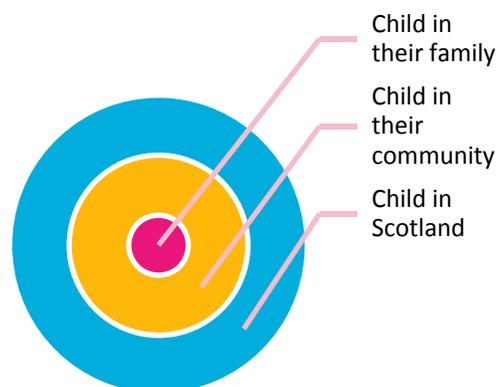


**Protecting Scotland's Children: Child  
Abuse Prevention Activity  
March 2018**

This document details the current work being undertaken to prevent child abuse and emerging work under consideration and is a starting point for discussion with stakeholders in the co-production of a Child Abuse Prevention Plan. That plan will encompass existing and new actions to prevent child abuse and neglect, recognising the impact of the environmental context in which children live<sup>1</sup>

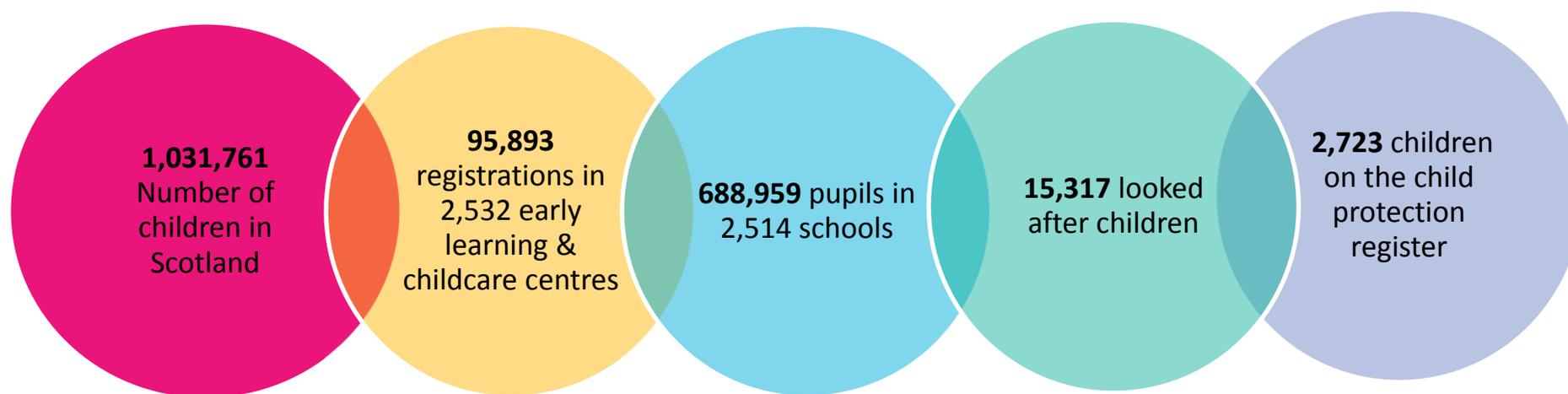


This document takes a national approach, based on the priorities set out in the National Performance Framework and the outcomes of the Child Protection Improvement Programme. It aims to create strong and dynamic cross-government policy connections to keep children and young people safe and will support the development of a shared prevention agenda. It details the actions to increase the capacity of government, partner agencies, professionals and parents to protect children from abuse and neglect.

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<sup>1</sup> Adapted from Bronfenbrenner U (1979) *The Ecology of Human Development: Experiments by Nature and Design*. Cambridge, MA: [Harvard University Press](#)

## Children in Scotland



National Records

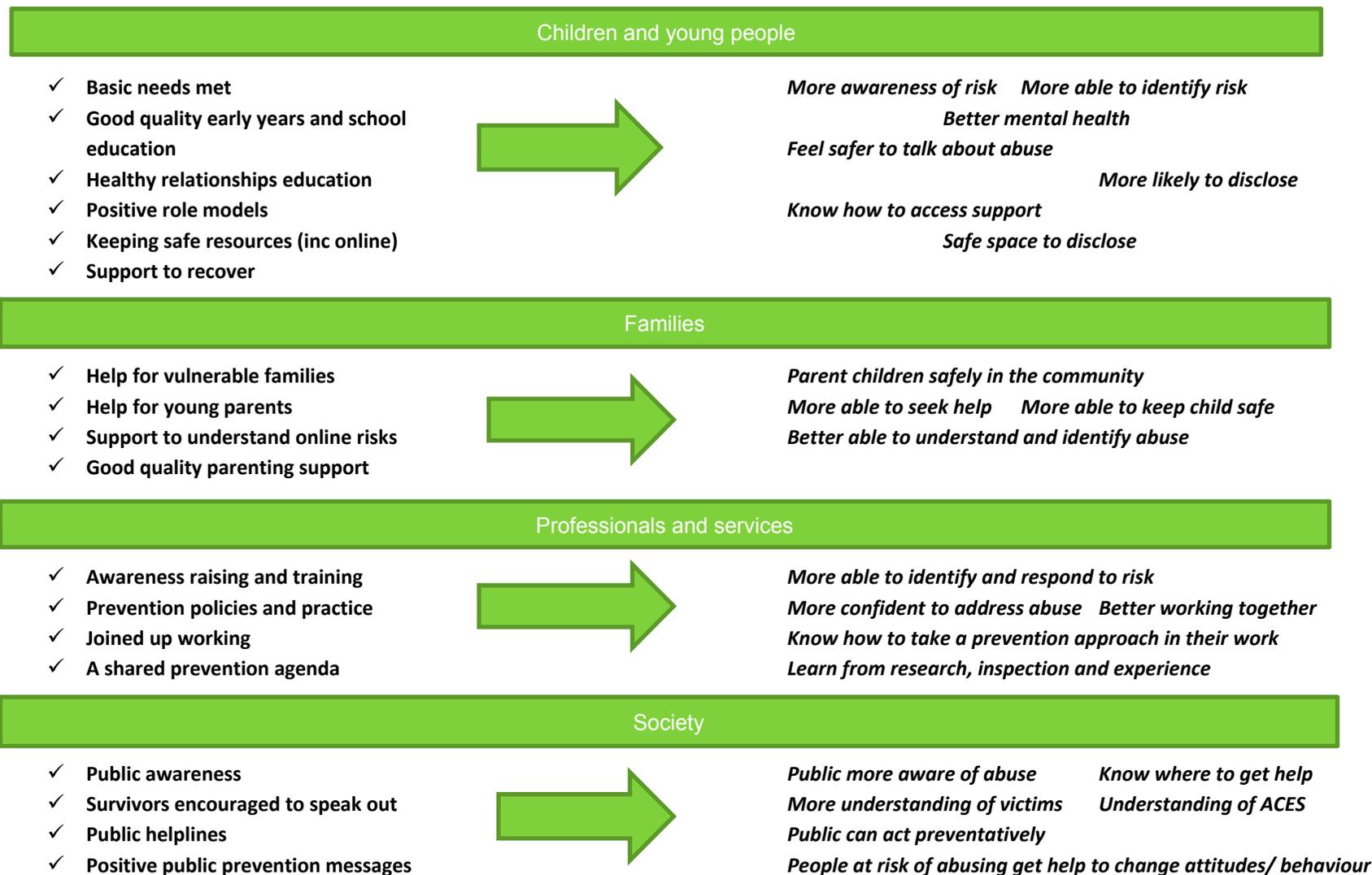
Education SCOTTISH GOVERNMENT annual census 2017

Children's SW Statistics At 31 July 2016

For most children, the support they receive from their families, community and universal services is enough to keep them safe and healthy. However, we all have a responsibility to the other children whom, for whatever reason, need a bit more help. The visual below might help us think about this from different perspectives.

**PREVENTION ACTION ACROSS SCOTLAND<sup>2</sup>**

**OUTCOMES**



<sup>2</sup> This visual has been informed by the Scottish Government child abuse prevention plan driver diagram which focusses on child sexual abuse

### Things we are doing to ensure children have a voice

Strategic actions/ aim	Key activity being taken forward
Ensure the views of our most vulnerable children are heard	The Independent Care Review has integrated the Who Cares? Scotland '1,000 Voices' programme and is actively engaging with children and young people who are care experienced. It will report back to government about proposed changes to the system that will improve the experiences and outcomes of young people in care.
Understand the current engagement activity across the sector to share good practice and learning	Child Protection Committees should ensure children, parents and wider families are part of the decision-making processes and explore a range of strengths-based participatory approaches to Child Protection Case Conferences to achieve this. <i>CPIP</i>

### What we are doing to ensure children live safely in families within their community

Strategic action/ aim	Key activity being taken forward
Strengthen communities to promote healthy child development and sustainable families	The Scottish Government continues to take forward the Fairer Scotland Action Plan
Increase the availability and use of high quality data in planning children's services	The Realigning Children's Services programme is working with Community Planning Partnerships (CPPs) to support communities to make better decisions using high quality data on local need, to improve the lives of children in their area adopting a joint strategic commissioning approach.
Addressing child poverty	The Scottish Government is taking forward a Child Poverty (Scotland) Bill which will hold SCOTTISH GOVERNMENT legally responsible for the number of children living in poverty, if new legislation is passed.  One in five children in Scotland currently live in poverty, with direct repercussions for health outcomes and life chances. Statutory targets to bring that number down are included in the Child Poverty (Scotland) Bill
	The Poverty and Inequality Commission will offer independent advice to Ministers, provide scrutiny to help bring about real reductions in poverty and inequality in Scotland, and be involved in the development of the first delivery plan required under the Child Poverty (Scotland) Bill.
Addressing housing	Scottish Government has a Strategy and Action Plan for housing, which sets out the

	<p>Scottish Government's housing vision and strategy for the decade to 2020.</p>
Support children to have the best start in life	<p>The Scottish Government is committed to ensuring that all children in Scotland get the best possible start in life, even before they are born. The Best Start: A Five-Year Forward Plan for Maternity and Neonatal Care in Scotland report of the review was published in January 2017. The report sets out a vision for the future. It puts the family at the centre of decisions so that all women, babies and their families get the highest quality of care according to their needs. This includes ensuring that all women, and in particular the most vulnerable, should be supported with compassion and empathy, and provided with advice and services to promote lifestyle changes during their pregnancy to improve their own health and the health of their baby.</p> <p>.</p> <p>Baby Box Scheme: Registration opened on 15 June 2017, and delivery of Baby Boxes nationwide began on 15 August 2017 for all babies due on or after that date.</p> <p>At its heart, Scotland's Baby Box strongly signals our determination that every child, regardless of their circumstances, should get the best start in life by ensuring that every family with a newborn has access to essential items needed in the first six months of a child's life. It's a simple idea which helps to tackle deprivation, improve health and support parents during the first few months of their child's life.</p>
Quality childcare and education improving attainment in early years	<p>A Blueprint for 2020: The expansion of early learning and child care in Scotland plan sets out 15 actions to further strengthen quality childcare provision including:</p> <ul style="list-style-type: none"> <li>• Strengthening continuous professional learning for staff and ensuring fair pay and good working conditions</li> <li>• Promoting greater use of outdoor learning</li> <li>• Empowering parents to make the choice of ELC setting that is right for their child.</li> </ul> <p>The amount of funded childcare has risen from 600 to 1,140 hours and the Scottish Government have committed to double investment in the sector from £420 million to £840 million.</p> <p>The Scottish Government is working with the Care Inspectorate and other partners to publish a new Learning and Development Pathway for child-minders.</p> <p>Everyone Matters: 2020 workforce vision. Published in June 2013, this strategy recognises the key role of the workforce in delivering the 2020 vision for health and social care and in responding to the challenges involved in delivering high quality, safe, effective and person-centered care.</p> <p>The driving force behind expanding the Early Learning and Childcare (ELC) provision is ensuring a high-quality experience for all children. This requires a dedicated, skilled and</p>

	<p>well-qualified workforce.</p> <p>To this end, the Scottish Government developed the <a href="#">skills investment plan: prospectus for Scotland's early learning and childcare sector</a> to support the growth of the ELC workforce. The plan is a live document and we are developing it further by engaging with the sector, key stakeholders and partners</p>
Early support for all parents	<p>Continuing to embed the 2015 Universal health Visiting Pathway which consists of 11 home visits; three of which include a formal review of the family and child's health by the health visitor (13-15 months, 27-30 months and prior to starting school). It covers the antenatal to pre-school period and provides an opportunity for health visitors, children and their parents to build a strong relationship, in which health visitors can appropriately support families including acting as a gateway to other services.</p>
Address the attainment gap	<p>The Scottish Attainment Challenge is focussing and accelerating targeted improvement activity in literacy, numeracy and health and wellbeing in specific areas of Scotland.</p> <p>It also supports and complements the broader range of initiatives and programmes to ensure that all of Scotland's children and young people reach their full potential.</p> <p>The £750 million Attainment Scotland Fund is a targeted initiative focused on supporting pupils in the local authorities of Scotland with the highest concentrations of deprivation.</p>
	<p>Pupil Equity Funding is additional funding from the Scottish Government's £750 million Attainment Scotland Fund, allocated directly to schools and targeted at closing the poverty-related attainment gap. This funding is being spent at the discretion of Head Teachers working in partnership with each other and their local authority. In 2017/18, Scotland's schools received a share of over £120 million, and in 2018/19 this is set to increase to over £122 million.</p>
Support for young people into work	<p>The National Youth Work Strategy 2014 – 2019 has been developed jointly by the Scottish Government, Education Scotland and YouthLink Scotland. It sets out ambitions for improving outcomes for young people through youth work. It has been developed in the context of the Strategic Guidance for Community Learning and Development, and it aims to ensure that we harness and build on our partnerships and what we know works in delivering vibrant and effective youth work practice.</p>
	<p>Developing the Young Workforce (DYW) is Scotland's youth employment strategy.</p>

	<p>Through DYW, the Scottish Government aims to reduce youth unemployment levels by 40% by 2021. The strategy aims to create an excellent, work relevant education offer to young people in Scotland. Together with Getting It Right for Every Child and Curriculum for Excellence, DYW is the key policy approach through which the Scottish Government is creating excellence and equity in Scottish education. By investing employer engagement in education; an expansion of college based learning for senior phase pupils; and growth in apprenticeships including new foundation and graduate apprenticeships, the Scottish Government has improved the options for young people as they progress through their education.</p>
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### Things we are doing to provide early support

Strategic action/ aim	Key activity being taken forward
Ensure there is a robust legislative basis for support to families	The Scottish Government will continue to implement with partners the Children and Young People (Scotland) Act 2014
Targeted support for young parents	The Pregnancy and Parenthood in Young People Strategy aims to drive actions that will decrease the cycle of deprivation associated with pregnancy in young people aged under 18. The Strategy will also provide extra support for young parents, particularly those who are looked after.
	Continue to take forward the Family Nurse Partnership which is a preventive programme and has the potential to transform the life chances of the most disadvantaged children and families in our society, helping to improve social mobility and break the cycle of intergenerational disadvantage. It lasts from early pregnancy until the child reaches two, and is aimed at young, first time mothers. Health in pregnancy, and the quality of the caregiving babies receive during the first years of life, can have a long lasting impact on a child's future health, happiness, relationships and achievement of their aspirations.
Integrate child abuse and neglect prevention activity across government activity	The Scottish Government is developing a ten year Child and Adolescent Health and Wellbeing Action Plan which aims to take a cross-policy, rights-based approach to improving the physical, mental and emotional health and wellbeing of children and young people within Scotland. The aim is to bring together policies and actions relating to child and adolescent health and wellbeing to achieve better outcomes for children and young people, and to break down silo working. It will have broad ownership by those

	<p>implementing the actions and will be directed, co-produced and overseen by children, young people, families and communities.</p>
<p>Support the workforce</p>	<p>The Scottish Government is taking forward a National Health and Social Care Workforce Plan. Part 1 strengthens and harmonises NHS Scotland workforce planning practice nationally, regionally and locally. Measures set out in Part 1 - including the establishment of a National Workforce Planning Group, and increases in the number of training places for medicine, nursing and midwifery – focus on ensuring NHS Scotland has the workforce it will need to address future demand for safe, high quality services for Scotland’s people. Parts 2 and 3 examine how to improve integrated workforce planning in social care and primary care settings. These important steps will enable different health and social care systems to move together towards publication of a second full Health and Social Care Workforce Plan in 2018 and beyond. This supports organisations that provide health and social care services to identify, develop and put in place the workforce they need to deliver safe and sustainable high-quality services to Scotland’s people.</p>
<p>Further strengthen the Children’s Hearing System and its role within child protection</p>	<p>The Children’s Hearing Improvement Partnership (CHIP) has taken forward delivery of the work plan to implement the recommendations from the study on "The Role of the Solicitor in the Children's Hearing System</p> <p><b>CPIP</b></p> <p>The CHIP will continue influencing work regarding the treatment of 16 and 17 year old children within the care and justice system, to introduce practice and behavioural improvements, and will consider whether further legislative change is necessary. This includes whether the Children's Hearings (Scotland) Act 2011 should be amended to allow any young person aged 16 and 17 years old to be referred to the Principal Reporter where there is a need for compulsory measures</p> <p><b>CPIP</b></p> <p>The CHIP will consider whether the speed and quality of the hearing process can be improved - especially for the youngest children - with an emphasis on timely processing of cases where grounds are sent for proof.</p> <p><b>CPIP</b></p>

<p>Further support, strengthen and improve, from a national perspective, activity on child protection across Scotland, including leadership</p>	<p>A National Child Protection Leadership Group has been established in order to further support, strengthen and improve, from a national perspective, activity on child protection across Scotland. This group reports and is accountable to Scottish Ministers. The Leadership Group has oversight of implementation of the recommendations of the Child Protection Improvement Programme.</p> <p><b>CPIP</b></p>
	<p>The National Child Protection Leadership Group, in conjunction with Child Protection Committees Scotland will also support local areas to deliver robust continuous improvement programmes. This should include working with relevant organisations to synthesise and share learning from different sources including inspection, research, reviews and local practice. The National Leadership Group, supported by the Scottish Government is convening regional leadership events for all Chief Officers' Groups and Chairpersons of Child Protection Committees to network, share good practice and collectively horizon scan for new risks facing children and young people.</p> <p><b>CPIP</b></p>
	<p>Chief Officers should be supported by the National Child Protection Leadership Group and Child Protection Committees Scotland to strengthen delivery of their responsibilities, as set out in the <u>National Guidance for Child Protection in Scotland (2014)</u>, and to identify areas where further work may be required, such as:-</p> <ul style="list-style-type: none"> <li>• Clarity of reporting mechanisms between Child Protection Committees and Chief Officers' Groups;</li> <li>• Descriptions of the roles and responsibilities of Child Protection Committees (including that of Chairs of Child Protection Committees) and Chief Officers' Groups; and</li> <li>• Supporting Child Protection Committees to carry out their roles and functions in line with the requirements set out in national guidance.</li> </ul> <p><b>CPIP</b></p>
	<p>Chief Officers should pro-actively engage with and report to elected members and other local scrutiny bodies as the local representatives of their communities and provide opportunities to listen to community concerns and hold learning events at a local level.</p>

	<p><b>CPIP</b></p> <p>Chief Executives of each local authority, working with the Chief Officers' Group, should ensure that Chief Social Work Officers have sufficient support to provide professional leadership, advice and scrutiny across all public protection matters (including child protection), given their key statutory responsibilities within the local authority.</p> <p><b>CPIP</b></p> <p>Chief Officers, Heads of Service and senior management should support front-line professionals to participate in all stages of Case Conferences, Core Group meetings and Children's Hearings</p> <p><b>CPIP</b></p> <p>The Scottish Government will work with the bodies who can support practitioner engagement and workforce development to identify and build on shared opportunities for strengthening child protection practice.</p> <p><b>CPIP</b></p>
	<p>The Scottish Government will explore the development of a National Child Protection Register that can be securely accessed by all appropriate professionals. In the short term, consideration will be given as to whether it is possible and appropriate for Police Scotland to use a flagging system on the National Police Vulnerable Persons Database to identify all children placed on a local Child Protection Register</p> <p><b>CPIP</b></p>
Strengthen the scrutiny and monitoring of support to Scotland's most vulnerable children	<p>The Care Inspectorate is developing a revised framework of inspections that focuses on the experiences and outcomes of the most vulnerable children. In developing the revised framework, the group is considering all recommendations relevant to inspections from other work streams of the CPIP, in particular (but not confined to) the Systems Review, Data &amp; Evidence and Leadership to determine how scrutiny and improvement work can best be provided for services for all children and families, including collaborating with other partners to develop and improve the use of self-evaluation tools. This framework is to be in place by the time the current framework concludes at the end of March 2017.</p> <p><b>CPIP</b></p>
Strengthen the ability to undertake and learn from robust case reviews	<p>The Scottish Government will explore a new tiered approach to and methodology for Initial Case Reviews and Significant Case Reviews, based on the 'Child Practice Review' model used in Wales</p> <p><b>CPIP</b></p> <p>A set of National Standards will be developed setting out the skills and competences required of those reviewers undertaking Initial Case Reviews and Significant Case Reviews. Appropriate involvement of the child or young person and their family should</p>

	<p>be a key component of training for reviewers and a Good Practice Guidance Note will be developed on how to engage with children, young people and families involved in child protection processes. This should ensure all Reviews are timely, proportionate and contribute to an on-going learning culture.</p> <p><b>CPIP</b></p>
	<p>The Care Inspectorate should become the central repository for all Initial and Significant Case Reviews and should explore the development of a 'Community of Practice' portal on the Care Inspectorate website to enable secure access to all Reviews by child protection professionals in all relevant organisations.</p> <p><b>CPIP</b></p>
	<p>The Scottish Government is working towards introducing a system to ensure all child deaths in Scotland are reviewed with the aim of learning lessons to reduce the number of child deaths</p>
Improve the consistency and use of data to inform child protection planning	<p>The Data and Evidence work stream of the Scottish Government Child Protection Improvement Programme is developing, in conjunction with the Care Inspectorate, a data set and national resource for advice on using child protection and corporate parenting data for local planning and service development.</p> <p><b>CPIP</b></p>
	<p>We will establish a Child Protection Data and Evidence Hub to develop a more co-ordinated strategic approach to sharing learning and to help inform local planning and service development as recommended by the Child Protection Systems Review Group.</p> <p><b>CPIP</b></p>

### Things we are doing to address specific harm

Strategic action/ aim	Key activity being taken forward
Address gender based violence	The Equally Safe: Scotland's strategy for preventing and eradicating violence against women and girls aim to prevent and eradicate violence against women and girls, creating a strong and flourishing Scotland where all individuals are equally safe and respected, and where women and girls live free from such abuse - and the attitudes that help perpetuate it. A 4 year delivery plan has been developed to take forward the Strategy actions 2017 - 2021
Support safer internet use	The Scottish Government has published a refreshed action plan on internet safety for children and young people to ensure appropriate training, support and information is in

	<p>place. The Scottish Government continues to support the implementation of the action plan. <b>CPIP</b></p>
	<p>The Scottish Government will continue to work with the UK Safer Internet Centre to deliver online safety briefing sessions across Scotland <b>CPIP</b></p>
	<p>The Scottish Government will continue to participate in the Executive Board of the UK Council for Child Internet Safety (UKCCIS) and explore with social media providers and industry how we can improve child internet safety in Scotland <b>CPIP</b></p>
Address child sexual exploitation	<p>The refreshed Scotland's National Action Plan to prevent and tackle child sexual exploitation highlights progress on the actions set out in the earlier 2014 plan. It prioritises awareness raising, multi-agency responses, practitioner skills for identifying and responding to exploitation, tackling CSE via the internet and promoting a shared understanding amongst Chief Officers. The Scottish Government is continuing to work with the National CSE Group to implement the National Action Plan. <b>CPIP</b></p>
	<p>An annual cycle of reporting to Ministers on the progress of the National Action Plan to Prevent and Tackle Child Sexual Exploitation ( CSE) has been established. <b>CPIP</b></p>
Address trafficking and exploitation	<p>The Scottish Government has published Scotland's first Trafficking and Exploitation Strategy. A multi-agency child trafficking strategy group was established to develop the strategy and is taking forward the children's actions. <b>CPIP</b></p>
	<p>The Scottish Government has worked with stakeholders to develop a revised age-assessment good practice guidance to reflect the presumption of age provided for in section 12 of the Human Trafficking and Exploitation (Scotland) Act 2015. <b>CPIP</b></p>
	<p>The Scottish Government is working with the UK Government and key stakeholders regarding the continued use of the National Referral Mechanism for children and young people in Scotland. <b>CPIP</b></p>
	<p>The Scottish Government has commissioned research regarding routes into child trafficking in Scotland. <b>CPIP</b></p>
	<p>A consultation will take place regarding the taking forward of the statutory independent child trafficking guardianship role.</p>

	<b>CPIP</b>
Address neglect	The Scottish Government will bring together the range of relevant policy areas across government to identify how policy agendas can be better aligned to tackle neglect. This collaborative approach will be reviewed as it develops to identify learning to inform wider work on early intervention and prevention and used as the basis for discussion with relevant partners on identifying sustainable approaches to preventing and combatting the impact of neglect. <b>CPIP</b>
	The key findings of the research undertaken by the Centre for Child Wellbeing and Protection has been used to inform the neglect improvement programme <b>CPIP</b>
	We will continue to support the CELCIS neglect improvement work in Dundee, Inverclyde, and Perth & Kinross. <b>CPIP</b>
	The Scottish Government will hold a formal public consultation in on section 12 of the Children and Young Person's (Scotland) Act 1937 to explore the limitations of the current offence and the scope of a reframed offence. <b>CPIP</b>
Support those at risk of abusing children to change their attitudes/behaviour	The Scottish Government funds Stop It Now! Scotland and Barnardo's Scotland through the Survivor Scotland Innovation and Development Fund 2016-17 to build local partnerships in order to identify and support children and young people who use the internet in a way that may be harmful to themselves or others.
Address the impact of parental drug/alcohol addiction	The Scottish Government revised the Getting Our Priorities Right strategy in 2013 to provide an updated good practice framework for all child and adult service practitioners working with vulnerable children and families affected by problematic parental alcohol and/or drug use.
	Refreshed Road to Recovery: Scotland's drugs strategy, the Road to Recovery 2008, focused on the needs of the individual and recommended a range of evidence based and person centred interventions. It is based on consensus and is informed by the best available evidence and it set out a significant programme of reform to tackle Scotland's drug problem at the time. The key principles from this strategy remain relevant but there is a pressing need to

	<p>understand that the nature of Scotland's substance misuse problem has changed and we must consider how to respond. In November 2017 the Minister for Public Health and Sport announced a refresh of the strategy for 2018 with the need for a greater focus on harm reduction measures. It will include a new 'Seek, Keep, Treat' programme that will ask service providers to adapt their approach to meet the needs of each user and to promote person-centred care at each stage of recovery. Our strategies will also ensure that wider health and social needs are taken into account as part of people's treatment and support. This will include joining up with a range of work across government to tackle poor mental health, loneliness, social isolation, employability, homelessness, stigma and the wider effect on families and Children Affected by Parental Substance Misuse (CAPSM).</p> <p>The refreshed strategy will also build on the work already in progress to develop more effective responses to children at risk of parental substance misuse. The continuing aim is to ensure the child is at the centre of agency responses, the principle of early intervention is embedded and continuing to recognise that the wider family plays a key role in supporting family members to recover from substance misuse problems, and that these family members also need support.</p>
Address the impact of parental alcohol misuse	The National Foetal Alcohol Spectrum Disorder Care Pathway was launched on 14 July 2017. The aim of the Pathway is to help clinicians make an FASD diagnosis as early as possible, to provide the correct support and advise parents and carers how to seek appropriate help for their child.
Address female genital mutilation	Scotland's National Action Plan to prevent and eradicate Female Genital Mutilation (FGM) aims to foster an environment of prevention in Scotland and to improve the welfare and quality of life of FGM survivors, with a focus on the linked areas of prevention, protecting girls at risk of FGM; and provision of appropriate support and sensitive services for survivors of FGM.
Address the risks from children going missing	The National Missing Persons Framework for Scotland sets out the roles and shared responsibilities of respective agencies, as well as key national objectives and supporting commitments to focus our efforts on preventing people from going missing and limiting the harm associated when they do go missing. Preventing missing episodes, particularly repeat missing episodes will involve detailed information within a Child's Plan, providing appropriate support to address the young person's needs and improve their wellbeing.

	Some of these needs can be identified through an appropriate return discussion with a child on their return from a missing episode, the information obtained can inform the child's plan to prevent further missing episodes.
Address the risk to young children becoming involved in harmful or problematic behaviour becoming involved in the justice system.	The Scottish Government is taking forward the Age of Criminal Responsibility Bill to raise the age of criminal responsibility to the age of 12.
Bullying	<p>The Scottish Government published the refreshed 'Respect for All: The National Approach to Anti-Bullying for Scotland's Children and Young People' The guidance is clear that all types of bullying, including prejudice-based bullying is unacceptable and must be addressed whenever it arises.</p> <p>The purpose of 'Respect for All' is to ensure that all sectors and communities are consistently and coherently contributing to a holistic approach to anti-bullying regardless of the type of bullying. 'Respect for All' aims to provide an overarching framework and context for all anti-bullying work that is undertaken in Scotland. The approach aims to build capacity, resilience and skills in children and young people, and all those who play a role in their lives, to prevent and deal with bullying.</p> <p>To support the roll out of this guidance, the Scottish Government funded anti-bullying service 'respectme' will continue its work with local authorities and other organisations to build confidence and capacity to address bullying effectively.</p>
Support for young people involved in sexual offending	The Scottish Government has established the Expert Group on Preventing Sexual Offending Involving Children and Young People which brings together professional and academic expertise, from across justice, education, health and the third sector, together with young people to identify fresh actions to better prevent sexual crime involving children and young people, both as victims and perpetrators, and to better mitigate the harm it causes.
Ensure guidance, policies and procedures are fit for purpose	National Guidance for Child Protection in Scotland was published in 2010 and refreshed in 2014 to ensure that it remains relevant and up to date. The document provides a national framework for agencies and practitioners at local level to understand and agree processes for working together to safeguard and promote the wellbeing of children. It sets out expectations for strategic planning of services to protect children and young people and highlights key responsibilities for services and organisations, both individual and shared. It also includes guidance for practitioners on specific areas of practice and

	key issues in child protection including Child Sexual Exploitation and Internet Safety.
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**Things we are doing to provide support for young people**

<b>Strategic action/ aim</b>	<b>Key activity being taken forward</b>
Development of trauma informed support.	The Scottish Government is working with partners in the public and third sector to develop a 10-year Child and Adolescent Health and Wellbeing Action Plan which will cover both physical and mental wellbeing. This will include a focus on attachment and trauma informed practice with a strong emphasis on the 'how' of improving health and wellbeing
Support the strengthening of relationships based practice for Scotland's most vulnerable children	Getting It Right for Look After Children Strategy 2015. At the heart of the strategy is the importance of relationships for our looked after children and young people. For children and young people the quality of relationships with carers, their birth families, social workers, other trusted adults and corporate parents is fundamental to their ability to develop and thrive. The priorities and activities outlined in this strategy reflect this.