



Addressing Neglect and Enhancing Wellbeing Programme

Frequently Asked Questions

CEL CIS

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1 What is the Addressing Neglect and Enhancing Wellbeing programme?

'Neglect' is one of nine workstreams in the Scottish Government's [Child Protection Improvement Programme \(CPIP\)](#)¹. One of the actions in the 'Neglect' workstream is the Addressing Neglect and Enhancing Wellbeing programme, which is described in the Child Protection Improvement Programme as follows:

"The Neglect Improvement Programme, facilitated by the Centre for Excellence for Looked after Children in Scotland (CELCIS) (University of Strathclyde), involves CELCIS working collaboratively with Dundee, Inverclyde and Perth & Kinross to develop and implement improvements and innovations to neglect. These local areas have been assessing needs, identifying the strengths in their system and exploring areas for improvement which will contribute to real and sustainable improved outcomes for vulnerable children and families. This approach relies on both developing and applying a range of effective innovations, based on the best available local, national and international evidence, and, by working in partnership with current experts in the field.

Local teams are guided by the science and practice of implementation. Particular attention is paid to building local capacity: to support effective spread and scale of improvement efforts; to use data to inform decision-making, problem-solving, and continuous improvement; and to develop the necessary implementation infrastructure to sustain the system improvements to address neglect and enhance wellbeing."

2 What was the impetus behind the programme?

The Addressing Neglect and Enhancing Wellbeing programme, as part of the Child Protection Improvement Programme, has been informed by the neglect and early intervention research and evidence base.

In relation to neglect, [Jackie Brock's Safeguarding Scotland's Vulnerable Children from Child Abuse](#)² and [Brigid Daniel et al.'s Review of Child Neglect in Scotland](#)³ reports found that there was a need to better identify and support children who are vulnerable and 'on the radar', yet whose needs are not sufficiently high to trigger a child protection response. As a consequence, there is a very real danger that the needs of

¹ <https://beta.gov.scot/policies/child-protection/child-protection-improvement-programme/>

² <http://www.gov.scot/Resource/0046/00463125.pdf>

³ https://www.actionforchildren.org.uk/media/3226/action_for_children_review_of_child_neglect_final_report.pdf

these children are not resolved but instead escalate over time, so impacting on their long-term outcomes.

The aim of identifying and responding to indicators of neglect as early as possible aligns with the findings of the [Christie Commission on the Future Delivery of Public Services report⁴](#). In it, the importance of preventative action and early intervention to tackle the longstanding inequalities affecting Scotland is highlighted. Similarly, the work undertaken by economist James Heckman (see the Heckman Curve⁵) finds that the highest rate of economic returns comes from the earliest investments in children, which allows people to build skill upon skill, and reinforces the importance of investing at the earliest stage possible.

3 What is the methodology behind the programme?

The Addressing Neglect and Enhancing Wellbeing programme is underpinned by Active Implementation methodology. Active Implementation has been developed in the United States (see the [National Implementation Research Network⁶](#)) to provide evidence-based insight into how transformative and sustainable change in public sector systems can be achieved. As an example, Active Implementation sets out the importance of using five frameworks - Implementation Stages, Implementation Drivers, Usable Innovations, Implementation Teams, and Improvement Cycles – to systematically guide and inform the change process. Expanding on one of these frameworks, the Implementation Stages framework guide the stage-matched activities to support successful implementation through a set of developmental stages – exploration, installation, initial implementation, and full implementation. The attention that needs to be paid to each stage reflects the evidence that transformational change done well takes time to achieve.

Active Implementation support and expertise is provided by the CELCIS Protecting Children team. Guided by Melissa Van Dyke, National Expert Advisor on Implementation, the team works in partnership with local areas to use Active Implementation in their Addressing Neglect and Enhancing Wellbeing programme, while simultaneously building Active Implementation capacity within local organisations for application in other local change efforts.

4 What does the programme look like locally?

The local design of the Addressing Neglect and Enhancing Wellbeing programme varies from area to area. This is deliberate because the design should reflect the findings from the exploration activities that are facilitated in the local system, noting that exploration

⁴ <http://www.gov.scot/Publications/2011/06/27154527/0>

⁵ <https://heckmanequation.org/resource/the-heckman-curve/>

⁶ <http://nirn.fpg.unc.edu/>

involves engaging with a wide range of local stakeholders to build a detailed understanding of the strengths, weaknesses, and priorities of the local system. Once a local design (innovation or improvement) is agreed, Active Implementation then provides guidance to assess the usability of the innovation, build evidence for its effectiveness, and then determine the necessary conditions to scale-up the innovation in a small slice of the system (e.g. in a neighbourhood area) before expanding the use of the design in a wider area.

5 How is the programme resourced?

The CELCIS team is funded by the Scottish Government, NHS and COSLA to provide expertise in Active Implementation support and capacity building to local areas. The local implementation teams established to drive forward the Addressing Neglect and Enhancing Wellbeing programme in the local areas are resourced by local partners, such as the local authority and NHS health board. Resourcing the local implementation teams might include the re-design of job roles to provide dedicated time to the programme.

6 How is the learning from the programme shared?

The learning from the Addressing Neglect and Enhancing Wellbeing programme, both in terms of approaches to addressing neglect and building Active Implementation capacity, is shared through two main avenues. To share learning between the local areas, a quarterly Community of Practice is held to provide shared learning opportunities to include formal learning about the evidence of effective change, as well as local examples of good practice and peer-to-peer learning and support.

Nationally the learning is shared through CELCIS reporting quarterly to the Scottish Government on the progress of the work, with these reports also shared directly with Child Protection Committee Scotland, and taking opportunities to share learning from the programme at various network meetings across the sector. CELCIS are also a member of the Neglect Subgroup of Child Protection Committee Scotland which helps link a wide range of developments both locally and nationally around addressing child neglect and thus learning from this programme can be combined with learning from other sources such as Significant Case Review, emerging research and inspections.

7 How have practitioners responded to the programme?

Local practitioners, such as teachers, health visitors, midwives, social workers and community development workers, have been central to the development of the programme, whether participating in exploration stage focus groups or helping to refine and implement identified innovations or improvement efforts. Through their involvement, practitioners have been exposed to the aims of the Addressing Neglect and Enhancing

Wellbeing programme and Active Implementation methodology, and on both subjects, practitioners are curious and enthusiastic to find out more. In particular, practitioners are reassured that Active Implementation is a long-term approach that requires sustained support to bring about the desired changes.

8 How are Child Protection Committees involved in the programme?

Child Protection Committees are locally-based, inter-agency strategic partnerships responsible for the development of local child protection policy and practice. Working with their partners, Child Protection Committees share responsibility for addressing neglect in their local areas. The role of individual Child Protection Committees will vary according to the focus and design of the Addressing Neglect and Enhancing Wellbeing programme in their local area.

9 What are the keys to success?

To support the progression of the Addressing Neglect and Enhancing Wellbeing programme, it is important to get people at all levels of the system – from families and practitioners to senior managers and elected members – engaged with and motivated by the programme, the transformative change it aspires to and the Active Implementation methodology underpinning it. Getting people involved early and building readiness for change within a climate of honest reflection are critical to this. Once engaged, their participation needs to be sustained through their regular involvement or communications with the programme.

About CELCIS

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

For more information

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