

National Public Protection Leadership  
Group Newsletter  
January 2025



Welcome to the first e-update of the National Public Protection Leadership Group (the “NPPLG”). This update covers the first four meetings of the Group which were held on 25<sup>th</sup> June, 27<sup>th</sup> August, 29<sup>th</sup> October and 17<sup>th</sup> December. It aims to provide you with some context to the establishment of the NPPLG and a flavour of these initial meetings. We, the NPPLG, will write out to you after each future meeting to share with you a summary of what we’ve discussed, decisions that we’ve taken, and updates on pieces of work that we are supporting or leading. We hope you find these updates helpful and welcome any feedback and suggestions regarding the content.

## **Establishment of the NPPLG**

The NPPLG was formed following discussions of the multi-agency SOLACE (Society of Local Authority Chief Executives) Public Protection Group, a group which was set up to consider what might happen for public protection in the event of the National Care Service being established. The SOLACE Public Protection Group provided a forum for very positive dialogue with Scottish Government colleagues in understanding the interconnections between policy setting at national level and implementation and delivery at local level. These discussions identified a gap in national multi-agency leadership of Public Protection in Scotland and the NPPLG was established to address this gap. With the establishment of the NPPLG, the SOLACE Public Protection Group has ceased.

The NPPLG, the remit of which includes Child Protection, Adult Support and Protection, Violence Against Women and Girls, Multi-Agency Public Protection Arrangements (MAPPA), Alcohol and Drug related harm/deaths, and Suicide Prevention, will:

- act as a multi-agency forum to drive continuous improvement of public protection arrangements across Scotland through creating a supportive environment for the sharing of best practice and the development of national initiatives, with due regard to capacity; and
- provide a space for local and national public protection leaders to help bring more coherence and simplification to public protection policy, as well as ensuring its interconnectivity with related activity on prevention and early intervention, as part of Scotland’s whole systems approach to improving outcomes.

The creation and development of the NPPLG will rely on the commitment of public protection leaders in Scotland to the purpose of securing improvements across Scotland.

The agreed Terms of Reference for the group can be found at Appendix 1 of this Update.

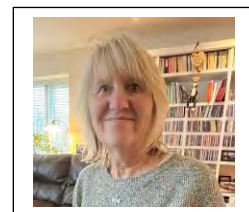
## Meet the members of the NPPLG

Our members represent agencies and partnerships from across core areas of 'public protection'.



**Angela Scott** is Chair of the NPPLG, representing SOLACE. Angela is Chief Executive of Aberdeen City Council, and chairs the City's COG.

**Elaine Torrance** represents the national Adult Support & Protection (ASP) Conveners group, as Chair of that group. Elaine is also Independent Convener of Dundee Adult Protection Committee.



**Tam Baillie** is on the NPPLG representing CPC (Child Protection Committees) Scotland.



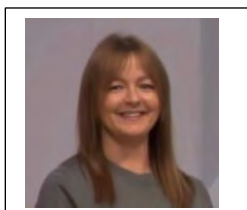
Alison White

Carron  
McDiarmid



Tracey McFall

**Alison White**, Chair of West Lothian ADP, **Carron McDiarmid**, Independent Chair of Highland ADP, and **Tracey McFall**, Independent Chair of Argyll & Bute ADP will take it in turns to represent ADPs on the NPPLG.



**Sophie Gwyther** represents Violence Against Women & Girls Partnerships on the NPPLG. Sophie is Chair of the national VAWG network and a member of the Equally Safe Joint Strategic Board, and lead officer for Dundee City VAWP.



Alan



Lynsey Smith

**Alan Small** and **Lynsey Smith** will take it in turns to represent MAPPA Strategic Oversight Groups (SOGs) on the NPPLG, being Chairs of Tayside and Glasgow MAPPA SOGs respectively.

TBC

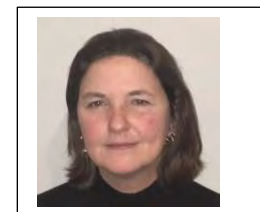
TBC represents HSC (Health & Social Care) Scotland on the NPPLG.

**Julie White**, Chief Executive of NHS Dumfries and Galloway, represents NHS Board Chief Executives on the Group.



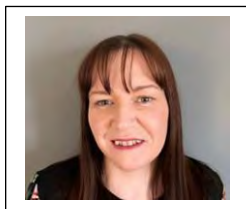
**Eddie Docherty** represents Scottish Executive Nurse Directors on the NPPLG. Eddie is Executive Nurse Director in NHS Lanarkshire, and Vice Chair of the NPPLG.

**Fiona Duncan**, Chief Social Work Officer for Highland, represents Chief Social Work Officers on the Group.



DCS **Sarah Taylor**, Head of Public Protection at Police Scotland, represents Police Scotland on the NPPLG.

**Jon Henderson**, in his role as Assistant Chief Officer, Director of Prevention, Protection and Preparedness, represents Scottish Fire and Rescue Service on the NPPLG



**Nicola Dickie**, Director of People Policy at CoSLA (Convention of Scottish Local Authorities) represents CoSLA on the Group

Donna Bell



Scottish Government will be represented on the NPPLG by the following:

- **Donna Bell**, Director of Social Care and National Care Service Development

- **Andrew Watson**, Director for Children & Families

Andrew Watson



Iona Colvin



- **Iona Colvin**, Chief Social Work Adviser

- **Sinead Power**, Unit Head, Public Protection

Sinead Power



**Jackie Irvine**, Chief Executive of the Care Inspectorate, will represent scrutiny, inspection and investigation bodies.

Once confirmed, the Chair of the National Suicide Prevention Advisory Group will join the NPPLG.

### Development of an NPPLG Workplan

A collection of action and co-ordination is required to **understand the risk factors** which lead to vulnerability and to try and prevent the risk factors from materialising but in the event they do, to try and get upstream in our response before the devastating harm occurs. When harms do occur, it is crucial that individuals and families get the right support at the right time, and that the public protection workforce are supported and equipped to provide that support.

A key focus for us in these first few months has been the development of a workplan which will support the local task of identifying and responding to harm across the 6 core public protection areas. We have been keen to develop a workplan that is cognisant of current and planned work happening in other fora and where possible seeks to complement and build on that work. In addition, we have identified some areas of work that are new and where it may be necessary to establish new short life working groups or subgroups. To ensure the successful delivery of this workplan we will build relationships with existing groups and COGs.

We have agreed the following priorities:

- Enhancing our culture of learning through reviews
- Enhancing our culture of learning through independent scrutiny and inspection

- Enhancing our culture of learning through supporting the public protection workforce
- Tackling the difficult issues of information sharing to identify and reduce risk of harm
- Tackling the difficult issues of having the right data for improvement and assurance and risk escalation at a local and national level
- Tackling the complex intersections and pathways that services and systems create for individuals and the workforce

In September a consultation took place on the draft Workplan, with feedback sought from groups represented by NPPLG members and from local COGs. 29 responses were received from a comprehensive cross-section of sources, in terms of areas of public protection, geographical areas, and both local and national perspectives.

There was overwhelming support for the direction of travel of the draft workplan, with at least 80% of respondents agreeing with suggested prioritisation, examples of current / planned work, and the suggested role of the NPPLG, in relation to all the priorities.

The agreed workplan can be found at Appendix 2. To ensure the successful delivery of this workplan we will build relationships with existing groups and COGs. We look forward to working with, and supporting you to identify and address gaps, risks and concerns, and deliver on this workplan.

### **Summary of NPPLG discussions:**

During the initial meetings of the NPPLG, the group had in-depth discussions about the landscape of Public Protection in Scotland, and the Public Protection data that is available.

Iona Colvin, Chief Social Work Adviser, presented an overview of Public Protection in Scotland. The purpose of this was to help the group to develop a shared understanding of the Public Protection landscape and help to inform the focus of the work of this group. This highlighted the complexity and variation across the six key areas, including in relation to their statutory footing, national and local reporting and governance arrangements, and scrutiny and inspection. Following on from this, at the October meeting, Iona presented an overview of what national Public Protection data is currently available which prompted discussion in the group about the availability and use of data, what the data asks of local areas are. There is still work to be done to further develop this workstream in conjunction with COGs.

### **Future Meetings**

So far meetings have been held bi-monthly but will move to quarterly during 2025. Future meetings of the NPPLG have been scheduled for:



- Wednesday 26 February 2025
- Tuesday 29 April 2025
- Wednesday 23 July 2025
- Thursday 30 October 2025
- Tuesday 27 January 2026

### **Contact details**

Your feedback regarding this e-update, or any other matter relating to the NPPLG, is very welcome. Please email the NPPLG Secretariat: [NPPLG@aberdeencity.gov.uk](mailto:NPPLG@aberdeencity.gov.uk). If you have a matter that you would like to escalate to the NPPLG, you can do so by either contacting one of the members, or by completing the 3 minute briefing templates at Appendix 3 and sending it to the Secretariat for consideration.

## Appendix 1

### TERMS OF REFERENCE

<b>Title</b>	National Public Protection Leadership Group		
<b>Date</b>	[25 June 24]	<b>Version</b>	[9]

#### Purpose

The purpose of the National Public Protection Leadership Group ('the Group' or 'NPPLG') is to provide national multi-agency leadership of public protection across Scotland. It will act as a multi-agency forum to drive continuous improvement of public protection arrangements across Scotland through creating a supportive environment for the sharing of best practice and the development of national initiatives, with due regard to capacity. It will provide a space for local and national public protection leaders to help bring more coherence and simplification to public protection policy, as well as ensuring its interconnectivity with related activity on prevention and early intervention, as part of Scotland's whole systems approach to improving outcomes. It's creation and development would rely on public protection leaders in Scotland all committed to the purpose of securing improvements across Scotland.

<b>Meeting Frequency</b>	<b>Quorum</b>
Eight Weekly until the end of 2024, then move to Quarterly	One third of Core Membership.

#### Remit and Responsibilities

Remit to include all strands of public protection, focusing on:

- Child Protection
- Adult Support and Protection
- Violence Against Women and Girls (including Equally Safe at Work)
- Multi-Agency Public Protection Arrangements (MAPPA)
- Alcohol and Drug related harm / deaths
- Suicide Prevention

Also considering public protection interests in relevant areas such as:

- Homelessness
- Asylum Seekers and Refugees
- Human Trafficking
- Missing People

Responsibilities to include:

- Provide national multi-agency leadership of public protection.
- Develop an agreed definition and vision for public protection in Scotland.



- Work together across Scotland to consider how we can best support and drive innovation and continuous improvement across public protection in Scotland.
- Consideration of relevant data, reviews, relevant national/local reporting, triennial overview, and academic research on related matters such as poverty with a view to identifying how and where we can work together to drive improvement and share effective practice.
- Identify requirements for national policy responses to emerging risks and issues, and co-develop solutions which respond to identified barriers, and inconsistencies in practice, guidance and legislation across the different spheres of public protection.
- Support sharing of learning and best practice between Chief Officer Groups (COGs) and multi-agency partners, lifting the performance of areas to those who are considered to be implementing advanced practice, and to better understand variation.
- Support COGs to understand, from a whole system perspective, the continuum between and across prevention, universal provision, early support, and public protection.
- Contribute to the opportunity of a more joined up, public protection approach to inspection, improvement and implementation support.
- Develop an approach to the embedment of a human rights based approach to local public protection arrangements.
- Outline measures of implementation and measures of effectiveness for the delivery of public protection arrangements.

## Membership

### Core Membership:

- Convention of Scottish Local Authorities (CoSLA).
- Society of Local Authority Chief Executives (SOLACE).
- Police Scotland.
- NHS Board Chief Executive Representation.
- Scottish Executive Nurse Directors Group (SEND)
- Scottish Government (senior civil servants public protection representation)
- Scottish Government Chief Social Work Adviser, (with connections to research input via NSWA).
- Chief Social Work Officer representation.
- Representatives from Child Protection Committees Scotland and Adult Support and Protection Convenors Scotland.
- Representation from public protection areas relevant to the remit set out above. For example, the MAPPA Strategic Oversight Group, Alcohol and Drugs Partnerships (ADPs), Suicide Prevention and VAWG.
- Scottish Fire and Rescue Service (SFRS).
- Integration Joint Board (IJB) Chief Officer Representative.
- National Care Service (NCS) Board representation if no overlap in membership with NPPLG.

Those with responsibility for the inspection, investigation and assurance of public protection services including, for example, the Care Inspectorate, Healthcare Improvement Scotland, the Mental Welfare Commission, His Majesty's Inspectorate of Education; His Majesty's Inspectorate of Prisons; and His Majesty's Inspectorate of Constabulary in Scotland, will have observer status on the Group, with representative member to be agreed by those parties. The representative of the inspection bodies in attendance is expected to support the group's role in quality planning and quality improvement. It is not anticipated that participation in these discussions will compromise the formal Quality Assurance role which the inspection bodies have. In the event there is a sense of a compromise, the representative will be able to excuse themselves from the discussion.

It is expected that members will be represented at Chief Executive or equivalent levels. Deputies may attend on behalf of members and contribute to the required quorum.

Other colleagues may be invited to the Group from time to time as required, or lead, and/or be members of any subgroups established including, for example:

- Office of the Public Guardian (Scotland)
- Social Work Scotland (SWS)
- Association of Directors of Education in Scotland (ADES)
- Third Sector
- Scottish Human Rights Commission
- Public Health Scotland
- Improvement Service
- Community Justice Scotland
- Scottish Independent Advocacy Alliance
- Research community representation
- Scottish Prisons Service (SPS)
- Scottish Ambulance Service

The Group will have a mechanism for accessing lived experience which draws on national and local engagement. It will also develop mechanisms for engagement including with wider stakeholders who are not core members.

Chairing arrangements will rotate across Scottish Government, Police Scotland, NHS Scotland, and SOLACE. A vice-chair will be appointed from amongst the membership and will be different to the organisation represented by the Chair. Chair and vice chair to hold a two-year term prior to rotation.

Annex A sets out an initial illustration of the national context in which the NPPLG operates.

### **Membership Responsibilities:**

All members have the following responsibilities:

- To demonstrate personal and collaborative leadership for the sector, taking shared responsibility for tackling challenging issues and implementing change.
- To bring their knowledge and expertise to inform work on public protection.
- To consult with colleagues in their organisations, and where relevant, other organisations, before and after meetings of the Group.
- To act as advocates for improvements promoted by the Group and influence change in their own organisations and beyond.
- To identify any risks and issues which impact on the delivery of actions and to propose actions for mitigating and resolving these.
- To provide constructive challenge, and advice to the Group.
- To identify and develop opportunities for collaborative change, improvement and implementation support opportunities across all stakeholder organisations.
- To ensure that organisation appropriately support the work of subgroups.
- Certain individuals will also have specific responsibilities and these are described below.
- Chair - will provide leadership to the Group, ensuring full participation during meetings and that all relevant matters are discussed and decisions made.
- Scottish Government members – will ensure coherence with other relevant Scottish Government policy and legislative developments and ensure the Group is kept up to date with these developments.

### **Support Arrangements**

- The Chair will, in consultation with the vice-chair, arrange secretarial support to the meeting of the Group.
- It is anticipated that meetings of the group will be through Microsoft Teams.

### **Governance and Reporting Arrangements**

- All papers for a meeting of Group must be provided to the secretariat at least 7 days prior to the meeting date.
- The secretariat will publish the agenda and relevant papers 5 days before the meeting date.
- There is an expectation that each agenda item will be supported by a cover report and a clear ask of the group, and with any decisions made considering where other decision-making groups may also have a locus, either for information or where there are shared areas of interest.
- The Group will commit to reviewing the remit and responsibilities as necessary to ensure that it remains fit for purpose.
- It is anticipated that the Group will meet twice a year to feedback to CoSLA and relevant ministers. The twice-yearly touchpoints with political leaders will be in addition to the quarterly meetings of the group.
- The NPPLG will complement the work of the National Care Board and it is anticipated that there will be some overlap in membership across the two groups.



# **National Public Protection Leadership Group**

## **Workplan**

## AN INTRODUCTION TO THIS WORKPLAN

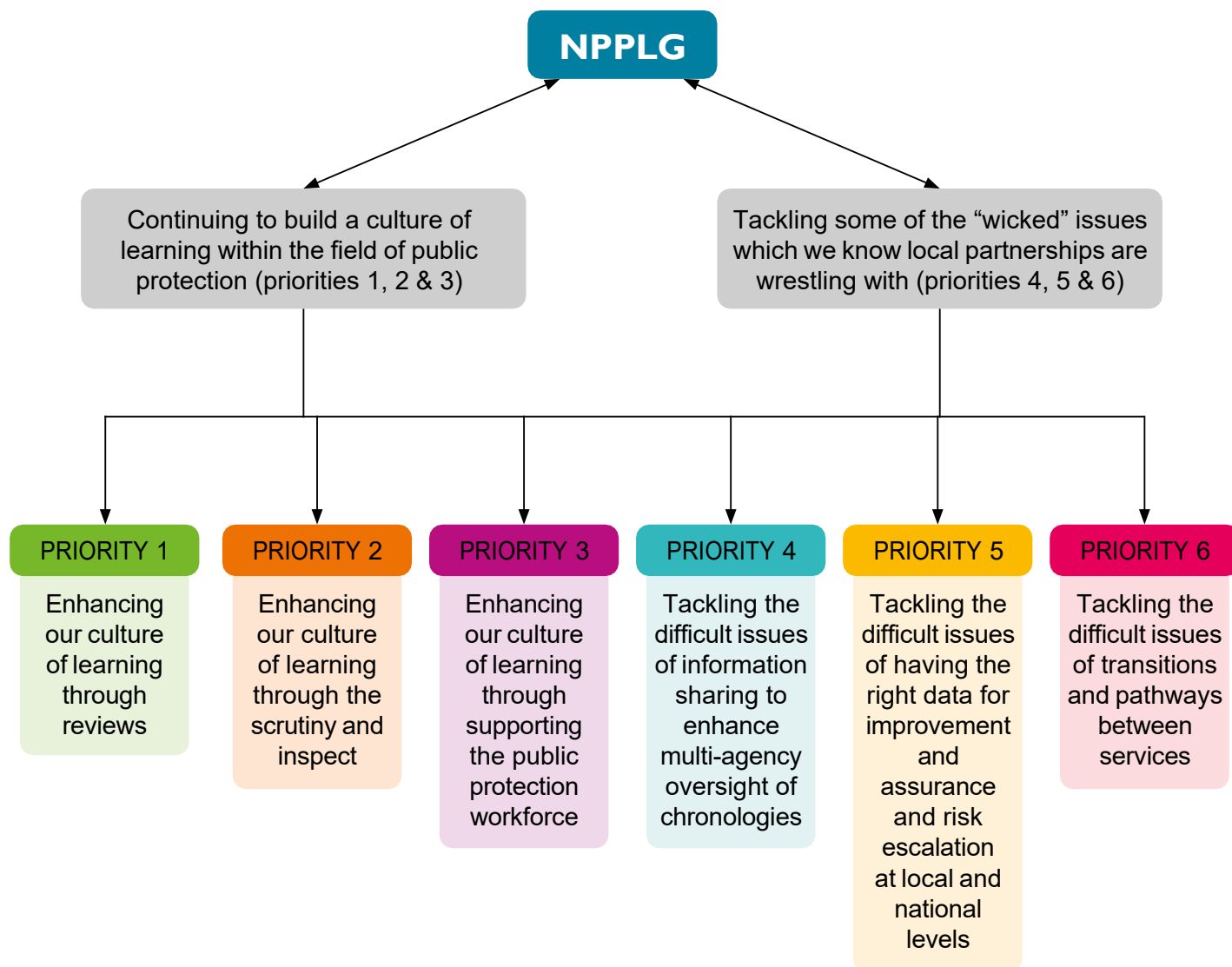
The National Public Protection Leadership Group ('NPPLG') has been established to **provide national multi-agency leadership of public protection across Scotland**. Representation on the group includes: Child Protection; Adult Support and Protection; Violence against Women and Girls; Multi-Agency Public Protection Arrangements; Alcohol and Drug related harms/deaths and Suicide Prevention. Understanding and **addressing the inter-connectedness of risk across these protection areas**, and the implications for how we can best support vulnerable individuals and families, and the workforce is central to the Groups work.

The NPPLG will act as a multi-agency forum to **drive continuous improvement of public protection** arrangements across Scotland through **creating a supportive environment for the sharing of best practice** and the development of national initiatives, with due regard to system capacity particularly within local systems. It will provide a **space for local and national public protection leaders to help bring more coherence and simplification to public protection policy**, as well as ensuring its **interconnectivity with related activity on prevention and early intervention**, as part of Scotland's whole systems approach to improving outcomes. The NPPLG is committed to embedding prevention within all priority workstreams, ensuring it is a central consideration in every aspect of our efforts. We are dedicated to incorporating the voices of lived experience into our work, recognising the importance of engaging not only those accessing public protection services but also a broader range of lived experiences to inform and enhance our approach.

The formation of the NPPLG is an **opportunity to re-energise our leadership** within the public protection system. It's creation, development and effectiveness will rely on **public protection leaders in Scotland all being committed to the purpose of securing improvements across Scotland**, working in a genuinely collaborative way across local and national colleagues. The NPPLG is well placed to have a **national view across public protection** as well as, through the active engagement with local public protection partnerships, **an understanding of the local picture**, and of emerging risks. Members of the NPPLG have developed this workplan to help the group deliver on its purpose and responsibilities as set out in the NPPLG Terms of Reference. The NPPLG recognises that much hard work is already being progressed and we intend to actively engage with local partnerships with the deliberate purpose of **seeking out the innovative practice** we know is present in local arrangements and to use the platform of the NPPLG to help share and spread that innovative practice. It also recognises that we need to continue to work together across local and national systems to improve and ensure that our public protection systems support those in our society who are most vulnerable to harm, and whose **needs cut across multiple parts of the public protection systems**.



A collection of action and co-ordination is required to **understand the risk factors** which lead to vulnerability and to try and prevent the risk factors from materialising but in the event they do, to try and get upstream in our response before the devastating harm occurs. When harms do occur, it is crucial that individuals and families get the right support at the right time, and that the public protection workforce are supported and equipped to provide that support. This workplan tries to bring support to the local task of identifying and responding to harm, through **6 priorities**. These priorities essentially try to make a contribution to:



This workplan was compiled during the second half of 2024, and was consulted on with Chief Officer Groups and organisations/networks/groups represented by NPPLG members. Over 80% of responders to our consultation on the workplan, confirmed that we had identified the correct priorities, though colleagues noted the ambition of the plan.

We will of course, continue to keep the workplan under review and will use the end of this 6th parliamentary term in 2026, to undertake a full review and commit to consulting formally on any significant revisions to the plan. Whilst we expect and hope that there will be some “quick wins”, many of the priorities outlined in the table below will take a concerted effort that will extend beyond this parliamentary term.

To further support thinking in relation to the development of the workplan:

- **Annex A** maps the NPPLG roles and responsibilities as set out in its terms of reference against the NPPLG workplan priorities.
- **Annex B** maps the NPPLG in relation to other key groups with interests across public protection.



## PRIORITY I: ENHANCING OUR CULTURE OF LEARNING THROUGH REVIEWS

Rationale for Inclusion in Workplan: If we do not collate learning, we cannot learn. If we don't implement recommendations the same things keep happening. The review landscape in Scotland is also very busy with many different review processes in place, both at single agency and multi-agency level. There is a risk that local areas struggle to meet the varying requirements for different review processes and their governance, impacting on meeting timescales and identifying learnings quickly, and risking overlap in review processes. Across the various review types there are also issues around the availability and training of reviewers. There is also a need for consistency of approaches to publication of reviews (or the learning from reviews).

Relevant Extract from NPPLG Term of Reference: Consider relevant data, reviews, national/local reporting, triennial reports, and academic research on related matters such as poverty to support and drive innovation, continuous improvement and sharing of effective practice across public protection in Scotland.

**NPPLG Sponsor:** Julie White and Elaine Torrance

Objective of NPPLG workstream: To lead a debate on extent to which we have created a culture of learning from the system of reviews we have put in place and to consider how we can improve the culture of learning across the whole system of public protection, including all partners. To better understand and address the often shared risks identified across the various reviews progressed across the public protection landscape.

Priorities for the NPPLG Workstream	Establish a new NPPLG Sub group	Complementary work being progressed by existing groups now in the ambit of NPPLG	Complementary work being progressed through local COG's which we want to support with a view to supporting the spreading of innovation
<p><u>Short Term Priority</u></p> <p>Provide feedback to the Model Development Subgroup under the Domestic Homicide and Suicide Review Taskforce on relevant aspects of the draft statutory guidance as it continues to develop over the course of 2025/26. Sections of the guidance where views of the NPPLG will be specifically sought include reference to existing reviews in relation to children and young people and adult support and protection.</p>	<p>Yes: propose a new Review Oversight Task and Finish/SLW Group</p>	<p>Joint CP and ASP Learning Review group</p> <ul style="list-style-type: none"> <li>• Focus of group (TBC but likely to include issues in relation to consistency of practice and development of joint CP/ASP LR guidance; availability and training of reviewers and how we support and have oversight of the implementation of recommendations at a local and national level).</li> </ul>	<p>Examples:</p> <p>A number of areas have governance structures in place for their reviews. Some areas have developed or are developing joint guidance and training for CP and ASP.</p> <p>Dedicated LR subcommittees reporting to Public Protection Committee with responsibility for LR process through to implementation of improvement actions.</p>



<p>Review the effectiveness and functioning of the current review system in Scotland and consider from the Domestic Homicide and Suicide Review model what a gold standard would look like, by:</p> <ul style="list-style-type: none"> <li>• Setting out the positive aspects of the proposed model and what we would want to see in common across existing reviews.</li> <li>• Stock take on the existing different “review regimes” across all the strands of public protection.</li> <li>• Consider how implementation of learning reviews recommendations are currently supported and how support can be enhanced.</li> <li>• Examining the current capacity and capability in the system to meet the demands of the current review regimes and examine – this will result in consideration of a pool of reviewers that have received standardised training etc.</li> </ul> <p><u>Medium Term Priority</u></p> <p>Identify progress priorities into the review of effectiveness and functioning of the current review system.</p> <p>Consider how/if we can streamline review landscape and/or move towards one review per incident, including considerations in relation to the developing Domestic Homicide and Suicide Review Model.</p> <p>Examine available research on how to create a learning system</p> <p><u>Longer-Term Priority:</u> TBC</p>		<ul style="list-style-type: none"> <li>• Could ask group to consider what learning is shared nationally when a LR notification does not result in a full review.</li> <li>• In the longer-term we could ask group to explore a technological solution for a repository for reviews, though this action may need to sit wider than a CP +ASP group.</li> </ul> <p>A number of other groups and work programmes are currently progressing work in the Review space. These include: SLWG of the MAPPA Development Group for SCRs; HIS/ NHS Significant Adverse Events Review Framework Group; Domestic Homicide and Suicide Review Taskforce; PHS work on suicide reviews; National Hub for reviewing and learning from the deaths of children and young people; PHS drug related deaths development short life working group.</p>	<p>Impact reviews undertaken 12 months after review is complete.</p>
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## PRIORITY 2: ENHANCING OUR CULTURE OF LEARNING THROUGH INDEPENDENT SCRUTINY AND INSPECTION

**Rationale for Inclusion in Workplan:** Stakeholders have asked that we have a proportionate inspection system, where the emphasis is on partnership's knowing themselves and planning their own improvement. Wide recognition of the need to balance between self-evaluation and external scrutiny and the accountability for implementation of inspection recommendations. Importance of considering what the future model for inspection could look like, and potential concerns around what might be involved with a public protection approach.

**Relevant Extract from NPPLG Term of Reference:** Contribute to the opportunity of a more joined up, public protection approach to inspection, improvement and implementation support.

**NPPLG Sponsor:** Jackie Irvine and TBC

**Objective of NPPLG workstream:** To support a discussion on what a future model of inspection, that best supports improvement, at a local and national level might look like. And to support discussions to ensure that we have a system of learning embedded in that approach.

Priorities for the NPPLG Workstream <sup>1</sup>	Establish a new NPPLG Sub group	Complementary work being progressed by existing groups now in the ambit of NPPLG	Complementary work being progressed through local COG's which we want to support with a view to supporting the spreading of innovation
<p><b>Short Term Priority</b></p> <p>TBC by Scrutiny, Inspection, Assurance and Regulatory Advisory Group.</p> <p>Carry out a literature review of self-evaluation frameworks that are in place/in development and consider what a public protection self-evaluation framework might look like. (This work will be undertaken by the NPPLG in addition to the work of the Scrutiny, Inspection, Assurance and Regulation Subgroup)</p>	<p>No, this work will be led by the Scrutiny, Inspection, Assurance and Regulatory Advisory Group.</p> <p>Propose that it reports regularly to the NPPLG with the NPPLG acting as a critical friend.</p>	<p>Newly established Scrutiny, Inspection, Assurance and Regulatory Advisory Group, chaired by Craig Naylor HMICS. This group sits independently of NPPLG and will keep the NPPLG updated on its work as appropriate, including through the sharing of minutes of its meetings.</p> <p>Priorities for the group:</p> <ul style="list-style-type: none"> <li>• Process for collating and sharing national themes across Public Protection.</li> </ul>	<p>Phase 2 of the joint inspection of adult support and protection (JIASP) programme has commenced. This is underpinned by the drive to blend scrutiny with improvement through close collaboration with, and input from adult protection partnerships.</p> <p>Joint inspection partners including the Care Inspectorate, Healthcare Improvement Scotland, Education Scotland and His Majesty's Inspectorate of Constabulary in Scotland are considering work which will explore and highlight innovative early intervention and prevention practice being deployed across Scotland.</p>

<sup>1</sup> The scrutiny, inspection and investigation advisory group will not sit under the direct remit of the NPPLG

<a href="#">Medium Term Priority</a> As above.		<ul style="list-style-type: none"> <li>• Consider the development of a future model of inspection - alternative more streamlined options for strategic PP inspection.</li> </ul> <p>Work that will not sit under the NPPLG but will be of interest/relevance:</p> <ul style="list-style-type: none"> <li>• Work in relation to the IRISR recommendations.</li> </ul>	<p>We are seeking to work with up to a maximum of 11 partnerships on a voluntary basis and propose to jointly undertake a programme of supported self-evaluation using quality indicator (5.7), set out in the recently published Quality Improvement Framework (QIF). The focus of this work includes core themes relating to escalation of risk management, early intervention, and prevention, convening of formal multi-agency discussions, and trauma-informed approaches.</p>
<a href="#">Long Term Priority</a> As above.			

### PRIORITY 3: ENHANCING OUR CULTURE OF LEARNING THROUGH SUPPORTING THE PUBLIC PROTECTION WORKFORCE

[Rationale for Inclusion in Workplan:](#) We want to avoid parallel trams of training and resources on GIRFEC, UNCRC, human rights, trauma-informed practice - stakeholders tell us we could more helpfully integrate these things so they are understood as part of the same person-centred approach rather than them having to attend what can be experienced as disparate strands. There is also a lack of a consistent approach to public protection training for both senior leaders and front-line practitioners. All within an extremely challenging context for the public sector.

[Relevant Extract from NPPLG Term of Reference:](#) Provide national multi-agency leadership of public protection; Develop an agreed definition and vision for public protection in Scotland. Work together across Scotland to consider how we can best support and drive innovation and continuous improvement across public protection in Scotland.

**[NPPLG Sponsor:](#) Iona Colvin and Fiona Duncan**

[Objective of NPPLG workstream:](#) To support work aimed at delivering a more competent and confident workforce and to deliver better outcomes to our vulnerable children and adults. To ensure that our public protection workforce, at both practitioner and senior level, are supported in their training to understand the importance of the management of risk across the various parts of the public protection systems.

Priorities for the NPPLG Workstream	Establish a new NPPLG Sub group	Complementary work being progressed by existing groups now in the ambit of NPPLG	Complementary work being progressed through local COG's which we want to support with a view to supporting the spreading of innovation
<p><a href="#">Short Term Priority</a></p> <p>Undertake a stock take on the L&amp;D landscape across all the strands of Public Protection; with a view to identifying the adequacy/gaps of relevant competency frameworks and adequacy of provision and quality of existing training provision against the competency frameworks.</p> <p>Develop an agreed definition and vision for public protection in Scotland and consider development of shared principles for all public protection strands.</p> <p>Consider next steps on the development of the Chief Officer Leadership Event programme to ensure we provide support to Chief Officers and leaders in their public protection roles.</p> <p><a href="#">Medium Term Priority</a></p> <p>Develop a national digital platform where all national guidance sits for all strands of public protection and a directory of nationally provided training.</p> <p><a href="#">Long Term Priority</a></p> <p>Development of joint/cross public protection training on key issues.</p>	<p>Yes, propose a Public Protection L &amp; D Group for cross public protection training.</p> <p><i>Further consideration required as to whether this could develop from the existing CP and ASP Learning and Development Groups. Both of these groups are content to provide regular reports to the NPPLG.</i></p>	<p>COLE Planning Group (new lead would be required with CELSIS no longer able to support). Planning and delivery of annual Chief Officers' Public Protection Leadership Events.</p> <p>CP and ASP Learning +Development Groups.</p> <p>They have held joint events.</p> <p>Work that will not sit under the NPPLG but will be of interest/ relevance:</p> <ul style="list-style-type: none"> <li>•NSWA workstreams, and broader discussions around workforce capacity</li> <li>•Advance Practice Framework</li> <li>•Trauma Informed Training Work</li> <li>•<a href="#">Knowledge &amp; Skills Framework   Equally Safe in Practice</a></li> </ul>	<p>Public Protection training directory being developed on one area.</p> <p>Multi-agency adult protection learning and development frameworks in place in some areas.</p> <p>Development of a training charter. This outlines the obligations on the partnership, member agencies and all of our staff with clear expectations for managerial accountability and protocols to ensure that we maximise all learning opportunities with the overarching aim to have all of our staff trained and developed to support and protect those most at risk in our communities.</p> <p>Following a formal assessment the development of a multi-agency training calendar.</p> <p>Development of a multi-agency Public Protection Learning and Development Strategy. Setting out the framework and approach to delivering our multi-agency learning and development opportunities for all practitioners and managers, across all agencies and Third Sector. This strategy does not replace any existing single service and/or agency learning and development strategies. It aims to complement and support them.</p>

## PRIORITY 4: TACKLING THE DIFFICULT ISSUES OF INFORMATION SHARING TO ENHANCE MULTI AGENCY OVERSIGHT OF CHRONOLOGIES

Rationale for Inclusion in Workplan: Poor information sharing and chronologies are included in inspection reports and in Child Protection and Adult Support and Protection learning reviews as areas that have contributed to negative outcomes for individuals, and which require improvement. Important links to risk assessment, and as part of everyday practice rather than an add-on to jobs.

Lack of information sharing, or a delay in sharing information across protection areas, and across agencies, can result in professionals not having a full picture and therefore lacking information to make a full risk assessment. Delay in information sharing can lead to a delay in action being taken to protect a child/adult at risk from harm. Need for processes to be simplified and for workforce confidence on sharing information on a lawful basis.

Relevant Extract from NPPLG Term of Reference: Work together across Scotland to consider how we can best support and drive innovation and continuous improvement across public protection in Scotland. Identify requirements for national policy responses to emerging risks and issues, and co-develop solutions which respond to identified barriers, and inconsistencies in practice, guidance and legislation across the different spheres of public protection.

**NPPLG Sponsor: Alan Small/Lynsey Smith and TBC**

Objective of NPPLG workstream: Support local public protection partnerships by trying to tackle the data sharing and technology barriers partnerships are facing , with a view to modernising the multi-agency and cross public protection approach to monitoring and assessing risk at an individual level.

Priorities for the NPPLG Workstream	Establish a new NPPLG Sub group	Complementary work being progressed by existing groups now in the ambit of NPPLG	Complementary work being progressed through local COG's which we want to support with a view to supporting the spreading of innovation
<p><u>Short Term Priority</u></p> <p>Build on existing evidence on the current information sharing, technological and cultural issues which are making information sharing and multi-agency chronologies difficult and support implementation of best practice as appropriate.</p>	<p>It is proposed that what is currently the National ASP Implementation Group Chronologies Subgroup will report into the NPPLG.</p>	<p>Work currently being led by the National ASP Implementation Group Chronologies Subgroup which has expanded its membership to include a wide range of practice areas, across the lifespan, including other public protection interests.</p>	<p>Early Partnerships identified:</p> <ul style="list-style-type: none"> <li>- Pan Lothian Chronologies Group</li> </ul> <p>Some areas have developed or are developing multi-agency chronology guidance and/or training.</p> <p>Work on training in chronologies.</p>

<p>Develop an insight into the extent to which a trauma informed approach is being applied to the use of chronologies.</p> <p>Develop, pilot and test resources to support improved chronologies practice.</p> <p>Consider issuing a letter to relevant parties about information sharing when there is an identified risk of harm.</p> <p><a href="#">Medium Term priority</a></p> <p>Consider work to explore how we can make clear(er) links between trauma-informed practice and the use of chronologies to support improvement in practice (To be discussed with chronologies subgroup).</p> <p>Identify options for tackling the information sharing , including the current work on integrated care records and enhancing use of technology solutions including use of “flags” within single agency systems.</p> <p><a href="#">Long Term Priority</a></p> <p>Consider development of a national information sharing strategy across partnerships.</p> <p>Work to embed greater consistency on data sharing agreements and consider development of a data sharing agreement across all partners.</p>		<p>Chronologies – across the lifespan and across all practice areas, on multi-agency, multi-disciplinary basis. Priority areas of the subgroup remain:</p> <ul style="list-style-type: none"> <li>• Involvement of the individual.</li> <li>• Participation and Engagement.</li> <li>• Culture change.</li> <li>• Involvement of relevant professionals.</li> <li>• Support piloting of chronologies resources.</li> <li>• Capturing/sharing of good practice.</li> </ul> <p>Work that will not sit under the NPPLG but will be of interest/relevance:</p> <ul style="list-style-type: none"> <li>• GIRFEC information sharing guidance</li> <li>• Work in relation to amendments to s.5 of ASP 2007 Act.</li> <li>• Mandatory reporting of child sexual abuse could be looked at through the new Child Sexual Abuse and Exploitation Strategic Group.</li> <li>• Child protection flag on Police Scotland’s vulnerable persons database.</li> </ul>	<p>Development of templates for multi-agency chronologies.</p> <p>Letter to staff advising on information sharing.</p> <p>Processes for child protection and adult protection flags on clinical systems, and advice to primary care for similar flags on their system.</p>
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## PRIORITY 5: TACKLING THE DIFFICULT ISSUES OF HAVING THE RIGHT DATA FOR IMPROVEMENT AND ASSURANCE AND RISK ESCALATION AT A LOCAL AND NATIONAL LEVEL

**Rationale for Inclusion in Workplan:** Clarity around what data is needed at local level to support service delivery and continuous improvement, and what assurance data is needed at national level. The lack of outcomes data is an issue across Public Protection and needs to be addressed in a coordinated way so that we understand - across the lifespan and across policy areas - if our public protection services are making a positive difference. To ensure we have surveillance around new emerging harms as well as the escalation of harms being observed e.g. online harm.

**Relevant Extract from NPPLG Term of Reference:** Outline measures of implementation and measures of effectiveness for the delivery of public protection arrangements. Support COGs to understand from a whole system perspective the continuum between and across prevention, universal provision, early support and public protection. Support sharing of learning and best practice between Chief Officer groups and multi-agency partners, lifting the performance of areas to those who are considered to be implementing advanced practice, and to better understand variation.

**NPPLG Sponsor:** Sophie Gwyther and Carron McDiarmid

**Objective of NPPLG workstream:** To provide clarity on the data being used nationally and locally to identify and track the risk factors which can lead to harm, as well as the data being used nationally and locally to measure the quality of response to the identification of harm to an individual when it occurs.

Priorities for the NPPLG Workstream	Establish a new NPPLG Sub group	Complementary work being progressed by existing groups now in the ambit of NPPLG	Complementary work being progressed through local COG's which we want to support with a view to supporting the spreading of innovation
<p><b>Short Term Priority</b></p> <p>Undertake a critical review of the data currently being collected to create national datasets for the Scottish Government including the Improvement Service LGBF. Review to include:</p> <ul style="list-style-type: none"> <li>- Consider data at three levels— risk factors, processes and outcomes. Consideration of the completeness of data collection across all the public protection strands and</li> <li>- Extent to which the datasets relate to risk factors which are common across all strands of public protection, public protection process measures or outcome measures</li> </ul>	<p>NPPLG to consider whether we establish a new group or is there a way we can work across existing data groups?</p>	<p>There are a range of data groups which still need to be mapped some of which will likely sit in the ambit of the NPPLG and others we will want to be aware of. These include the ASP data reference group; CP data group; and equivalent groups for VAWG, Justice Social Work, Alcohol and Drugs, Suicide Prevention</p>	<p>One area at least has developed a Public Protection Dashboard Reporting.</p> <p>Public Protection Performance and Assurance Quality Assurance Framework</p> <p>– strategic tool used to monitor and report progress regarding the delivery, quality and effectiveness of public protection activity.</p>



<ul style="list-style-type: none"> <li>- A sampling of the data currently been used within local public protection partnerships</li> <li>- Consideration of whether existing national datasets are still fit for purpose, clear consideration of what is beneficial at a national level (including issues of time lag)</li> <li>- Consideration of timelines of data returns and alignment of datasets</li> </ul> <p>Develop a process for working with COGs and multi-agency partners to identify emerging risks and issues and then co-develop solutions. This would not be focused on the performance of COGs.</p> <p>Distinction made between the data the NPPLG would like to regularly look (considerations as to development of a public protection dashboard) at versus the data work to be progressed in conjunction with COGs in order to support their efforts to become data informed.</p> <p><u>Medium Term Priorities</u></p> <p>From the review of existing national and local, develop proposals for next step of building data maturity in this area, including use of new technology</p> <p>Significant amounts of data available, in 'silos'. Consideration to how we progress interconnectedness of strands to inform policy and practice, including who might be at risk, and how best to respond, given that many people are affected by more than one type of 'harm'. Connect with Public Health Scotland on their work on combining datasets.</p> <p>Explore whether we have sufficient data to inform prevention and early intervention. Discuss potential for involvement of / learning from Public Health Scotland.</p>		<p>as they exist. PHS work on combining datasets etc.</p>	<p>Dedicated PowerBI data dashboards across CP, ASP, VAWG.</p> <p>VAWG minimum dataset in place.</p>
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<p><u>Long Term Priorities</u></p> <p>Consideration of where we might want to explore the linking of anonymous data.</p> <p>Devise a statistical approach to identify 'special cause variation' to inform analysis of future national datasets.</p>			
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## PRIORITY 6: TACKLING THE DIFFICULT ISSUES OF TRANSITIONS AND PATHWAYS BETWEEN SERVICES

Rationale for Inclusion in Workplan: Proposed that the workstream covers issues around pathways and links across services, gaps in transitions (ages; nature of harm; eligibility criteria) and services working together to wrap around individuals and families. Families are often linked into multiple public protection supports/systems at the one time, such as the allocation of an adult, child and justice social worker all supporting different members of the same family. Equally, someone in the household may also be linked into alcohol and drug services and/ or domestic abuse supports. One domestic abuse situation (victim/survivor) may be discussed at multiple different meetings. Public protection systems do not always work together cohesively - strategically and operationally - to ensure families and vulnerable individuals are at the centre. Some of the biggest risks are in the gaps between the systems, and in how people move or are moved between systems. The systems/services themselves are often not set up in a way that is navigable for individuals and families. Issues around 16 and 17 year olds, in particular challenges in relation to mental health supports for 16 and 17 year olds – complexity of landscape regarding roles of social work, Health, MWC etc.

Relevant Extract from NPPLG Term of Reference: Provide national multi-agency leadership of public protection. Bringing more coherence and simplification to public protection policy (and delivery) as part of a whole systems approach to improving outcomes. Develop an agreed vision for public protection. Identify requirements for national policy responses to emerging risks and issues, and co-develop solutions which respond to identified barriers, and inconsistencies in practice, guidance and legislation across different parts of public protection.

**NPPLG Sponsor: Alison White and TBC**

Objective of NPPLG workstream: To consider gaps in transitions between services with regards to age; nature of harm; eligibility criteria. To make recommendations on how we can improve a system fractured by design, and eliminate gaps created by the system.

Priorities for the NPPLG Workstream	Establish a new NPPLG Sub group	Complementary work being progressed by existing groups now in the ambit of NPPLG	Complementary work being progressed through local COG's which we want to support with a view to supporting the spreading of innovation
<p><a href="#">Short Term Priority</a></p> <p>Work to understand the lived experience journey of individuals and families with regard to our protection systems.</p> <p>Progress work to better understand the issues in relation to the gaps in transitions between services in terms of age (16/17 year old issue); the nature of the harm, and eligibility criteria.</p> <p>Continue to progress work to assess impact of IRISS table/report and transitions principles document</p> <p>Progress action 11 Equally Safe Plan to understand how we progress actions on the required links between VAWG and the wider public protection landscape.</p> <p><a href="#">Medium Term priorities</a></p> <p>TBC</p> <p><a href="#">Long Term priorities</a></p> <p>TBC</p>	<p>No – further work on priorities required and understanding what transitions groups that are in place are doing before a decision is made on whether a new subgroup is required and what its focus might be.</p>	<p>Propose that we get updates as appropriate from the following areas:</p> <ul style="list-style-type: none"> <li>- Evaluation of the IRISS table/report “Understanding age in Child Protection guidance and Adult Support and Protection legislation”.</li> <li>- CPC Scotland Guiding Principles for Safe Transitions from Childhood to Adulthood document.</li> <li>- Updates on progress with regard to the Redesign of the Children Hearing System, specifically with regard to recommendation 11.19.</li> <li>- Development of the Disabled young people: National Transitions to Adulthood Strategy.</li> <li>- Work on GIRFE.</li> <li>- Work in relation to contextual and transitional safeguarding.</li> </ul>	<p>Work in complex needs seeking to work across pathways with people in criminal justice, mental health, drugs and alcohol.</p> <p>Some local areas have updated transitions guidance.</p>

## MAPPING OF NPPLG TERMS OF REFERENCE AGAINST THE NPPLG WORKPLAN PRIORITIES

[This paper builds upon Paper 4 from the 25th June 2024 meeting].

NPPLG Terms of Reference – Responsibilities	Addressed by the Workplan
Provide national multi-agency leadership of public protection.	Overarching function of the NPPLG, and present through all the work streams.
Develop and agree a definition and vision for public protection in Scotland.	<p>As reported in Paper 3i 29th October 2024 meeting the September survey to COGs asked about composition of COGs. Of those who responded on behalf of COGS (16) 100% had CP; ASP; MAPPA as members of their COG. 88% (14) cover Alcohol and Drug related harm and deaths; 81% (13) cover VAWG and Suicide Prevention; 6 or fewer COGs cover Asylum Seekers / Refugees, Human Trafficking, Homelessness, and Missing People.</p> <p>Priority 3: As part of Priority 3 – ‘<i>Enhancing our Culture of Learning through supporting our Public Protection Workforce</i>’ an action is listed to ‘<i>Develop and agree a definition and vision for public protection in Scotland and consider the development of shared principles for all public protection strands</i>’. <b>Further discussion is required as to whether a separate SLWG is required on this responsibility or whether it could be covered under the remit of the newly proposed Public Protection Learning and Development Group.</b></p>
Work together across Scotland to consider how we can best support and drive innovation and continuous improvement across public protection in Scotland.	<p>As we seek to continue to build a culture of learning within the field of public protection, and to tackle some of the wicked issues which we know local partnerships are wrestling with this responsibility cuts across all of the work streams that sit under these priorities.</p> <p>It is relevant in relation to Priority 1 Reviews; Priority 2 Scrutiny and Inspections; Priority 3 Supporting the workforce; Priority 4 Information Sharing and Chronologies; Priority 5 Data and Priority 6 Tackling the difficult issue of transitions and pathways between services.</p>

Consider relevant data, reviews, national/local reporting, triennial reports, and academic research on related matters such as poverty to support and drive innovation, continuous improvement and sharing of effective practice across public protection in Scotland.	Priority 1 (Reviews) is the main work stream through which this will be delivered.
Identify requirements for national policy responses to emerging risks and issues, and co-develop solutions which respond to identified barriers, and inconsistencies in practice, guidance and legislation across the different spheres of public protection.	<p>Priority 4 (Chronologies and information sharing) is also relevant to delivery here as one of the areas where we want to progress work on some of the tricky issues that we know partnerships are wrestling with.</p> <p>Priority 5 (Data for improvement and assurance) will be key to the development of processes for the identification and surveillance of emerging risks and harms.</p> <p>Work under priority 6 (Transitions and Pathways) is also relevant here, as we build our understanding of how individuals, families and the workforce navigate public protection services and policies.</p>
Support sharing of learning and best practice between Chief Officer Groups (COGs) and multi-agency partners, lifting the performance of areas to those who are considered to be implementing advanced practice, and to better understand variation.	Priority 5 (Data for improvement and assurance) will be key to understanding how we can lift the performance of areas to those who are considered to be implementing advanced practice, and to better understand variation.
Support COGs to understand, from a whole system perspective, the continuum between and across prevention, universal provision, early support, and public protection.	<p>Priority 6 (Transitions and Pathways) is the key work stream to deliver against this responsibility.</p> <p><b>To note that the NPPLG focus on ‘prevention’ needs further consideration. NPPLG has previously noted its interest in the prevention agenda of the Children and Families National Leadership Group. NPPLG may want to further articulate how it wants to engage and work with other groups on this important issue.</b></p>

Contribute to the opportunity of a more joined up, public protection approach to inspection, improvement and implementation support.	Priority 2 is the main workstream through which this will be delivered.
Develop an approach to the embedment of a human rights based approach to local public protection arrangements.	<b><i>Whilst the adoption of a human rights approach is a thread through all of the public protection policy and delivery areas, this currently feels like a potential gap in the delivery of the workplan?</i></b>
Outline measures of implementation and measures of effectiveness for the delivery of public protection arrangements.	Priority 5 (Data for improvement and assurance).







## PUBLIC PROTECTION – NATIONAL ‘MAP’

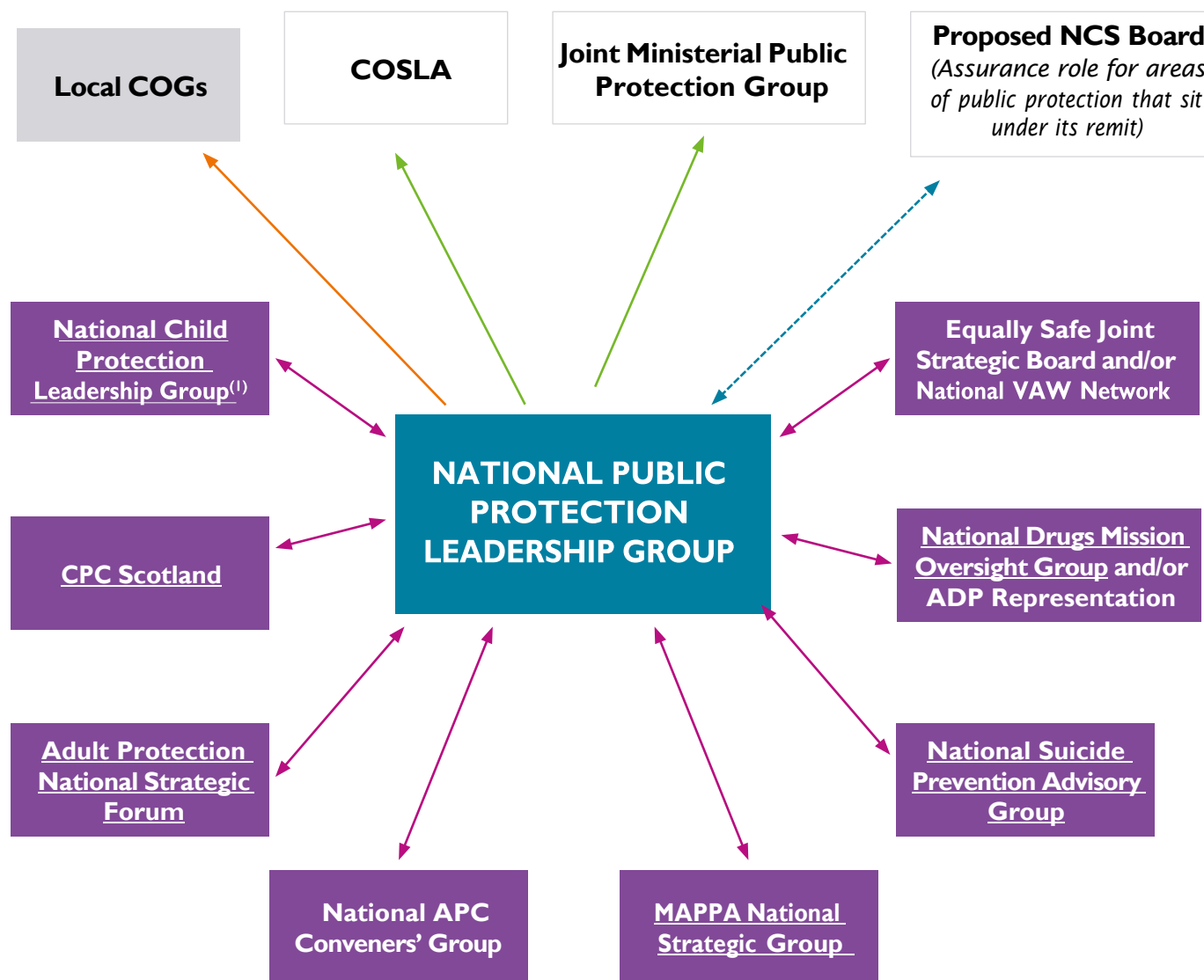
### Awareness/Wider Network:

- Children & Families National Leadership Group
- The Promise Implementation Board
- National Child Sexual Abuse and Exploitation Strategic Group
- Community Justice Programme Board
- The Working Group on Missing People
- Human Trafficking Strategic Oversight Group
- Ukraine Safeguarding Group
- COSLA/SWS Group – UASC<sup>(2)</sup>
- United Nations Convention on the Rights of the Child Strategic Implementation Board
- Homelessness Prevention and Strategy Group
- Community Planning Partnerships

### Key:

-  Complements work of
-  Feedback to
-  Flow of information
-  Further discussions required regarding relationship between COGs and NPPLG

## ANNEX B



<sup>(1)</sup>Understood that this is paused

<sup>(2)</sup>Unaccompanied Asylum-Seeking Children



## Appendix 3

### National Public Protection Leadership Group

#### 3 MINUTE BRIEF

**What?** (e.g. What is the current situation? What information is known, or unknown)

**So What?** (e.g. What does that mean? How can the situation be interpreted?)

**Now What?** (e.g. What can this lead to? What can happen next? What do we need to consider for the future?)

**Decisions?** (e.g. Are any decisions needed at this point? Or at a point in the future? Include options if appropriate)