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Agenda Item: 13.

Integration Joint Board

Date of Meeting: 29 October 2020.

Subject: Good Parenting Plan.

1. Summary

Jim Lyon Interim, Head of Children, Families and Criminal Justice Services and Chief Social Work Officer presented the 'Good Parenting Plan' to the Orkney Partnership Board.

2. Purpose

The purpose of this report is to present the Good Parenting Plan to the Integration Joint Board (IJB) for noting.

3. Recommendations

The Integration Joint Board is invited to note:

3.1. The Good Parenting Plan.

4. Background

4.1. On 24 August 2020, the Interim Head of Children, Families and Criminal Justice Services and Chief Social Work Officer presented the Good Parenting Plan to the Orkney Partnership, where it was noted that Orkney Islands Council had approved the document before submitting to the Orkney Partnership Board. It was noted that the Plan inevitably had a local authority slant due to the Council's statutory duties for child protection and looked after and accommodated children and young people. It was also noted the plan is organic in nature and will include the continual contributions, through engagement and participation, of our looked after children and young people.

4.2. As delivery of the actions progress, the plan will be subject to:

- Review.
- Modification.
- Additionality, as required, to ensure the needs of our looked after children and young people are met.

4.3. After discussion, it was agreed that the following sections be included:

- The role of Child Health Commissioner and Public Protection Nurse.
- The Vice Chair of the Orkney Partnership Board be included, as the NHS Orkney representative.
- Note that future commitments were 'dependent on funding' to ensure that expectations were not raised unrealistically.

4.4. The Orkney Partnership Board approved the Plan as a working document subject to the above amendments.

4.5. Following this meeting, Jim Lyon and Neil Gentleman, Link Care Inspector, discussed how to engage with the young people who were involved in the Inspection, who had not received feedback, and this is currently being planned.

5. Contribution to quality

Please indicate which of the Orkney Community Plan 2019 to 2022 visions are supported in this report adding Yes or No to the relevant area(s):

Resilience: To support and promote our strong communities.	Yes.
Enterprise: To tackle crosscutting issues such as digital connectivity, transport, housing and fuel poverty.	No.
Equality: To encourage services to provide equal opportunities for everyone.	Yes.
Fairness: To make sure socio-economic and social factors are balanced.	Yes.
Innovation: To overcome issues more effectively through partnership working.	Yes.
Leadership: To involve partners such as community councils, community groups, voluntary groups and individuals in the process.	Yes.
Sustainability: To make sure economic and environmental factors are balanced.	Yes.

6. Resource implications and identified source of funding

6.1. There are no financial implications.

7. Risk and Equality assessment

7.1. There is no risk impacts.

8. Direction Required

Please indicate if this report requires a direction to be passed to:

NHS Orkney.	No.
Orkney Islands Council.	No.
Both NHS Orkney and Orkney Islands Council.	No

9. Escalation Required

Please indicate if this report requires escalation to:

NHS Orkney.	No.
Orkney Islands Council.	No.
Both NHS Orkney and Orkney Islands Council.	No

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12. Supporting documents

12.1. Appendix 1 – Good Parenting Plan.



Orkney's Good Parenting Plan 2020 - 2025



Making the Promise real for Orkney's Care Experienced children and young people

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1 Introduction

We are pleased to introduce the Orkney Community Planning Partnership's Good Parenting Plan which will provide strategic direction in relation to Corporate parenting through until 2025. This is a statutory, progressive five-year plan which sets the framework within which all Orkney Partnership agencies will work to improve the lives of our Care Experienced¹ children, young people and care leavers.

The Orkney Partnership welcomes the publication of the Independent Care Review in Scotland 2020. The Review listened and represented the views and voices of thousands of Care Experienced young people including many of our local young people. The resulting 'Promise' to Care Experienced children and young people: *'we grow up loved, safe, and respected so that we realise our full potential'* is clear. How we achieve this is less clear. Therefore, shaping the 'Radical How' of making The Promise real in Orkney, in partnership with Care Experienced young people, is core to the Partnership's plan.

Getting it Right for Every Child provides us with a common language and understanding of children and young people's wellbeing needs. As we support and promote wellbeing, all of our children and young people will have increased chances and prospects to become effective contributors, successful learners, responsible citizens and confident individuals. These outcomes not only benefit our young people but greatly enhance our community as a caring, compassionate and thriving one for all.

At the core of this plan is a commitment to go beyond merely fulfilling statutory duties, and to truly make a difference by ensuring that the many benefits of living and growing up in Orkney are available to all. We know that Care Experienced children and young people are amongst the most vulnerable in our community, and that all too often their well-being and life chances are negatively impacted. We have a responsibility and a commitment to them to change this and the actions contained within this plan provides the detail on how we will do this.

Through implementation of this plan, we will strive to ensure that our Care Experienced children and young people have the best possible start in life. We will support and care for them as our own, and ensure they have every opportunity to reach their full potential and succeed in life.

Signed



Cllr James Stockan
Council Leader &
Chair of the Orkney
Partnership



John W Mundell OBE
Interim Chief
Executive Orkney
Islands Council



Meghan McEwen
Chair of NHS Orkney Board
& Vice Chair of the Orkney
Partnership

¹ Throughout this strategy the term care experienced refers to all looked after children, young people and care leavers irrespective of their placement and legal status.



2 What is Corporate Parenting?

“An organisations performance of actions necessary to uphold the rights and safeguard the wellbeing of looked after children or care leavers and through which physical, emotional, spiritual, social and educational development is promoted.”²

Good Corporate Parents take responsibility for promoting the wellbeing of all Care Experienced children and young people by working collaboratively to reduce barriers and inequalities experienced by looked after children throughout their care journey.

2.1 Corporate Parents or Good Parents?

Unsurprisingly the Care Review found that children and young people did not like the term ‘corporate’ parenting. This term ‘feels demeaning and an example of cold, process driven relationships’ and as such the Care Review avoided using it.

In recognition of the feelings and views of Care Experienced children and young people, the Partnership will refer to and identify as ‘Good Parents’ instead of ‘Corporate Parents’.

In Orkney, we will challenge each other to be ‘good parents’ and continually ask: ‘what would a good parent do?’ ‘what would a good parent aspire to for their child?’ ‘how will we behave as good parents and be responsible to young people?’.

Change for Care Experienced children and young people will be achieved by tackling inequality, effective partnership working and ensuring services are developed in a way that is informed and shaped by them.

Good Parenting in this context is not simply a professional duty; we need to recognise it is a privilege to spend time with and listen to Care Experienced children and young people, and then use our individual and collective authority and influence to make a real and meaningful difference to a young person’s life. Training and support will be provided to Good Parents to ensure that direct engagement with Care Experienced children and young people is appropriate and sensitively managed.

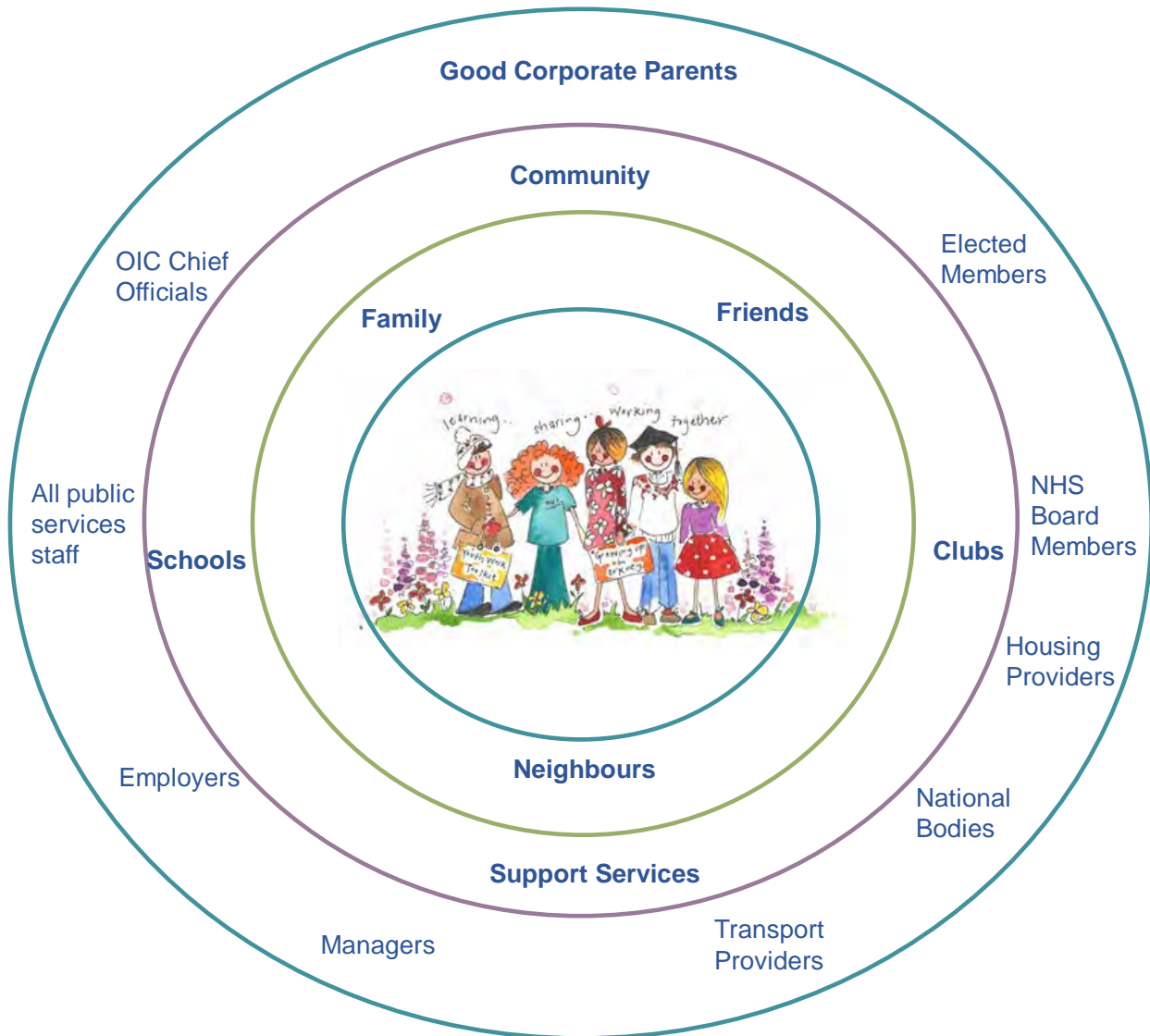
2.2 Who are Orkney’s Good Parents³?

Leadership on Good Parenting must come from the most senior elected/ board members and officers in each partner agency; However, Good Parenting is not the reserve of senior management or members and everyone is responsible and accountable as a Good Parent whether a board or elected member, senior officer, team manager or front-line worker across all of Orkney’s public agencies.

Figure 2-1 Orkney’s Family Network

² Scottish Government 2015

³ A full list of all corporate parents as described in schedule 4 of the Children and Young People (Scotland) Act 2014 can be found <https://www.celcis.org/files/7814/4353/4182/List-of-corporate-parents-in-Scotland.pdf>



For a full list of Orkney's Corporate parents see appendix 6.1.

2.3 The Good Parenting Board

The Orkney Community Planning Partnership will incorporate the function of a Good Parenting Board, ensuring strategic oversight of statutory duties in relation to Good Parenting, scrutiny of the impact of the Good Parenting Plan and actions to address poor outcomes. See Terms of Reference in Appendix 6.3.

2.4 Why do we need a plan?

The Children and Young People (Scotland) Act 2014 confers duties upon the local authority and other public bodies to publish a Corporate Parenting Plan, setting out our vision for Looked After children and young people, the outcomes we are trying to achieve, the actions needed to do this and the governance arrangements for monitoring progress.

We need a Good Parenting plan to support vulnerable children and young people in our community who are living in families that are experiencing significant difficulties, at risk of



family breakdown and of coming into care as well as those children who have been in and come through our 'care system'.

Children and young people who are Care Experienced have the poorest outcomes of all children and young people in Scotland with evidence suggesting that:

- 35% of Care Experienced children and young people leave school with one or more qualification at SCQF Level 5 or above, compared to 84% of the general population (Scottish Government 2016).
- 4% of Care Experienced pupils go straight from high school to university, compared to 39% of the general population (Scottish Government 2016).
- Care Experienced pupils are 7 times more likely to be excluded from school (Scottish Government 2014).
- 9 months after leaving school, 30% of Care Experienced young people are classed as unemployed, compared to 8% of their peers (Scottish Government 2016).
- A third of young offenders, and almost a third of the adult prison population, self-identify as being care experienced (Scottish Prison Service, 2016)
- Amongst looked after young people aged 5-17 years, 45% have been assessed as having mental health issues (Office of National Statistics, 2004).

We also know Care Experienced people can achieve highly and do incredible things if the right support is in place.

Our plan will focus on making [The Promise](#) real for all Care Experienced young people. Additionally, the [Scottish Care Leavers Covenant](#) and pledge help us to specifically focus on outcomes for young people who are leaving or have left care.

2.5 Meeting our Good (Corporate) Parenting Duties and Responsibilities

Children and Young People (Scotland) Act 2014 sets out the key responsibilities and legal duties that every Good (Corporate) Parent must fulfil and the requirement for collaborative working when exercising their responsibilities to support, safeguard or promote the wellbeing of Care Experienced children and young people. This includes:

- Sharing information
- Providing advice or assistance
- Coordinating activities (and seeking to prevent unnecessary duplication)
- Sharing responsibility for action
- Funding activities jointly
- Exercising functions jointly (e.g. joint plan, joint reporting)⁴

All Corporate Parent bodies are required to prepare and publish plans which detail how they will fulfil their duties in terms of the following:

⁴ Children and Young People (Scotland) Act 2014



Are Alert

We should have systems in place to stay informed of the issues which could have a negative impact on an individual child and our entire population of Care Experienced children and young people.

Assess

We ensure our services are relevant and accessible to the widest possible group by assessing and responding to their needs.

Promote

We perform actions which may advantage or benefit Care Experienced children and young people.

Provide opportunities

We identify opportunities relevant to our Care Experienced children and young people and seek to understand how they could be supported to participate.

Ensure access

We help our Care Experienced children and young people to overcome barriers so that they can benefit from the opportunities, services and support we and other Good (Corporate) Parents provide.

Strive to improve

We review our performance and take action to improve where opportunities are identified.



3 Who are our Looked After and Care Experienced Children and Young People?

'Care Experienced'⁵ children and young people include those that are looked after at home, or in kinship away from home, in residential, foster or secure care. It is recognised that Care Experienced children and young people can face increased challenges in various areas of their lives – for example, emotional and physical difficulties, challenges for employment and education, monetary challenges and sometimes limited family networks. There are a range of circumstances that can lead to a child becoming looked after and is often linked to Adverse Childhood Experiences (ACEs).

In March 2020 the looked after children and young people and care leaver population of Orkney was 39 and 47 respectively. The breakdown by placement type is as follows:

Care Placement Type	Number	Care leavers	Number
Foster care	10	In continuing care	7
External foster care	0	With pathway plan co-ordinator	28
Kinship	9	Eligible for aftercare - not accessing support	12
Looked after at home	5		
Local authority residential	3		
Out of authority residential school	3		
Secure accommodation	0		
External residential / other	1		
Short breaks	8		

Please note: these figures may underestimate the overall Care Experienced numbers for Orkney, given that there will be a number of Care Experienced young people who may not have been formally looked after at 16, for example informal kinship care arrangements, adoption; children and young people in need or on 'the edges of care'

⁵ The term care-experienced refers to anyone who has been or is currently in care or from a looked-after background at any stage in their life, no matter how short, including adopted children who were previously looked-after. This care may have been provided in a one of many different settings such as in residential care, foster care, kinship care, or through being looked-after at home with a supervision requirement. See : <http://www.sfc.ac.uk/access-inclusion/equality-diversity/care-experienced/care-experienced>



4 Ambition

4.1 The Promise

Scotland has an ambition 'to be the best place in the world to grow up'; at the heart of this is the promise that sets out a clear commitment to our Care Experienced children and young people:

The Promise

'We grow up loved, safe, and respected so that we realise our full potential'

The foundations of the promise are voice, family, care, people and scaffolding. Our ambition is to ensure we work in equal partnership with Orkney's Care Experienced children and young people to make the promise a reality as they grow up.

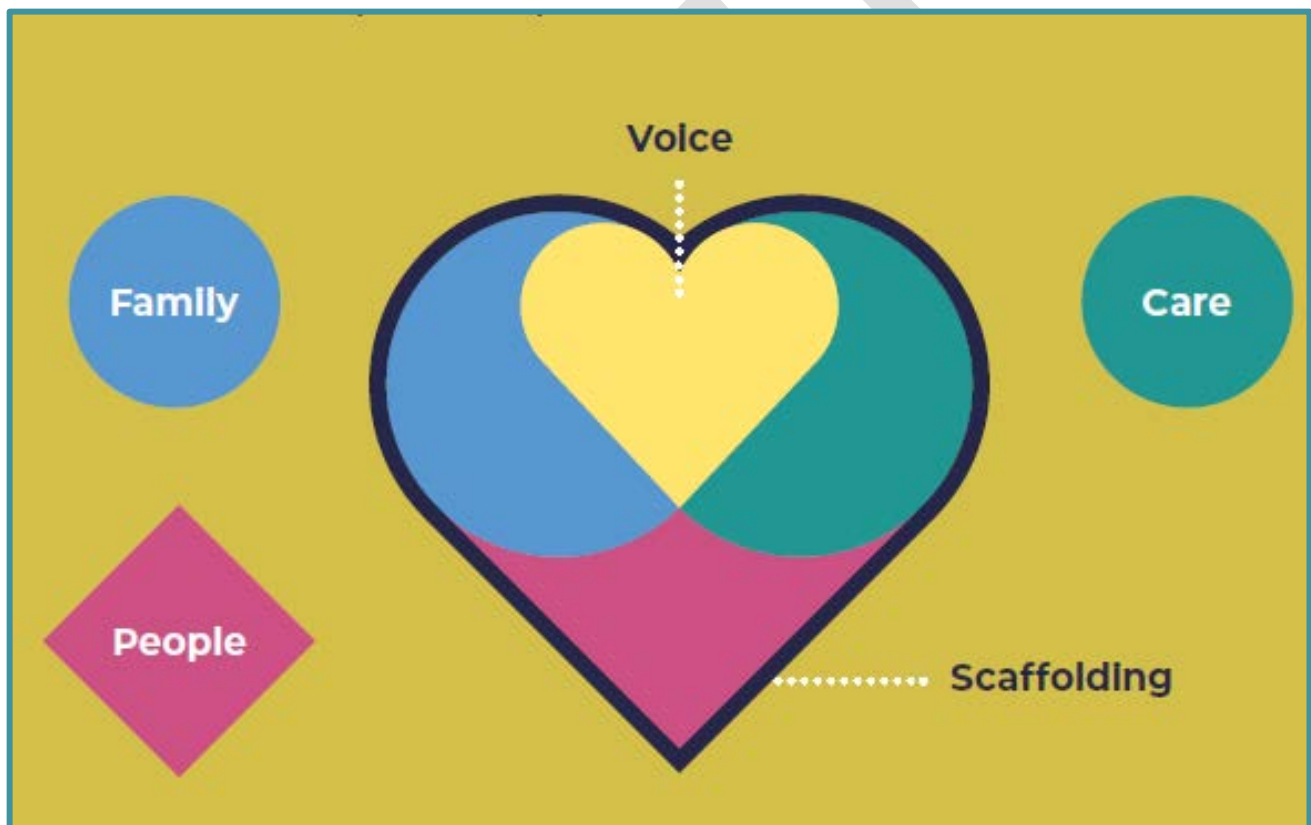


Figure 4-1 The foundations of the promise⁶

Voice: Children must be listened to and meaningfully and appropriately involved in decision-making about their care, with all those involved properly listening and responding to what children want and need. There must be a compassionate, caring, decision-making culture focussed on children and those they trust.

⁶ Source: The Promise. Independent Care Review



Family: Where children are safe in their families and feel loved they must stay – and families must be given support together to nurture that love and overcome the difficulties which get in the way.

Care: Where living with their family is not possible, children must stay with their brothers and sisters where safe to do so and belong to a loving home, staying there for as long as needed.

People: The children that Scotland cares for must be actively supported to develop relationships with people in the workforce and wider community, who in turn must be supported to listen and be compassionate in their decision-making and care.

Scaffolding: Children, families and the workforce must be supported by a system that is there when it is needed. The scaffolding of help, support and accountability must be ready and responsive when it is required.

4.2 Scottish Care Leavers Covenant

The Scottish Care Leavers Covenant (Appendix 6.4) supports Scotland's Good (Corporate) Parents, carers, practitioners, managers and decision makers in fulfilling their duties to improve the life chances of all of Scotland's care leavers.

The Covenant builds on the principles of Getting It Right for Every Child (GIRFEC) (Appendix 6.5) by taking a holistic, young person-centred approach. It focuses on the long-term wellbeing needs of care leavers; highlighting the need for early intervention and help that is appropriate, proportionate and timely. Aligning the Covenant with GIRFEC will make sure that the 'one child – one plan – one care journey' principle continues beyond the young person's care setting.

The Covenant supports Good (Corporate) Parents to deliver changes in action and practice to bring improvement and consistency to the care of these young people. It offers clear guidance on how to meet the needs of young people who are often disadvantaged as a result of their care experiences.

4.3 GIRFEC principles and values⁷

Getting it right for every child (GIRFEC) is based on children's rights and its principles reflect the [United Nations Convention on the Rights of the Child](#) (UNCRC).

It is for all children and young people because it is impossible to predict if or when they might need support. GIRFEC also respects parents' rights under the [European Convention on Human Rights](#) (ECHR).

⁷ <https://www.gov.scot/policies/girfec/principles-and-values/>



The GIRFEC approach:

- is child-focused - it ensures the child or young person – and their family – is at the centre of decision-making and the support available to them.
- is based on an understanding of the wellbeing of a child in their current situation - it takes into consideration the wider influences on a child or young person and their developmental needs when thinking about their wellbeing, so that the right support can be offered
- is based on tackling needs early - it aims to ensure needs are identified as early as possible to avoid bigger concerns or problems developing
- requires joined-up working - it is about children, young people, parents, and the services they need working together in a coordinated way to meet the specific needs and improve their wellbeing

For further information on *Getting it Right for Orkney's children and young people*; https://www.orkney.gov.uk/Files/Education-and-Learning/Orkney_GIR_Guidance_2012.pdf. See also appendix 6.5.

DRAFT



5 Delivery approach

5.1 Context

In developing this plan for our Care Experienced children and young people we have taken the following into account:

- [Independent Care Review and the Promise 2020](#)
- [Scottish Care Leavers Covenant](#) (Appendix 6.4)
- [Children and Young People \(Scotland\) Act 2014](#)
 - [Statutory guidance on Part 9 \(Corporate Parenting\) of the Children and Young People \(Scotland\) Act 2014](#)
- [Orkney Community Planning Partnership Strategic Plan 2019 – 2022](#)
- [Orkney Health and Care Strategic Plan 2019 /2022](#)
- [Orkney Children's Services Strategic Plan 2016 – 2020](#)
 - [Child Poverty in Orkney. Joint Report by Executive Director of Education, Leisure and Housing and Chief Officer/Executive Director of Orkney Health and Care.](#)
- [OHAC Review of Services for Children and Young People in need of Care and Protection 2018.](#)
 - Consultation with Good Parents and community planning partners including Who Cares? Scotland
- [Orkney Islands Council Education Standards and Quality Report and Improvement Plan 2019](#)
- Feedback from Inspections of our services:
 - [Report of a joint inspection of services for children and young people in need of care and protection in Orkney](#)
 - The Orkney Partnership Children Services Improvement Plan
- Feedback from looked after children, parents and carers

5.2 Improvement Plan linkages and interdependencies

The Care Inspectorate "Report of a joint inspection of services for children and young people in need of care and protection in Orkney" was published in February 2020. It is recognised that the Care Inspectorate consulted many Care Experienced children and young people, front line staff and stakeholders. The Orkney Partnership's response to this report is set out within the Improvement Plan, many aspects of which are pertinent to Good Parenting.



Improvement Area ID	Improvement area
IMP000	Urgently review all looked after children's files to ensure that robust safeguarding plans are in place.
IMP014	Commitment to embedding GIRFEC across all children's services with it reflected within each of our organisations and role modelled in our leadership.
IMP015	Establish an independent chair of child protection case conferences and Looked After Children Reviews.
IMP017	Understanding our responsibilities as Corporate Parents and are able to identify and respond to the needs of looked after children.
IMP018	Develop the approach and support arrangement that are in place in order to improve the use of kinship and foster care as alternatives to residential care.
IMP019	Developing a flexible crisis response services to prevent children and young people becoming looked after.
IMP021	There is a need to improve our care planning procedures and practice in relation to our regulated services including the children's residential services and adoption and fostering services.
IMP022	Comprehensive health assessments are undertaken to ensure health needs of looked after children and young people are identified and met.
IMP023	Ensuring that looked after children and young people have an appropriate, documented, learning offer that is directed to the development of their personality, talents and mental and physical abilities.
IMP025	Developing and maintaining a rights based service for Care Experienced young people.
IMP026	Urgently provide supported housing locally for care leavers with complex and enduring disabilities.
IMP027	Improve accessibility of health services for care leavers who are experiencing emotional and mental ill health and addiction
IMP031	There is no agreed and embodied vision for the children of Orkney.
IMP037	Review and up-date procedures for children who receive short-breaks care, ensuring reviews are consistent with looked After Children regulations and best practice guidance in relation to multi-agency transitions planning.
IMP042	Transition from children's services into adults' services



5.3 Action Plan

Action plans devised by officers run the risk of being tokenistic. Ownership of the plan is key and Good Parents will be taken on a training and development journey to ensure they fully understand their roles. In terms of ensuring that our plan is able to bring Orkney close to realising The Promise and the commitments of the Care Leavers Covenant over the coming five years, Good Parents will be required to engage in a collaborative process alongside Care Experienced children and young people from Orkney. Based on:

- Recognising the importance of time and an investment in developing relationships and group opportunity for young people with care experience, built on active partnerships with people who are engaged, and a hub space;
- Good Parents who are up for coming into those spaces, and with support and guidance, developing appropriate relationships with young people over time;
- Built on those foundations, a 'co-owned' process that delivers meaningful change;
- The benefit in focussing alongside Care Experienced children and young people on specific areas where the impact of their Voice is tangible and has broad impact on Good Parenting. Beyond 'consultation'. Examples from other areas include; a Better Meetings project, or 'Our records our lives', or support within the Community of School.

In order to build on this, within the first year of this five-year plan, further development of priority actions will include workshops supported by Who Cares? Scotland with Care Experienced children and young people and a range of Good Parents. We will aim to meet with Care Experienced children and young people annually as a minimum.

It should be noted that the commitments outlined within this plan are dependent upon funding.

5.3.1 Early intervention - Preventing children from becoming looked after

The Children and Young People Act 2014, Part 12, requires local authorities to provide a range of services children and their families who are at risk of becoming looked after.

The Children's Services Strategic Plan sets out to describe how, by working together, we can improve the wellbeing of children and young people.

It asks the everyone working with, and providing service to, children and young people to help in the task of mitigating the impact of poverty and disadvantage by building and using relationships within the community. This means that the children's services workforce, and the wider community, must work together so that, as children and young people grow up, they do indeed get the right help, at the right time, in the right way.

Core to this is recognising the importance of prevention and early intervention as integral to improving outcomes, as well as reducing the need for and pressure on targeted services (e.g. Social Work, CAMHS).



The Children's Services Strategic Plan has 3 overarching priorities, which link to and reflect the ambition of the Orkney Community Planning Partnership.

- Wellbeing – working together to ensure that children and young people have the opportunity to experience activities that will help them to be... safe, healthy, achieving, nurtured, active, respected, responsible and included.
- Relationships – working together to ensure that there is a consistent approach to recognising that children are rich in potential, strong, powerful, and competent; realising that the best outcomes are achieved when we pay attention to relationships and 'how' we work together.
- Poverty and Rural Disadvantage – working together to ensure that Orkney's potential (through connecting people, community, activity and services) is maximised to limit negative outcomes and ensure equality of opportunity for children and young people.

The early intervention imperative, and development of supports and services that help maintain children and young people in their families, is detailed in Orkney's Children's Services Strategic Plan 2016- 2020; The Review of Children and Young People in Need of Care and Protection 2019; and, central to the Orkney Health and Care Strategic Plan 2019 / 2022.

The key priority area highlighted in the Partnership's Improvement Plan is the commitment to embedding GIRFEC across all children's services with it reflected within each of our organisations and role modelled in our leadership.



5.3.2 Engagement and participation: making the promise real for Orkney's Care Experienced Children and Young People

Outcome: The rights and participation of care leavers and Care Experienced children and young people are actively encouraged and evidenced in Board activity			
Action	Performance Measure	Timescale	Lead
Recognise the importance of time and an investment in developing relationships and group opportunity for young people with care experience, built on meaningful partnerships with Good parents who are actively engaged. Arrange a series of meetings and workshops	<ul style="list-style-type: none"> • Delivery of workshops • Evidence of engagement with Care Experienced children and young people • Good Parents have increased awareness and understanding of Care Experienced children and young people's views and needs 	Workshop 1 – August 2020 Workshop 2 - January 2021 Annual engagement thereafter	Chief Officer, IJB / Executive Director, OHAC Who Cares? Scotland
Identify a 'hub space' for Care Experienced children and young people and Who Cares? Scotland to feel a sense of belonging, inclusion and participation where these 'gatherings' together with Good Parents can take place.	<ul style="list-style-type: none"> • Suitable 'hub space' secured in negotiation with partners including Who Cares? Scotland 	October 2020	Chief Officer, IJB / Executive Director, OHAC Executive Director (Education Leisure and Housing – ELH) Who Cares? Scotland
Learning and development needs of Good (Corporate) Parents to be scoped and a training and development program established and included in Good (Corporate) Parent handbook.	<ul style="list-style-type: none"> • Sharing this plan and achieving buy in from a wide range of Corporate parents • Evaluation of learning from workshops • Develop Good (Corporate) Parenting handbook 	July / August / September 2020	OCPP Who Cares? Scotland



Outcome: The rights and participation of care leavers and Care Experienced children and young people are actively encouraged and evidenced in Board activity			
Action	Performance Measure	Timescale	Lead
<p>Community Partners take responsibility for ensuring the Partnership's Good Parenting Plan is taken through their own governance process and aligned with their respective agency Corporate Parenting Plan.</p> <p>Sign and commit to understanding how the Covenant and Promise can be realised in Orkney.</p>	<ul style="list-style-type: none"> Evidenced in minutes Covenant signed and incorporated into this plan. Evidence of engagement in workshops with young people and Who Cares? Scotland 	<p>December 2020</p>	<p>All partners of OCPP</p> <p>Who Cares? Scotland</p>
<p>Each service within the Council to have a statement detailing three specific commitments and actions relating to fulfilling their Good (Corporate) Parenting Duties.</p>	<p>Production and review of service area commitments covering Chief Executive, Corporate Services, Development and Infrastructure, Education Leisure and Housing and Orkney Health and Care.</p>	<p>December 2020</p> <p>Annual review</p>	<p>Chief Officer, IJB / OIC Executive Directors</p>
<p>Who Cares? Scotland to join the Orkney Good Parenting Board (incorporated into OCPP) who will support Care Experienced Young People's engagement and participation in board activity.</p>	<p>Evidence of Care Experienced children and young people's participation and input to OCPP Good Parenting activity.</p>	<p>Reviewed Annually in June</p>	<p>OCPP</p> <p>Who Cares? Scotland</p>



5.3.3 Health, Well-being and Relationships

Outcome: All Care Experienced Children and Young People have improved emotional and physical mental health and well-being and maintain meaningful relationships in their lives.			
Action	Performance Measure	Timescale	Lead
<p>Develop Intensive Family Support based on principles outlined in the Promise. Shift development and resourcing of services to earlier, more effective intervention for families - integrate and align the system to better meet families' complex, multiple needs including parental alcohol/substance misuse, mental health, domestic abuse, and parents with learning disabilities <i>as soon as issues emerge</i>.</p>	<p>Work in partnership with Third Sector partners; Identify and apply for external sources of funding including Cora Foundation and Scottish Government.</p> <p>Establish enhanced Family Support Service and report on progress</p>	<p>October 2020</p> <p>June 2021 reporting</p>	<p>Chief Officer, IJB / Executive Directors (OHAC/ ELH Voluntary Action Orkney) Third Sector specialist provider - HomeStart, Relationships Scotland Orkney (RSO), Women's Aid.</p>
<p>Care Experienced children and young people have better access to mental health services.</p> <p>Young People to have access to early interventions e.g. youth counselling in-school or community provided by RSO and YPeople.</p>	<ul style="list-style-type: none"> Percentage of Care Experienced children and young people seen by CAMHS within the national standard of 18 weeks (nationally reported) Numbers of Care Experienced children and young people known to access counselling support as noted in Child's/Pathways Plans 	<p>Reviewed Annually in June</p>	<p>Chief Officer, IJB / Executive Director, OHAC</p>



Outcome: All Care Experienced Children and Young People have improved emotional and physical mental health and well-being and maintain meaningful relationships in their lives.			
Action	Performance Measure	Timescale	Lead
<p>Improved access to sport and leisure activities for Care Experienced children and young people</p> <p>Children and young people's befriending – [one to one support to build confidence and try new activities]</p>	<ul style="list-style-type: none"> Number of Care Experienced children and young people with an Active Life membership and Young Scot card Report on befriending service outcomes for Care Experienced children and young people 	<p>Annual reporting June each year</p>	<p>Chief Officer, IJB / Executive Director, OHAC / Executive Director (ELH)</p> <p>VAO</p>
<p>Good parents ensure that all Care Experienced children and young people are involved in decisions about their wellbeing assessment and care planning.</p>	<ul style="list-style-type: none"> Number of Child's (Pathways) Plans that include child/young person's views and active participation Number of Care Experienced children and young people with advocacy support 	<p>Annual reporting June each year</p>	<p>Chief Officer, IJB / Executive Director, OHAC</p> <p>Who Cares? Scotland</p> <p>Advocacy Orkney</p>
<p>Good parents ensure that the health and wellbeing of Care Experienced children and young people matches that of their peers or is better.</p>	<ul style="list-style-type: none"> Percentage of Care Experienced children and young people registered with a local GP and dentist Wellbeing reporting measures to be explored e.g. use of 'Wellbeing Web' or similar 	<p>Annual reporting June each year</p>	<p>Chief Officer, IJB / Executive Director, OHAC</p>



5.3.4 Housing and Accommodation

Outcome: All Care Experienced young people experience the benefit of a secure base.			
Action	Performance Measure	Timescale	Lead
<p>Good Parents commit to providing stable and nurturing placements and reduce the number of times a child/young person has to move.</p> <p>Progress the recommendations to increase care placement capacity to meet needs of all children and young people from birth to 21, contained within the OHAC Review of Services for Children in need of Care and Protection 2019.</p>	<ul style="list-style-type: none"> Percentage of Care Experienced children and young people who have experienced three placement moves or less; Up-dates on implementation of recommendations – increased care placements 	<p>Annual reporting June each year</p> <p>As part of OCPP Quarterly meetings</p>	<p>Chief Officer, IJB / Executive Director, OHAC</p>
<p>Our Children's House at Rendall Road is recognised by all of our care leavers as a secure base where they can go or call whenever needed.</p> <p>Relationships are maintained into young adulthood and beyond with key, familiar people who 'hold in mind' and keep in touch with our Care Leavers.</p>	<ul style="list-style-type: none"> Number of Care Leavers who stay in touch and make use of this support. Feedback from our young people about their experiences. 	<p>Annual reporting June each year</p>	<p>Chief Officer, IJB / Executive Director, OHAC</p>



Outcome: All Care Experienced young people experience the benefit of a secure base.			
Action	Performance Measure	Timescale	Lead
Good parents support care leavers in maintaining a tenancy ensuring minimum of moves and security of tenure. Additional support to manage tenancy/budgeting to be provided.	<ul style="list-style-type: none"> Percentage of Care Experienced children and young people who have experienced two housing moves or less. Number of care leavers accessing housing support services Number accessing YPeople support Percentage of care leavers exempt from Council Tax following agreement and implementation by Orkney Islands Council Number accessing Citizens Advice Bureau 	Annual reporting June each year	Executive Director (ELH) Citizens Advice Bureau
Ensure young people's legal rights to Continuing Care are supported and provide 'Return to Care' where this is assessed as in young person's best interests	% of young people in Continuing Care and number of young people who return to care.	Annual reporting June each year	Chief Officer, IJB / Executive Director, OHAC
Good Parents will commission services outside of Orkney to support you in the community you are required to or chose to live/study/work	Evidence of Good Parents commissioning out-of-area placements that met a child or young person's needs and outcomes.	Annual reporting June each year	Chief Officer, IJB / Executive Director, OHAC



Outcome: All Care Experienced young people experience the benefit of a secure base.			
Action	Performance Measure	Timescale	Lead
Corporate parents formalise an information sharing protocol between Housing and Social Work to effectively manage transitions for care leavers and minimise risk of young person becoming 'homeless'.	<ul style="list-style-type: none"> • Protocol to be established including early notification of young people prior to reaching 16 when rights to leave home/care apply. • Monthly meetings between Through Care/After Care social work and Housing teams • Evidence of implementation 	<p>October 2020</p> <p>Annual reporting June each year</p>	<p>Chief Officer, IJB / Executive Director, OHAC</p> <p>Executive Director (ELH)</p>

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5.3.5 Education and Training

Outcome: The attainment gap between Care Experienced children and young people, care leavers and their peers is closed			
Action	Performance Measure	Timescale	Lead
Develop a joint agency protocol / working agreement to encourage and support young people applying to Orkney College.	<ul style="list-style-type: none"> • Protocol is in place • Number of OC applicants that identify as care leavers • Number of Care Experienced children and young people offered an interview at Orkney College 	Annual reporting June each year	Orkney College Executive Director (ELH) Chief Officer, IJB / Executive Director, OHAC
Ensure children and young people are supported during through transitions; updating Orkney multi-agency transitions guidance consistent with national best practice guidance.	<ul style="list-style-type: none"> • Number of Care Experienced children and young people and care leavers entering positive school leaver destinations • Number of care leavers with a single point of contact within the Education system for advice and support 	National Reporting presented to OCPP Annually - June	Executive Director (ELH)
Continue to support the CONNECT service run by third sector supporting vulnerable young people and explore opportunities to widen access to young people for an earlier age.	<ul style="list-style-type: none"> • Report on CONNECT • Good Parents having opportunity to visit and spend time with staff and young people to gain better understanding of service, young people's activities, needs and views. 	Annual reporting June each year During 2021	Executive Director (VAO) Executive Director (ELH)
Care Experienced children and young people have additional support in their learning and Individual Education Plans (IEP) or Co-ordinated Support Plans to meet their needs.	<ul style="list-style-type: none"> • % of Care Experienced children and young people with IEP & CSP • National Reporting of Attainment highlighting comparisons between Care Experienced and their non-Care Experienced peers 	Annual reporting June each year	Executive Director (ELH)



5.3.6 Employment

Outcome: More Care Experienced young people access and sustain positive school leaver destinations and are valued contributors to the community			
Action	Performance Measure	Timescale	Lead
<p>Partners of the Orkney Partnership will commit to providing work experience and supported employment opportunities for Care Experienced children and young people by establishing a <i>Family Firm</i>⁸.</p> <p>Workshop for employers, Delivered by Who Cares? Scotland, to better support Care Experienced young people.</p>	<ul style="list-style-type: none"> • Number of Care Experienced young people in youth volunteering, work experience placements, apprenticeships, employment. • % of Care Experienced young not in employment, education or training. • Number of partners participating in / and evaluation of workshop. 	<p>Annual reporting June each year</p> <p>2020 - 2021</p>	<p>OCP Who Cares? Scotland</p>
<p>Provision of a Named Person/Single Point of Contact for each Care Experienced young person at the Job Centre</p>	<p>Number of Care Experienced young people in receipt of benefits, in employment and on employment pathways</p>	<p>2020</p> <p>Annual reporting June each year</p>	<p>Department of Work and Pensions Kirkwall Job Centre</p>
<p>Promote the inclusion of Care Experienced young people in employment and work experience opportunities through the Orkney Learning Guidance Forum. Youth Volunteering – Saltire Award Developing the Young Workforce.</p>	<p>Number of local employers who provide opportunities to Care Experienced young people and care leavers</p>	<p>Annual reporting June each year</p>	<p>Executive Director (ELH)</p>

⁸ https://www.celcis.org/files/8314/3878/4784/Family_Firm_SG_2011.pdf



5.3.7 Youth and Criminal Justice

Outcome: Care Experienced children and young people and care leavers are supported to reduce offending and reoffending			
Action	Performance Measure	Timescale	Lead
Social Work Youth Services integrating Youth Justice and Throughcare/Aftercare support providing consistency of relationship and interventions.	<ul style="list-style-type: none"> • % of Care Experienced young people involved with Criminal Justice Services • % with Pathways Plans (includes specific areas including offending risks) 	Annual reporting June each year	Chief Officer, IJB / Executive Director, OHAC
Community-based early interventions are developed to support care leavers when offending has been identified as a risk. Children and Young People's Befriending; Supported volunteering; explore development of a mentoring service.	<ul style="list-style-type: none"> • Included in GIRFEC implementation and Early Intervention/Intensive Family Support service developments as part of Partnership Improvement Plan • Included in report to the Partnership 	Annual reporting June each year	Chief Officer, IJB / Executive Director, OHAC Executive Director (VAO)



6 Appendices

6.1 Appendix | Orkney's Corporate Parents





6.2 Appendix | Governance of the Good Parenting Plan

The Children and Young People (Scotland) act 2014 confers duties upon the local authority and other Corporate Parents to publish a Corporate Parenting plan, setting out our vision for Looked After children and young people, the outcomes we are trying to achieve, the actions needed to do this and the governance arrangements for monitoring progress.

The Orkney Partnership has outlined the following governance arrangements (Figure 6-1), which meet the statutory duties of the individual partners and, at the same time, satisfy the requirement for collective responsibility in relation to Good (Corporate) Parenting.

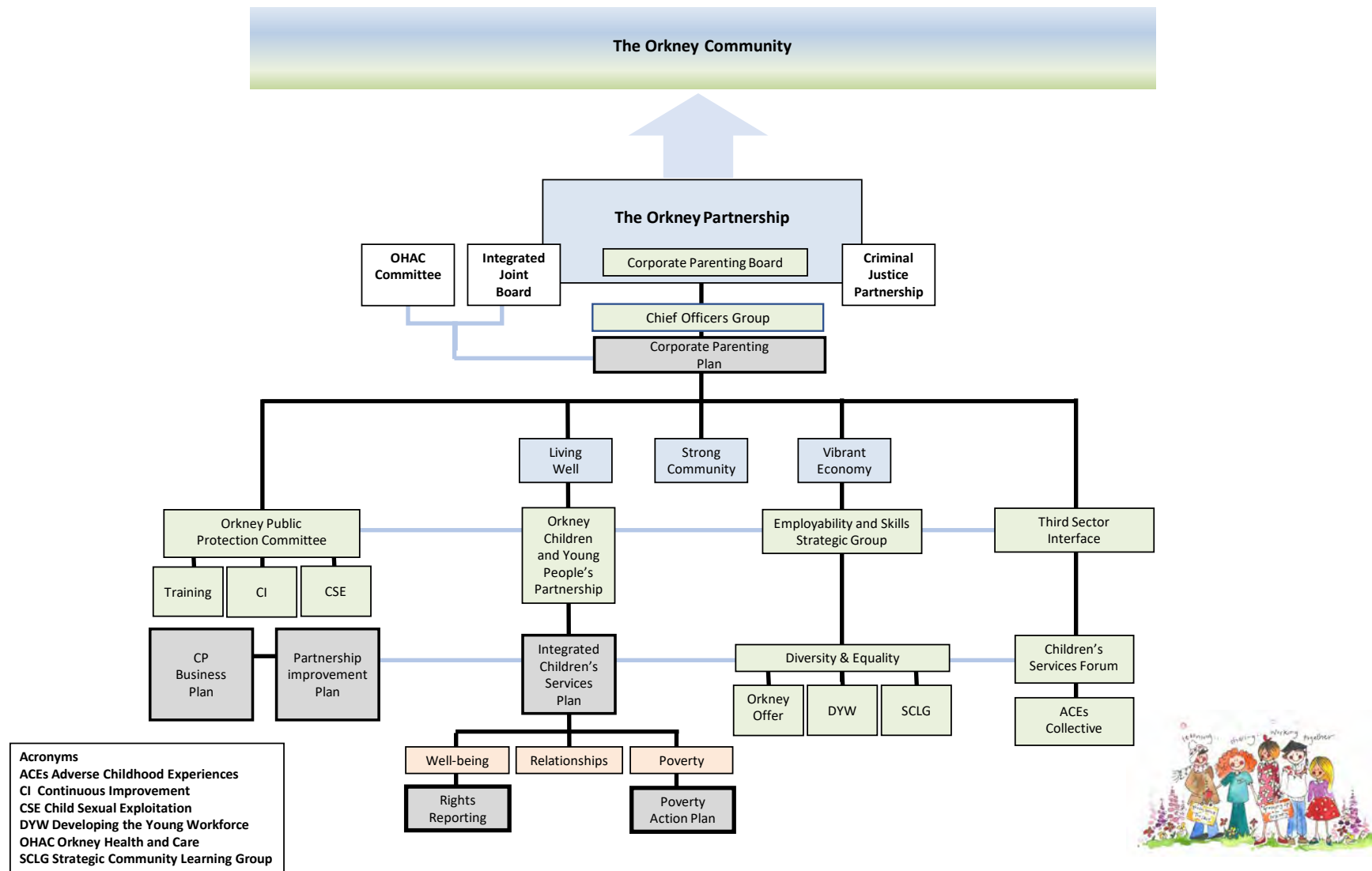
Approval: The plan, actions and any updates or revisions, will be constructed through a process of consultation, engagement and collaboration. The local authority and other corporate parents who constitute the Corporate Parenting Board will confirm a final draft, recommending its approval by the Orkney Partnership. Where the plan includes matters of delegation and governance, the plan should be noted by the appropriate body/committee* and approved in so far as it relates to their delegated responsibility, prior to the plan being adopted.

Monitoring Progress: The Orkney Partnership will publish the plan, monitor its progress and publish an annual report on progress.

* Examples of appropriate bodies include the Integrated Joint Board, the NHS Orkney Board and Orkney Islands Council. An appropriate body may determine that a specific matter should be considered in the first instance by one or more of its committees, for example Orkney Islands Council may direct matters to its Orkney Health and Care Committee and/or its Education, Leisure and Housing Committee



Figure 6-1 Context and Inter-relations





6.3 Appendix | The Orkney Partnership (Incorporating Good Parenting Board) Terms of Reference

The Orkney Partnership is the local community planning partnership for the Orkney Islands.

Where the Orkney Partnership agree to fulfil the function of a Good (Corporate) Parenting Board, a small number of additions/amendments should be considered to its Terms of Reference:

With respect to the Orkney partnership' Terms of Reference⁹, the following is a suggested (minimum) set of 3 changes:

In Section 1 an additional paragraph could be required e.g.

1.7 The Orkney Partnership also serves as the Good (Corporate) Parenting Board for Orkney

In Section 6, an additional paragraph in relation to remit could be required e.g.

6.1.13. To act as the Good Parenting Board for Orkney in order to strengthen Good Parenting to improve outcomes for Orkney's children and Young people with care experience; listen and respond to the voices of Care Experienced young people; develop and progress a collective Good Parenting action plan prepared by relevant Community Planning Partner agencies; reflect the common themes of individual Corporate Parenting plans.

The following detail to be added as an appendix to Partnership Terms of Reference:

The Orkney Partnerships Role and Responsibilities incorporating Good Parenting Board function:

Corporate Parenting is defined as: "An organisation's performance of actions necessary to uphold the rights and safeguard the wellbeing of a looked after child or care leaver, and through which physical, emotional, spiritual, social and educational development is promoted¹⁰."

Role

- The work of the board will raise the profile of young people with care experience in Orkney and champion the needs and rights of Care Experienced young people.
- The board will deliver change for the young people in Orkney who experience care.

⁹ <http://www.orkneycommunities.co.uk/communityplanning/documents/tors-2019-11-12.pdf>

¹⁰ Definition is adapted from Sonia Jackson's definition of 'parenting' presented in M. Davies (ed) (2000) The Blackwell Encyclopaedia of Social Work, Oxford, Blackwell, and cited in the Scottish Government (2008) These Are Our Bairns: A Guide for Community Planning Partnerships on Being a Good Corporate Parent



Responsibilities

The Orkney Good Parenting Board has a responsibility to provide and promote opportunities for the views of young people with care experience to be listened to and heard regarding the services they receive from partner agencies.

Through the identification of key collaborative priorities for improvement each year within a 5-year strategy, the Board will challenge and improve the Good Parenting of partner agencies and increase awareness of the duties towards Care Experienced children and young people in Orkney.

The Board will ensure that children and young people are integral to its proper functioning enabling meaningful participation in the identification of priorities and are made aware of the progress that is being made.

Duties

In order to fulfil its role and responsibilities, the Orkney Partnership will:

- have systems in place in order to stay informed of the issues which could have a negative impact on an individual child and our entire population of Care Experienced children and young people.
- ensure services are relevant and accessible to the widest possible group by assessing and responding to their needs.
- perform actions which may advantage or benefit Care Experienced children and young people.
- identify opportunities relevant to Care Experienced children and young people and seek to understand how they could be supported to participate.
- help Care Experienced children and young people to overcome barriers so that they can benefit from the opportunities, services and support we and other Corporate Parents provide.
- review the Orkney Partnership's collective performance as Good Parents and take action to improve where opportunities are identified.

Operational arrangements

In order to fulfil its function, role and responsibilities as Good Parenting Board, the Orkney Partnership will require to consider the following:

1. The Executive Director/Chief Officer – Orkney Health and Care, in collaboration with the board Chair(s), to be responsible for the effective operation of the Good Parenting functions.
2. Care Experienced Young Person(s) (with support from Advocacy services) empowered to contribute and potentially 'co-Chair'.



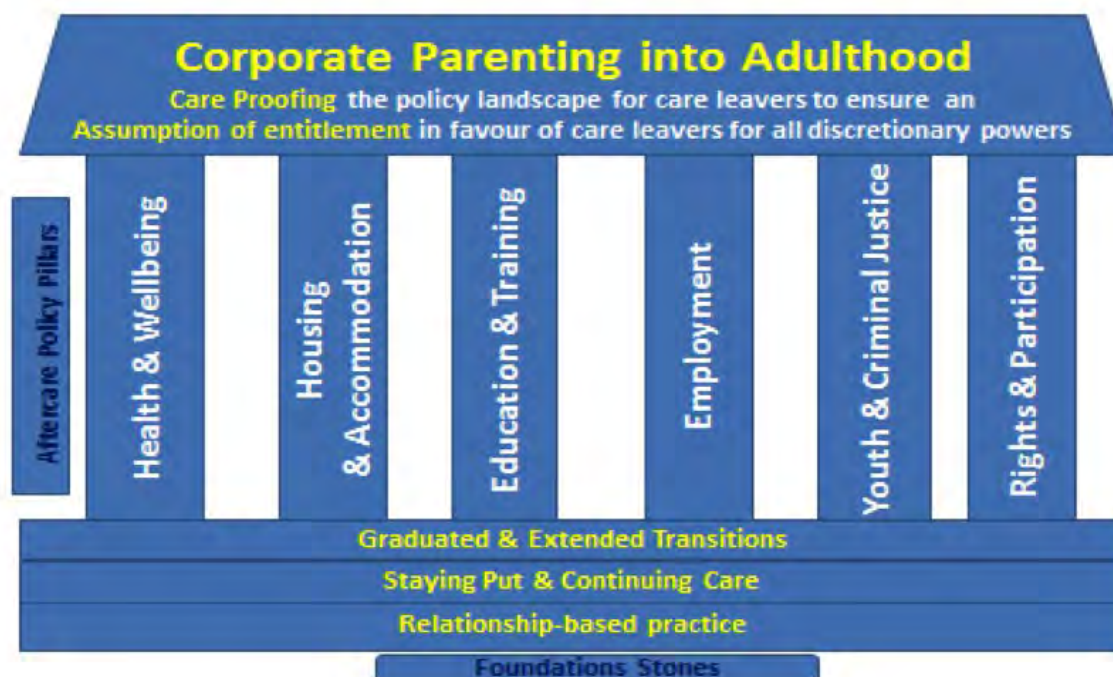
3. Establish working groups (aligned with related Children's services strategic groups) involving young people to ensure the development and implementation of the Good Parenting action plan.
4. Administrative support will be provided by Orkney Islands Council. The meetings will be minuted and the minutes provided to the Community Planning Partnership Board.
5. The Chairs will be assisted by senior officers and young people's advocacy workers and will facilitate the drawing up of the agenda and supporting papers.
6. Additional members (relating to Good Parenting) to include: Advocacy & Participation Worker; Youth Engagement Worker (CLD); Who Cares? Scotland, and in attendance may include:
 - The priority area leads
 - Principal Social Worker (Children)
 - Operational Manager – Looked After Children Services
 - Head of Education
 - Head of Housing
 - Principal Educational Psychologist
 - Head of Children's Health Services
 - Child Health Commissioner
 - Public Protection Nurse
 - Any other invited party felt by the board to be a relevant participant
7. Action plan updates will be provided as standing agenda items. Reports will also be requested by the Partnership on relevant thematic topics.
8. Any significant impediments and risks are highlighted for consideration and resolution by the Partnership.

Governance and review

There will be a full annual review of the strategy to assess what impact it is making in terms of the aspirations and outcomes. The annual review will occur in April. The Orkney Partnership will produce an annual report in relation to its role and responsibilities as a Good Parenting Board to and for the Orkney community.



6.4 Appendix | Scottish Care Leavers Covenant Six Pillar Framework



Source: <https://www.scottishcareleaverscovenant.org/>



6.5 Appendix | Getting it Right for Every Child (GIRFEC)



***Getting it right for every child* is a commitment to ensure that children and young people are supported as they grow and develop...**

...to get the right help, at the right time, in the right way

...to help them become successful learners, confident individuals, effective contributors and responsible citizens

Named Person & Lead Professional

Named Person

Every child and young person is entitled to have a 'named person'. This is someone who they can go to (if they want to) for:

- ✓ Advice &
- ✓ Help with accessing support (including help requesting the involvement of others)

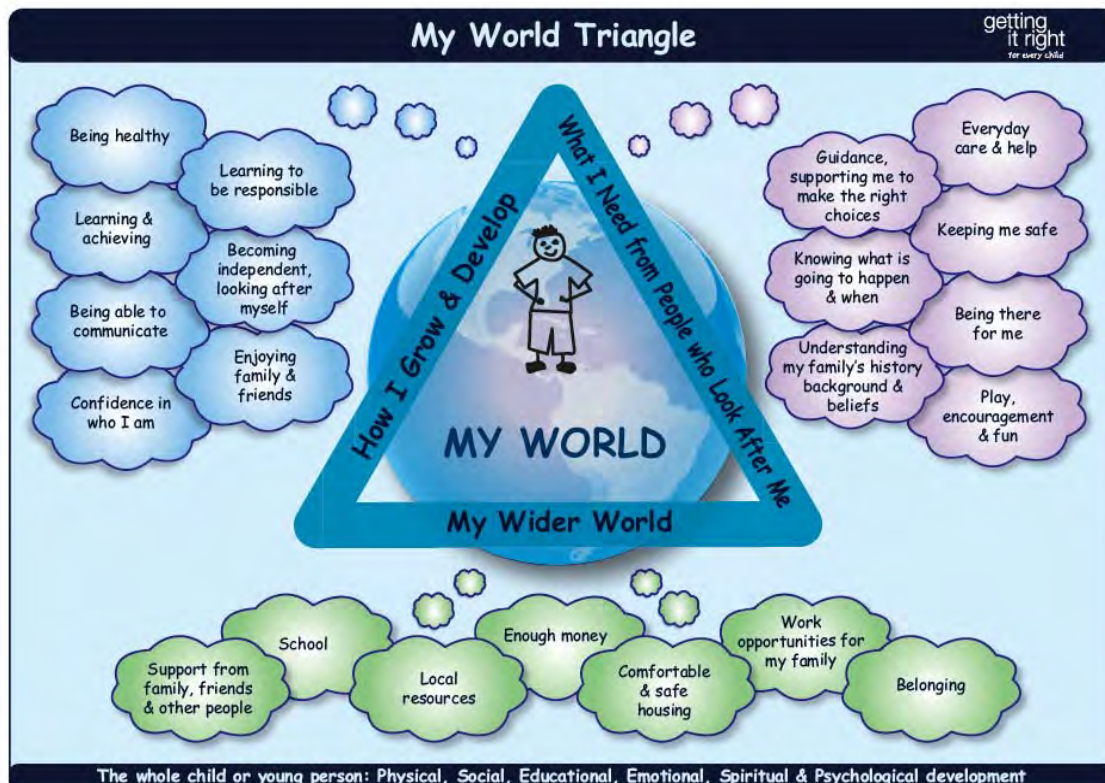
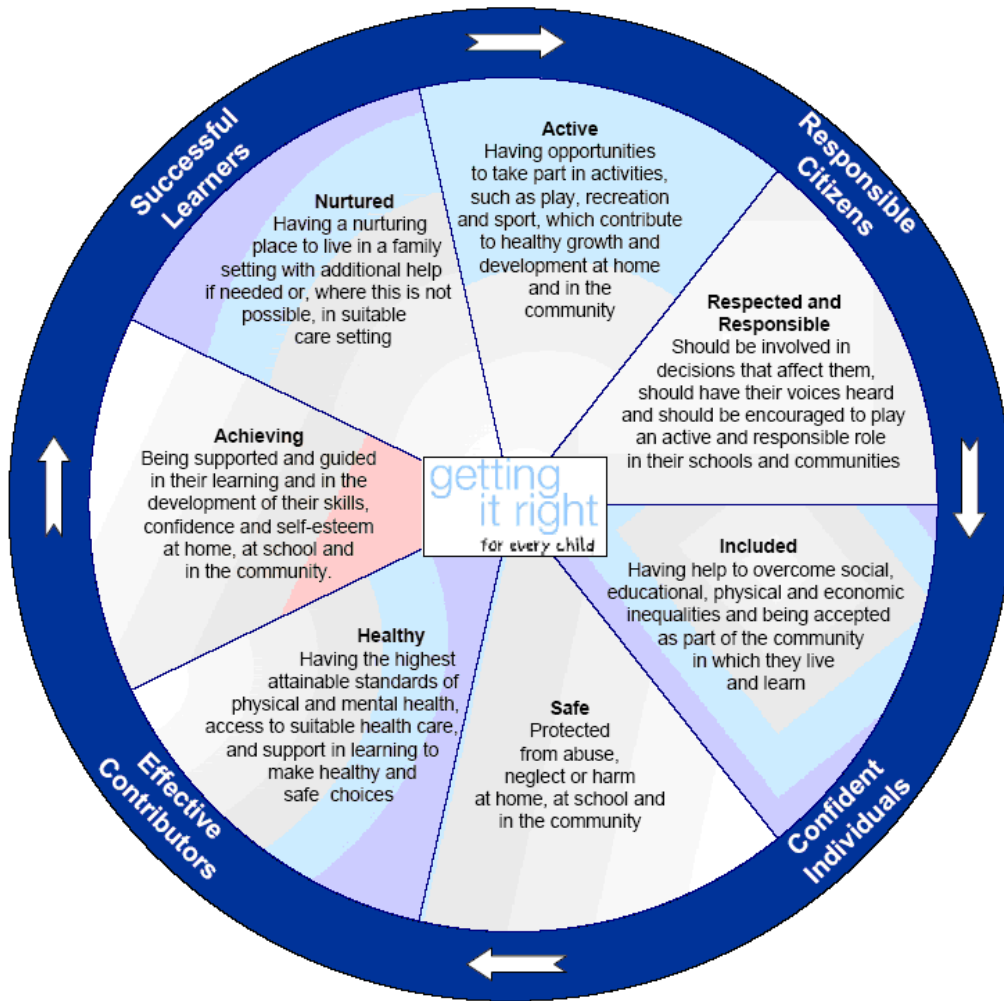
The named Person can also help with 'making connections' and ensuring that, where appropriate, early intervention and support is joined up.

Lead Professional

For some children, young people and families a 'lead professional' will help to ensure that specialist help and interventions are well planned.

Getting it Right means...

- ✓ Giving children and young people a say in what matters
- ✓ Putting the best interest of the child or young person at the heart of decision making;
- ✓ Taking a holistic approach to the wellbeing of a child;
- ✓ Building on the strengths and capacities of children, young people, their families and network of support;
- ✓ Advocating preventative work and early intervention to support children, young people and their families, and, wherever possible to reducing the need for statutory interventions; and
- ✓ Making best use of universal services, with additional services brought, in where required, to meet the needs of children, young people and families

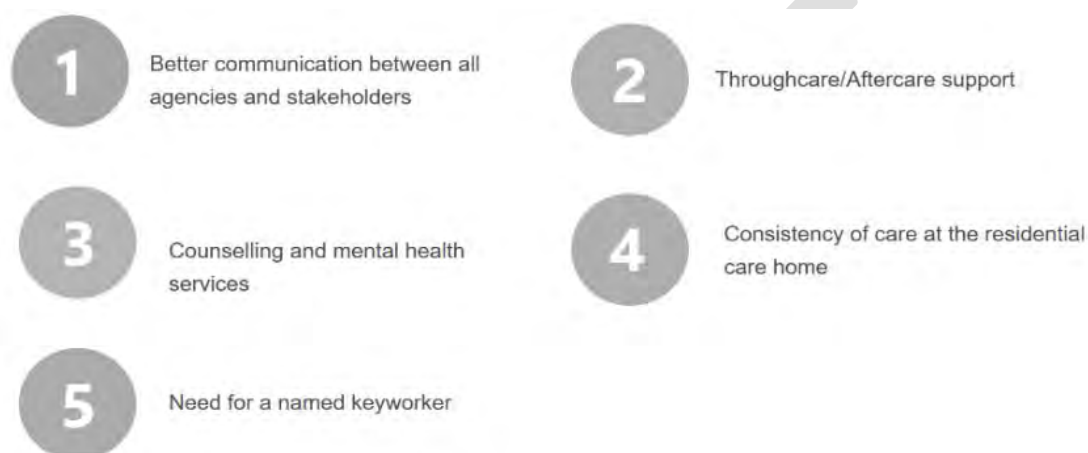




6.6 Appendix | Incorporating the views of Care Experienced children and young people

“each child has a right to be treated as an individual; each child who can form a view on matters affecting him or her has the right to express those views if he or she so wishes”¹¹

In September 2018 a consultation regarding care-experienced children has been conducted by Orkney Health and Care. The views of all stakeholders were sought to inform and validate the review of services to children and young people in need of care and protection. This included Looked after and care-experienced children; The key themes that became apparent are illustrated below:



6.6.1 The voices of Orkney's Care Experienced children and young people

The Voice which is integral to The Promise states that children must be listened to and meaningfully and appropriately involved in decision making about their care, with all those involved properly listening and responding to what children want and need. There must be a compassionate caring decision making culture focussed on children and those they trust.

Care Experienced children and young people alongside Who Cares? Scotland have had a series of significant opportunities over the course of the past two years to help raise awareness. Their voices have been central.

- A major Corporate Parenting interactive session with Elected Members, Chief and Senior Officers and Health Board Members in September 2018;
- A further major Corporate Parenting interactive session with the professionals, carers and managers working directly alongside Orkney's Care Experienced and more vulnerable children and young people, again in September 2018;
- Significant participatory opportunities for some of Orkney's Care Experienced children and young people out-with Orkney, in Shetland and on the mainland;

¹¹ Children's (Scot) Act 1995: Rights of the Child



- Involvement in Journeys in the North, an ambitious creative arts project bringing together Care Experienced children and young people from across the North of Scotland;
- In the days before Care Day 2019, a series of sessions at the Orkney Youth Conference and Growing Up in Orkney.

6.6.2 Growing up in Orkney



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7 Version history

Document status				
Version	Status	Date	Amended by	Reason / overview
0.0.A	Draft	27 May 2020	SS	Draft submitted for SMT meeting (Wed 27 May 2020, 15:00)
0.0.B	Draft =	04 June 2020	JH	Content transferred to different template. Structure and content reviewed during meeting on 04 June 2020 by JH / PD / AJR / JB / GO.
0.0.C	Draft	05 June 2020	JH	Restructure applied as concluded at meeting on 04 June 2020. Branding of OCPP applied. Issued to PD/MS/JB/ T.Boyd and A.Gould for comment.
0.0.D	Draft	08 June 2020	JH/JB	Addressing T.Boyd/ PD comments
0.0.E	Draft	09 June	JH/JB	Addressing T.Boyd/ PD comments. Issued to T.Baillie and N.Gentleman for review.
0.0.F	Draft	10 June 2020	JH	Addressing NG comments
0.0.G	Draft	11 June 2020	JH	Restructure of action plan section. Issue to GA for review
0.0.H	Draft	12 June 2020	JH	Final edits and issue for review to SP/JM
0.0.I	Draft	15 June 2020	JH	Addressing JM and GA comments. Submitted to SMT for review.
0.0.J	Draft	23 June 2020	JH	SMT feedback incorporated
0.0.K	Draft	02 July 2020	JH	Full Council meeting (30 th June 2020) comments incorporated
0.0.L	Draft	24 September 2020	JL	Incorporated Orkney Partnership Board comments given at meeting on 24 Aug 2020.
1.0	Live	07 October 2020	GO	Up revved to Live. Recommendations approved at Orkney Community Planning Partnership (OCPP) 24 August 2020. All comments now incorporated and approved by JL.