/managers to identify the appropriate training for their staff across all roles.</p> <p>The Child Protection Training and Development Officers are promoting this tool to Team Managers across Education, Health, Social Work and Social Care, and are available for consultation and advice.</p>	<p>The training Development and delivery group have responsibility for all aspects of training in respect of Child Protection and will ensure that all training continues to reflect best practice and is responsive to national and local key priorities and messages.</p> <p>SBC training is planned to provide appropriate levels of learning relevant to role and function in each organisation and is undertaken as appropriate stages proportionately.</p> <p>SBC ensure all relevant Council staff undertake training and monitor compliance.</p> <p>Independent external inspection will be put in place to review the effectiveness of SBC Child Protection training</p>			



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January 2022	<p><b>Child Protection Procedures SBC reviews and seeks to improve the Scottish Borders Child Protection Procedures</b></p> <p>SBC is involved with joint review with City of Edinburgh, East Lothian, Midlothian and West Lothian councils, and has establish regular updates on the progress of this work with CSOG.</p> <p>The key outcomes of the recommendation have been incorporated into the ongoing joint review into the council’s Child Protection guidance and procedures. This reflects the recent changes to National guidance.</p> <p>SBC will Conduct a review of all training content to ensure it reflects the changes to the new Procedures.</p> <p>Audit existing tools and processes for communicating with parents.</p> <p>Implement process to record information into HR Case Management System of staff referred to the CPU. Guidance and access rights to a shared site between SBC and PPS. It is intended that the guidance and site will be used for Child Protection and Adult Support and</p>	<p>Scottish Borders Child Protection Procedures embed understanding that the safety and wellbeing of children is of paramount importance and that children have the right to be protected from harm and abuse.</p> <p>SBC Child Protection procedures expressly emphasise, or make clear, the wider significance of child protection beyond the risk of immediate harm.</p> <p>SBC Child Protection procedures emphasise the core principles of individual responsibility; the responsibility to report any child protect matters; are clear on the appropriateness of reporting in situations of any concern; make clear that harm can arise in any setting, including in the workplace.</p> <p>SBC Child Protection procedures and guidance are accessible, reviewed regularly and communicated effectively.</p>		<p>Director – Education &amp; Lifelong Learning as Chair of the Public Protection Committee Sub Group (Training &amp; Delivery Development)</p> <p>Director – Education &amp; Lifelong Learning</p> <p>Director – People, Performance &amp; Change</p> <p>Review Group</p>	<p>Scottish Borders Child Protection Procedures</p> <p>National Child Protection Guidance</p>



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	Protection concerns, not just Child Protection concerns.				
	<p><b>Disciplinary Procedures and Guidelines on Conducting Investigations</b></p> <p>The Council has and will continue to review and improve its Disciplinary Procedures to provide guidance as to the seriousness of inappropriate conduct involving children when considering of what amounts to misconduct and gross misconduct.</p> <p>The Disciplinary Procedure has been revised to highlight that inappropriate conduct towards a child may constitute gross misconduct or misconduct.</p> <p>It is specifically highlighted that consideration should be given to whether inappropriate conduct involving a child constitutes gross misconduct.</p> <p>This has also been extended to cover inappropriate conduct towards an adult at risk.</p>	<p>SBC has robust disciplinary Procedures and Guidelines which are fit for purpose and applied proportionately and appropriately.</p> <p>SBC guidelines ensure that all disciplinary procedures are carried out in a fair, open and transparent way and are effective in fulfilling their purpose.</p> <p>SBC ensure all disciplinary matters are dealt with appropriately and are suitably focussed on the child as an individual, taking due consideration of this when considering the severity of the allegations.</p> <p>SBC disciplinary investigations are conducted by suitably trained officers.</p>	<p>SBC will continue to benchmark against other organisations and best practice.</p> <p>The policy will be reviewed at least every two years in accordance with the rolling HR policy review schedule. Next review: March 2024, or sooner if circumstances require.</p>	<p>Director – People, Performance &amp; Change</p>	<p>Revised Disciplinary Procedures for Misconduct.</p>



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	<p><b>SBC have reviewed and improved the processes for communication with parents of children with communication challenges</b></p> <p>Created a template for Commissioning Managers to complete and issue to the appointed investigator.</p> <p>Update the Disciplinary Procedures and Guidelines to require Commissioning Managers to provide Investigating officers with a copy of those Procedures and Guidelines, along with a copy of the completed template, prior to the commencement of any investigation.</p>	<p>SBC staff are engaged in meaningful dialogue with parents of children with communication challenges, including their welfare and learning in order to allow children to reach their full potential and ensure safeguarding.</p> <p>SBC will ensure that all disciplinary proceedings are carried out in a fair, open and transparent way and are effective in fulfilling their purpose:</p> <p>SBC investigating officers are fully aware of the remit of their role and the responsibilities that that holds.</p>		<p>Director – Education &amp; Lifelong Learning</p>	<p><b>Disciplinary Procedures and the Guidelines</b></p> <p><b>Commissioning Managers Template</b></p>



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	<p><b>SBC reviews its corporate position on the disclosure of information raised in disciplinary proceedings that relates to inappropriate conduct involving children</b></p> <p>The Disciplinary Procedures and Guidelines have been updated to include the option of commissioning an external investigator if required.</p> <p>Guidance for the appointment of investigators has been created to ensure the appropriate skills and background are considered depending on the nature of the allegations.</p>	<p>SBC fulfils its duty of care, by ensuring any allegations or concerns regarding children are shared timeously with parents, or those who care for children.</p> <p>SBC ensures that disciplinary investigations are conducted by suitably trained officers.</p>		<p>Director – Education &amp; Lifelong Learning</p> <p>Chief Legal Officer</p>	





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	<p><b>Review and improves the process of management decision making</b></p> <p>The Council reviewed or established protocols as regards the recording:</p> <p>of internal meetings and reasons for advice tendered, or decisions taken.</p> <p>Created protocol that establishes all HR disciplinary related information must be held in the HR Case Management System. Implement and train managers regarding this.</p> <p>Created a process for ensuring that the rationale for Disciplinary investigation decisions is appropriately recorded in the HR Case Management system. Implement and train managers regarding this.</p> <p>Undertaken a review of data retention protocols in relation to HR records whilst ensuring alignment to other policies and protocols, including ACAS guidance.</p> <p>Considered an approach to record, store and retain professional advice given between areas of the Council when relating to children or HR matters, being</p>	<p>SBC have established suitable protocols to ensure it can appropriately recall and evidence documents and rationale for its decision-making in relation to HR matters and matters involving children.</p>		<p>Director – People, Performance &amp; Change</p> <p>Senior Information responsible Officer (SIRO)</p> <p>Director – Social Work &amp; Practice</p>	



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	<p>clear of the status of the advice</p> <p>Ensured there is a clear process where any referrals concerning a staff member to the CPU is by default copied to the HR Case Management System (failsafe measure)</p>				
	<p><b>SBC Council is compliant with its statutory responsibilities</b> In terms of the Protection of Vulnerable Groups (Scotland) Act 2007.</p>			<p>Director – People, Performance &amp; Change Senior Information responsible Officer (SIRO)</p> <p>Director – Social Work &amp; Practice</p>	
<p>From May 2022 - Ongoing</p>	<p>SBC ensure all additional learning and opportunities from the Inquiry Report are identified and implemented.</p>			<p>Director – Education &amp; Lifelong Learning</p> <p>Director – People, Performance &amp; Change</p> <p>Chief Executive</p>	

