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Agenda Item: 8.

Integration Joint Board

Date of Meeting: 10 February 2021.

Subject: Joint Inspection of Services for Children and Young People in Need of Care and Protection in Orkney.

1. Summary

1.1. The Care Inspectorate report was published in February 2020. Detailed reports have been submitted to the Integration Joint Board on 29 October and 9 December 2020 noting progress on the actions from the Improvement Plan.

1.2. The following summary provides an update of the core areas of the Improvement Plan which have progressed since the previous meeting of the Integration Joint Board in December 2020.

2. Purpose

2.1. To advise Members of the progress on the Joint Inspection of Services for Children and Young People in Need of Care and Protection Improvement Plan.

3. Recommendations

The Integration Joint Board is invited to:

3.1. Note the core areas of progress and identified service gaps and delays, set out in sections 4 and 5 of this report.

3.2. Scrutinise and seek assurance on the position of the Joint Inspection of Services for Children and Young People in Need of Care and Protection Improvement Plan, attached as Appendix 1 to this report.

4. Core Areas of Progress

4.1. The following progress has been made since the last update report in December 2020:

- Completion of Multi-agency Child Protection Guidelines and Multi-agency Initial Referral Discussion Procedures.
- Delivery of Multi-agency Training Session and Launch of above Guidelines and Procedures on 2 December 2020 (IMP001a and IMP001b).

- Partnership Self-evaluation and Continuous Improvement Approach completed and approved by the Multi-agency Leadership Group (IMP036) and presented to the Chief Officer Group (Public Protection) on 12 January 2021:
 - Series of multi-agency file audits planned for 2021 (IMP000) - first audit to take place 23 – 25 February 2021.
- PARIS via Azure and PARIS Mobile tested and working allowing this improvement area to be marked as complete (IMP010).
- The Lead Nurse for Public Protection, Lynsey Harper, started in post on 5 January 2021. This Improvement is now marked as complete (IMP004).
- The Multi-agency Getting It Right Development Group is progressing work related to more effective joined-up working arrangements (IMP014):
 - Getting It Right Guidelines revision is progressing.
 - The Development Group now includes representatives from Police Scotland and the Third Sector.
- The refresh of Orkney Transition Planning Guidelines is nearing completion (IMP042):
 - A Launch and training session have been arranged for 19 February 2021.
- Significant ongoing work on stabilising the use of PARIS (IMP038):
 - Analysis on staff feedback is complete and the workplan is under development.
- Working group in place to review and improve the Social Work Out of Hours Service (IMP019).
- A meeting took place with the Care Inspectorate and Care Experienced Young People on 4 December 2020 to reflect on improvements and secure their continual engagement (IMP025).
- Session arranged with Elected Members and the Health Board to discuss the Vision and Priorities of young people on 3 February 2021 (IMP031).
- Strengthening governance, accountability and function of Orkney Public Protection Committee (OPPC) (IMP033):
 - Draft 'Terms of Reference' have been agreed by the OPPC with identified follow up actions prior to adoption.
 - A report on the proposed accountability framework has been circulated and was considered by the Chief Officers Group (COG) on 12 January 2021.
- Recruitment for the joint Action for Children post was unsuccessful, however, the post is being re-advertised (supports IMP007 and IMP019).
- Following a recent Foster Care recruitment drive, there were four applications from suitable individuals and couples who progressed through the initial assessment stage. One couple has had to withdraw for personal reasons and the remaining three families are being offered training and a full fostering assessment.

5. Identified Service Gaps and Delays

5.1. There are gaps in the provision of direct therapeutic support for young people and there is no specialist infant mental health provision to assist in assessing complex parent infant relationship issues in permanence and adoption work.

5.2. The break over the festive period has contributed to delays in delivery of the actions in the Improvement Plan.

6. 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.	No.
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.

7. Resource implications and identified source of funding

7.1. The IJB has commissioned £4,679,000 in regard to Children and Families services from NHS Orkney and Orkney Islands Council for 2020/21. There have been additional staffing requirements within the service due to sickness absence and additional work required for the Joint Inspection Improvement Plan.

7.2. Any additional investments within the service will need to be discussed with the partner agencies on how these improvements and outcomes will be met as a result of this inspection, how they will be funded and also included in future commissioning of services.

8. Risk and Equality assessment

8.1. None resulting from this report, but as new initiatives and services changes are identified these will be developed.

9. 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.

10. Escalation Required

Please indicate if this report requires escalated to:

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

11. Authors

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13. Supporting documents

13.1. Appendix 1 – Orkney Partnership Child Protection Improvement Plan.

The key points within the Orkney Partnership Child Protection Improvement Plan will apply to those who are referred to children's services and who are in need of care and protection.



Item	Theme	Priority	Status	Improvement Area	Timescale	Partnership Lead	Update & Evidence as at: 8 January 2021
IMP000	Governance, assurance and data	Critical	Active	<p>Assurance we have key Child Protection processes in place.</p> <p>Key areas: Complete a 'multi-agency' file audit of children and young people re: <ul style="list-style-type: none"> • Looked After Children (LAC) • Through Care After Care (TCAC) • Child Protection (CP) </p> <p>This will ensure the following outcomes: <ul style="list-style-type: none"> • Children are safe • Plans and assessments are in place • Identification of improvement areas </p> <p>Findings and our experience in implementing this approach will inform our 'multi-agency' self-evaluation model.</p> <p>Partners: Education, NHS Orkney, Police Scotland, Social Work</p> <p>At this stage we have not included Scottish Children's Reporter Administration (SCRA).</p>	<p>Four audits proposed for 2021</p> <p>First date confirmed as: 23 – 25 February</p> <p>Further dates proposed as: 25 – 27 May 17 – 19 August 23 – 25 November</p>	Jim Lyon	<p>Audit of 'Social Work' LAC files completed 16 June 2020.</p> <p>Findings (identified improvement areas): <ul style="list-style-type: none"> - recording and filing issues - 'neglect' needs attention - inconsistent reports and assessments - Unnecessary delays in Permanency Planning* - Need for early intervention - Limited recording of direct work with families </p> <p>*new action (IMP044). All other areas already covered in this plan.</p> <p>It was agreed, in discussion with the Care Inspectorate, to undertake a series of multi-agency files audits during 2021 as part of self evaluation.</p> <p>The February audit will cover: <ul style="list-style-type: none"> • Children referred for child care concerns • Children who are subject of an Inter-agency Referral Discussion • Children on the CP register • Children de-registered from the CP register </p>
IMP001a	Policy, systems, process and procedure	High	Complete	<p>Develop and embed Inter-Agency Child Protection Guidelines.</p> <p>Key areas: <ul style="list-style-type: none"> • Interim Guidelines • Guidelines (complete) • Circulation, promotion and embedding • Training </p> <p>This will ensure the following outcomes: <ul style="list-style-type: none"> • Partners refer and respond to Child Protection concerns consistently </p> <p>Partners: Children's Hearings Scotland, Education, NHS Orkney, Police Scotland, SCRA, Social Work, Third Sector, Who Cares? Scotland</p>	Complete	Jim Lyon	<p>Inter-agency Guidelines development workshop completed 14 July 2020. Feedback to contribute to complete Guidelines.</p> <p>Interim Guidelines completed and distributed to partnership 3 August 2020.</p> <p>Guidelines (complete) completed and distributed to partnership 26 November 2020.</p> <p>Shortcuts to guidelines available on workstations for relevant staff.</p> <p>Inter-agency Child protection training delivered by Dr Marianne Cochrane, Lead Paediatrician for Child Protection and Adoption and Fostering 5 and 6 October 2020.</p> <p>Guidelines (complete) launch at multi-agency training event on 2 December 2020 to approximately 150 staff members from the Children's Services Partnership.</p> <p>Monitoring of outcomes / benefits will form part of self-evaluation (IMP036).</p>

Item	Theme	Priority	Status	Improvement Area	Timescale	Partnership Lead	Update & Evidence as at: 8 January 2021
IMP001b	Policy, systems, process and procedure	Critical	Complete	<p>Develop and embed Partnership 'Inter-agency Referral Discussion' (IRD) Guidance.</p> <p>Key areas:</p> <ul style="list-style-type: none"> • IRD Guidance <p>This will ensure the following outcomes:</p> <ul style="list-style-type: none"> • Partners refer and respond to Child Protection concerns consistently <p>Partners: NHS Orkney, Police Scotland, Social Work</p>	Complete	Jim Lyon	<p>IRD Procedure completed and distributed to partnership 27 November 2020.</p> <p>IRD Procedure launch at multi-agency training event on 2 December 2020 to approximately 150 staff members from the Children's Services Partnership.</p> <p>Monitoring of outcomes / benefits will form part of self-evaluation (IMP036).</p>
IMP001c	Policy, systems, process and procedure	Critical	Active	<p>Development and embedding of individual agency Child Protection Procedures.</p> <p>Key areas - Procedures required for each partner agency:</p> <ul style="list-style-type: none"> • Education • NHS Orkney • Police Scotland • SCRA • Social Work • Third Sector <p>Embedding to include circulation and training as appropriate within each agency.</p> <p>This will ensure the following outcomes:</p> <ul style="list-style-type: none"> • Children are safe • Officers refer and respond to Child Protection concerns consistently <p>Partners: Education, NHS Orkney, Police Scotland, SCRA, Social Work, Third Sector</p>	Revised timescale 29 January 2021	Jim Lyon	<p>NHS Orkney Public Protection Guidelines updated August 2020 in line with Interim Inter-agency Guidelines.</p> <p>Police Scotland Standard Operating Procedures in place.</p> <p>Voluntary Action Orkney confirmed Third Sector Procedures are up to date in inline with Interim Inter-agency Guidelines.</p> <p>Education procedures at an advanced stage.</p> <p>Social Work procedures in development.</p> <p>Chief Social Work Officer issued Procedural notes on:</p> <ul style="list-style-type: none"> • Duty System - Roles & Responsibilities of Managers (1 September 2020) • Update to COVID-19 Supplementary National Child Protection Guidance - Roles and Responsibilities (2 September 2020) • Child Protection and the Whole System Approach - Roles and Responsibilities (2 September 2020) • PARIS - Roles & Responsibilities for Social Workers and Managers
IMP003	GIRFEC	Standard	Complete	<p>Assurance we have key pre-birth Child Protection processes.</p> <p>Key areas:</p> <ul style="list-style-type: none"> • Procedure implemented for pre-birth parenting assessments and their role within Child Protection Case Conferences • Revised and approved documents for: <ul style="list-style-type: none"> - Antenatal - Postnatal - Unborn Baby <p>This will ensure the following outcomes:</p> <ul style="list-style-type: none"> • Effective process to protect vulnerable new born babies • Management plans will enhance communication for transfers <p>Partners: NHS Orkney</p>	Complete	Maureen Swannie	<p>Procedures for pre-birth parenting assessments and Child Protection Case Conferences. Complete. In place and being used. Feedback has been received on the guidance</p> <p>Evidence</p> <p>Draft pre-birth pathway in evidence folder.</p> <p>Use of the pathway can be identified via Badgernet.</p> <p>Compliance being monitored by Rachel Brown (Midwife).</p> <p>Improvement area complete. Monitoring of outcomes / benefits will form part of self-evaluation (IMP036).</p>

Item	Theme	Priority	Status	Improvement Area	Timescale	Partnership Lead	Update & Evidence as at: 8 January 2021
IMP006	GIRFEC	Standard	Complete	<p>Appoint a Named Lead Nurse for Public Protection.</p> <p>Key areas:</p> <ul style="list-style-type: none"> • Appoint Named Lead Nurse for Public Protection <p>This will ensure the following outcomes:</p> <ul style="list-style-type: none"> • NHSO will have dedicated Lead Public Protection Nurse to provide supervision, support, advice, training and information for NHSO employees • Lead for multi-agency partnership protection arrangements <p>Partner: NHS Orkney</p>	Complete	Maureen Swannie	<p>Post was successfully recruited to in June 2020. Lynsey Harper started in post 5 January 2021.</p> <p>Child Protection supervision provided by Acting Chief Midwife in Shetland since 21 February 2020, as interim measure, with success fed back through Survey Monkey.</p>
IMP007	Policy, systems, process and procedure	High	Active	<p>Improve recognition and response to neglect.</p> <p>Key areas:</p> <ul style="list-style-type: none"> • Early intervention service with Action for Children (AFC) identified • Identify, distribute and embed 'neglect toolkit' across partnership <p>This will ensure the following outcomes:</p> <ul style="list-style-type: none"> • The signs of neglect are recognised • Officers consistently respond to neglect <p>Partners: Action for Children, Education, NHS Orkney, Social Work</p>	AFC delivery of services upon successful recruitment to post.	Jim Lyon	<p>Contract awarded to Action for Children on 8 July 2020. Contract start date: 1 October 2020. Second year funding agreed and in place.</p> <p>Scoping with Action for Children in progress.</p> <p>Action for Children recruitment unsuccessful. Post being advertised early January 2021.</p>
IMP008	GIRFEC	Standard	Active	<p>Consider provision of Local Service for Forensic Medical Examinations.</p> <p>Key areas:</p> <ul style="list-style-type: none"> • Complete partnership review to identify gaps • Complete options appraisal • Respond to approved recommendation <p>This will ensure the following outcomes:</p> <ul style="list-style-type: none"> • We consider local arrangements for a trauma informed approach to providing Forensic Medical Examinations and comprehensive medical assessments for those affected by trauma <p>Partners: NHS Orkney, Police Scotland, Social Work</p>	<p>Timescale requested from regional planning group. These will be added once received.</p> <p>It should be highlighted that we do not have control of these timescales locally.</p>	Maureen Swannie	<p>North of Scotland Child Protection planning group dealing with this as a regional issue. Situation, Background, Assessment and Recommendation report will provide evidence - latest version has been requested.</p> <p>Last regional meeting was held on 2 December 2020.</p>

Item	Theme	Priority	Status	Improvement Area	Timescale	Partnership Lead	Update & Evidence as at: 8 January 2021
IMP009	Policy, systems, process and procedure	Standard	Active	<p>Improvement in 'Responding to young people reported missing to the Police' process.</p> <p>Key areas:</p> <ul style="list-style-type: none"> • Local guidance • Circulation, promotion and embedding • Training <p>This will ensure the following outcomes:</p> <ul style="list-style-type: none"> • An improved and consistent partnership approach is taken to return home interviews, risk assessment and prevention of repeat incidents <p>Partners: Education, NHS Orkney, Police Scotland, Social Work</p>	<p>Guidance Complete</p> <p>Training 29 January 2021</p>	David Hall	<p>Local guidance completed and with partnership delivery group for review and approval.</p> <p>Planning for training sessions in January in progress.</p>
IMP010	Policy, systems, process and procedure	High	Complete	<p>Improving ICT to support staff in keeping children safe through improved remote and out of hours access.</p> <p>Key areas:</p> <ul style="list-style-type: none"> • PARISMobile • Remote access to PARIS from controlled computers (aka PARIS via AZURE) <p>This will ensure the following outcomes:</p> <ul style="list-style-type: none"> • Children's files are accessible by practitioners working out of hours and remotely which supports effective decision making <p>Partners: Social Work</p>	<p>PARISMobile Complete</p> <p>PARIS via Azure Complete</p>	Jim Lyon	<p>Interim measures for remote access to PARIS in place which allows home working.</p> <p>PARISMobile</p> <ul style="list-style-type: none"> • Technical issues addressed • Solution testing and piloting complete • Further deployment possible as required to meet business need <p>PARIS via Azure</p> <ul style="list-style-type: none"> • Solution testing completed and ready for deployment • Users being migrated to PARIS via Azure as requested
IMP013	Policy, systems, process and procedure	Standard	Active	<p>Improve process for keeping 'at risk' new born babies safe upon discharge from hospital.</p> <p>Key areas:</p> <ul style="list-style-type: none"> • Develop guidance • Circulation, training and embedding • Complete provision options appraisal <p>This will ensure the following outcomes:</p> <ul style="list-style-type: none"> • New born babies are safe upon discharge from hospital • Provision of a modernised approach to support and parenting assessments after the closure of Richmondhill House in Aberdeen <p>Partners: NHS Orkney, Social Work</p>	<p>Revised timescale Options appraisal 29 January 2021</p>	Jim Lyon	<p>Current safety measure use off-island arrangements.</p> <p>'The Unborn Baby at Risk, Practice Guidance' complete June 2020.</p> <p>Investigation is under way into available options and trends from recent years. This has included identification of support available for this improvement area.</p> <p>Pathways are being benchmarked with two local authorities (Aberdeen City Council and City of Edinburgh Council Council).</p>

Item	Theme	Priority	Status	Improvement Area	Timescale	Partnership Lead	Update & Evidence as at: 8 January 2021
IMP014	GIRFEC	Critical	Active	<p>Embedding 'Getting it Right' throughout children's services.</p> <p>Key areas:</p> <ul style="list-style-type: none"> • Refresh of 'Getting it Right' Guidance • Selection of 'Integrated Assessment and Child's Plan' model • Circulation, promotion and embedding • Training <p>This will ensure the following outcomes:</p> <ul style="list-style-type: none"> • Families are supported by children and young people receiving the right help, at the right time, from the right people • 'Getting It Right' becomes a mindset and is evidenced in what we do • Consistent approach to children's plans and chronologies <p>Partners: Education, NHS Orkney, Police Scotland, Social Work</p>	Revised timescale for guidance 29 January 2021	Lucy Morton	<p>Integrated Assessment and Child's Plan' model implemented from Monday 27 July 2020 within Social Work.</p> <p>Evidence of implementation being collated. Compare number of Children's Plans created since 27 July 2020 in the new format against number created in total.</p> <p>Multi-agency delivery working group in place. First meeting took place on 05 November 2020. A Police Scotland and Voluntary Sector representative are now part of this working group.</p> <p>Revision and update of 'getting it right' guidance in progress.</p> <p>Next steps:</p> <ul style="list-style-type: none"> • Completion of revised 'getting it right' guidance • Development of a 'getting it right' delivery plan • Wider implementation of 'Integrated Assessment and Child's Plan' model
IMP015	Governance, assurance and data	Standard	Active	<p>Establish an Independent Chair of Child Protection Case Conferences and look after children reviews.</p> <p>Key Areas:</p> <ul style="list-style-type: none"> • Appointment of Independent Chair • Independent review of care planning • Establish interim post in permanent structure <p>This will ensure the following outcomes:</p> <ul style="list-style-type: none"> • Robust and independent oversight of child protection and looked after children reviews <p>Partners: Social Work</p>	Interim role to January 2021	Jim Lyon	<p>Interim Independent Chair started 13 April 2020. Initially for a 6 month period. Extended by 3 months to January 2021.</p> <p>Work completed to scope volume of independent reviews to determine number of posts required.</p> <p>Scoping indicates that one FTE post would be sufficient.</p> <p>Job Description and Personal Spec to be developed.</p>

Item	Theme	Priority	Status	Improvement Area	Timescale	Partnership Lead	Update & Evidence as at: 8 January 2021
IMP017	Corporate parenting	Critical	Active	<p>Improving approach to being 'Good Parents' (Corporate Parents) for Care Experienced children, young people and Care Leavers.</p> <p>Key areas:</p> <ul style="list-style-type: none"> • Development of 'Orkney's Good Parenting Plan 2020-2025' • Deliver the plan • Ensure the views of Care Experienced children are understood and are at the heart of what we do <p>This will ensure the following outcomes:</p> <ul style="list-style-type: none"> • Officers understand their role as a 'good parent' • The voice of Care Experienced children is heard and informs our approach • That our Care Experienced children can say 'we grow up loved, safe, and respected so that we realise our full potential' <p>Partners: Education, NHS Orkney, Police Scotland, Social Work, Third Sector, Who Cares? Scotland</p> <p>The Good Parenting Plan is, like the whole improvement plan, organic. It will become the partnership self evaluation improvement plan as self-evaluation is embedded.</p>	<p>First review of implementation Complete</p> <p>Second review of implementation 31 March 2021</p>	Jim Lyon	<p>Plan completed and recommendations approved at Orkney Community Planning Partnership (OCP) 24 August 2020.</p> <p>First review completed 27 November 2020. Delivery of the plan will be managed as per the self-evaluation (IMP036) approach.</p>
IMP018	GIRFEC	Standard	Active	<p>Improve kinship and foster care as alternatives to residential care.</p> <p>Key areas:</p> <ul style="list-style-type: none"> • Recruitment and retention strategy (foster care) • Review and refresh of existing kinship care guidance • Review and refresh pathways to maximise use of kinship care • Develop a Continuing Care Policy • Distribution, training and embedding <p>This will ensure the following outcomes:</p> <ul style="list-style-type: none"> • Children and young people having the right care at the right time • Kinship and foster carers receive the correct support • Staff have the correct training and understanding to explore the right pathways for the child <p>Partners: Social Work</p>	<p>Develop / update of documents Complete pending approval</p> <p>Relevant approvals will be required.</p> <p>Three month delivery reviews will be set from date of each document's approval.</p>	Jane Beckwith	<p>New referral form for Looked After and Accommodated Away From Home completed in use 22 July 2020.</p> <p>Development of Recruitment and Retention Strategy in progress.</p> <p>Kinship Assessments Flowchart completed 23 June 2020 for testing. Issued for wider use 3 September 2020.</p> <p>Kinship assessment tracking tool completed and in use by Operational Manager June 2020.</p> <p>As of 22 September 2020 there is a Draft Continuing Care Policy.</p> <p>Recruitment of Foster Carers in progress with four currently being assessed.</p> <p>Through Care After Care Financial Policy complete and with the Interim Chief Social Work Officer for approval.</p>

Item	Theme	Priority	Status	Improvement Area	Timescale	Partnership Lead	Update & Evidence as at: 8 January 2021
IMP019	GIRFEC	High	Active	<p>Reduce crisis response by early intervention.</p> <p>Key areas:</p> <ul style="list-style-type: none"> • Explore approaches for early support and assistance • Develop and implement with training <p>This will ensure the following outcomes:</p> <ul style="list-style-type: none"> • More responsiveness at an early stage to help reduce crisis • A better coordinated approach out of hours <p>Partners: Action for Children (AfC), Education, NHS Orkney, Police Scotland, Third Sector, Social Work</p>	AfC delivery of services upon successful recruitment to post.	Jim Lyon	<p>Contract awarded to Action for Children on 8 July 2020. Contract start date: 1 October 2020. Second year funding agreed and in place.</p> <p>Action for Children recruitment unsuccessful. Post being advertised early January 2021.</p> <p>Link to Development of PARIS via Azure (IMP010).</p> <p>Benchmark underway on a modern Child Protection Register for out of hours. Register updated, accessible, safe and functional. Processes around the register have been refreshed. They are robust and meet partnership requirement.</p> <p>Business case completed for contract extensions for three Family Support Team members. Contract extended to 31 March 2021.</p> <p>Working group in place to review and improve out of hours services.</p>
IMP021	Policy, systems, process and procedure	Standard	Active	<p>Improve care planning procedures and practice for regulated children's residential, fostering and adoption services.</p> <p>Key areas:</p> <ul style="list-style-type: none"> • Respond to requirements and recommendations as set out in Care Inspectorate reports: <ul style="list-style-type: none"> - Adoption Service (2 Sept 2019) - Fostering Service Kirkwall (2 Sept 2019) - Rendall Road Care Home Service (9 Jan 2020) • Regular progress meetings between Operational Manager and Care Inspectorate Link Officer <p>This will ensure the following outcomes:</p> <ul style="list-style-type: none"> • Care planning pathways safeguard and meet the needs of children • Care responses are timeous and needs led • Staff have the appropriate frameworks and resources to deliver care responses <p>Partners: Social Work</p>	<p>Verify and evidence delivery against findings. Revised timescale 22 January 2021</p> <p>Should there be any outstanding items these are to be included within the improvement plan.</p>	Jane Beckwith	<p>Adoption Service:</p> <ul style="list-style-type: none"> • Findings: 1 requirement, 1 recommendation <p>Fostering:</p> <ul style="list-style-type: none"> • Findings: 4 requirements, 4 recommendations • Information submitted to the Care Inspectorate on 24 July 2020 on: <ul style="list-style-type: none"> - Requirements 1, 3, 4 - Recommendations 1, 2, 3 <p>Rendall Road Care Home Service:</p> <ul style="list-style-type: none"> • Findings: 8 areas for development • 7/8 have been addressed and the remaining area is related to significant staff absence.

Item	Theme	Priority	Status	Improvement Area	Timescale	Partnership Lead	Update & Evidence as at: 8 January 2021
IMP022	GIRFEC	Standard	Active	<p>Ensure comprehensive health assessments are undertaken to ensure health needs of Looked After Children and young people are identified and met.</p> <p>Key areas:</p> <ul style="list-style-type: none"> • Develop LAC Health Assessment Procedure and Guidance • Prioritise and complete assessments • Establish evaluation and quality assurance process <p>This will ensure the following outcomes:</p> <ul style="list-style-type: none"> • All Looked After Children and young people have their health needs considered by the appropriate Health Professional within 28 days of becoming looked after • The actions/requirement of Chief Executive Letter (CEL) 16 are fully met • We provide an effective mechanism to support the process of assessment, review and audit <p>Partners: Education, NHS Orkney, Social Work</p>	<p>Pre-school documentation Complete</p> <p>Completion of assessments: Revised timescale 29 January 2021</p>	<p>Maureen Swannie</p>	<p>Effective School Age LAC Health Assessment Procedure and Guidance Complete 17 June 2020.</p> <p>3 outstanding LAC health assessments to be completed by end January 2021 (COVID-19 restrictions dependant) Case audit tool for LAC files under development.</p> <p>The benefits of these assessments are being evaluated.</p> <p>Pre school documentation complete. All pre school health assessments are complete.</p>
IMP023	GIRFEC	Standard	Active	<p>To provide a 'learning offer' to each individual looked after child or young person.</p> <p>Key areas:</p> <ul style="list-style-type: none"> • Review all looked after children case files to ensure the Child's Plan is sufficient in relation to education and learning • Provide guidance on the application of an alternative curriculum approach • Develop a system to monitor children missing out on, or from, education <p>This will ensure the following outcomes:</p> <ul style="list-style-type: none"> • Children have individual education and learning plans aligned to their needs, talents and mental and physical abilities • Appropriate action is taken for children missing education <p>Partners: Education</p>	<p>31 March 2021</p>	<p>Peter Diamond</p>	<p>An initial sample of Child's Plans from the primary and secondary sectors have been surveyed to establish review criteria.</p> <p>Initial draft of guidance complete.</p> <p>Review of management of data through SEEMiS.</p> <p>Milestones to be added to this timescale</p>

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IMP025	GIRFEC	Standard	Active	<p>Improve Care Experienced young people's understanding of their rights and access to additional support.</p> <p>Key areas:</p> <ul style="list-style-type: none"> • Improve engagement with care experienced children and young people • Strengthen the system for recording their views and acting upon them • Materials explaining available services • Use 'care based language' to embed this 'rights based approach' • Review financial support arrangement <p>This will ensure the following outcomes:</p> <ul style="list-style-type: none"> • Care Experienced children and young people feel confident in the support they expect and having their voice heard • Financial support meets their needs <p>Partners: Social Work, Who Cares? Scotland</p>	31 January 2021	Jim Lyon	<p>Care Based Language' paper distributed to the partnership 31 July 2020. Training being completed with Social Works teams.</p> <p>Identify review system for language change.</p> <p>Who Cares? Scotland commissioned from 4 November 2019.</p> <p>Meeting took place with the Care Inspectorate and Care Experienced Young People on 4 December 2020 to reflect on improvements and secure their continual engagement.</p>
IMP026	GIRFEC	Standard	Active	<p>Improve planning to meet the accommodation needs of young people with complex and enduring disabilities.</p> <p>Key areas:</p> <ul style="list-style-type: none"> • Review and update Housing for Particular Needs Policy • Review previous cases to determine issues and learning / improvements • Establish and embed effective processes around accommodation planning and the application of the Housing for Particular Needs Policy <p>This will ensure the following outcomes:</p> <ul style="list-style-type: none"> • Young people can live independently of their families • Appropriate information sharing between partners within appropriate timescales • Robust transition plans in place <p>Partners: Housing, OHAL, Procurement, Social Work</p>	Identify, define and assess options 22 January 2021	James Wylie	<p>Housing for Particular Needs Policy reviewed and updated 27 April 2020.</p> <p>Undertake options appraisal of accommodation support options for Care Experienced young people with complex and enduring disabilities.</p> <p>Various housing options may be applicable, not solely social rented housing provision and each case should be taken on its own merits to ensure the most appropriate accommodation provision is sourced timeously.</p> <p>Options could include:</p> <ul style="list-style-type: none"> • Shared tenancy • Core and cluster • Shared equity • Supported carers • Student accommodation attached to further education • Expansion of existing third sector provision
IMP027	GIRFEC	Standard	Active	<p>Improve accessibility of health services for Care Leavers experiencing emotional & mental ill health and addiction.</p> <p>Key areas:</p> <ul style="list-style-type: none"> • Review current provision for Care Leavers as part of the Draft Mental Health Strategy • Strengthen links with Through Care After Care Service • Promote available services with Care Leavers and partners <p>This will ensure the following outcomes:</p> <ul style="list-style-type: none"> • Safe, effective, person-centred Mental Health services for children and young people are available and actively promoted <p>Partners: NHS Orkney, Social Work</p>	Information sharing, advertising and raising awareness 31 December 2020 Formal pathway agreed 29 January 2021	Maureen Swannie	<p>Care pathways will be developed, one of which will be specific to care leavers. Evidence will be the Pathway, plus numbers who are taken through the pathway and uptake of services.</p> <p>Initial scoping complete. Information on services provided. SLWG with Throughcare / Aftercare and CMHT members established and meeting next week to identify any outstanding gaps. This will also help to strengthen links between the services.</p>

Item	Theme	Priority	Status	Improvement Area	Timescale	Partnership Lead	Update & Evidence as at: 8 January 2021
IMP031	Governance, assurance and data	High	Active	<p>Agree the vision for the children of Orkney and embody it throughout Children's Services.</p> <p>Key areas:</p> <ul style="list-style-type: none"> • Develop an agreed Partnership Vision • Circulate and promote the vision across the partnership and it's children • Embed and embody the vision throughout Children's Services <p>This will ensure the following outcomes:</p> <ul style="list-style-type: none"> • Children feel the vision is for them and represents their 'voice' • People at all levels across the partnership know and understand the vision • The vision, and the mindset behind it, becomes embodied in what we do <p>Partners: Education, NHS Orkney, Police Scotland, Public Protection Committee, Social Work, Third Sector</p>	31 March 2021 - as part of Children's and Young People's Plan	Gillian Morrison	<p>The proposed vision is 'the promise', Scotland's Ambition for children and young people, from the Independent Care Review (2020).</p> <p><i>"We grow up loved, safe, and respected so that we realise our full potential."</i></p> <p>This is built on the foundations of: Voice, Family, Care, People and Scaffolding.</p> <p>A Public Protection Committee development day on 'the vision' took place on 23 June 2020.</p> <p>Engagement with the Youth Forum took place on 19 November 2020. Engagement with pupil councils took place in December 2020.</p> <p>Next steps:</p> <ul style="list-style-type: none"> • Elected Members / NHS Orkney Board briefing (including feedback from young people on what is needed for the future to fulfil the vision) planned for Feb 2021. • Develop promotional materials on 'the vision'
IMP033	Governance, assurance and data	High	Active	<p>Strengthen governance, accountability and function of Orkney Public Protection Committee (OPPC).</p> <p>Key areas:</p> <ul style="list-style-type: none"> • Review and refresh 'Terms of Reference' (TOR) • Review dedicated business support resource • Review accountability and oversight of PPC/COG through the Orkney Partnership Board • Develop an Action Business Plan • Develop and circulate Members Handbook including roles, responsibilities and expectations • Deliver OPPC training <p>This will ensure the following outcomes:</p> <ul style="list-style-type: none"> • The OPPC can carry out its core functions to protect children and young people <p>Partners: Education, NHS Orkney, OPPC, Police Scotland, SCRA, Social Work, Third Sector</p>	31 March 2021	Gillian Morrison	<p>Significant link to partnership self-evaluation and continuous improvement approach (IMP036).</p> <p>Review of Governance structure</p> <p>'Streamlining Orkney's multi-agency groups' project endorsed by the Orkney partnership Board (March 2020). Project brief circulated to the Board (August 2020).</p> <ul style="list-style-type: none"> • Independent Chair of OPPC is reviewing the TORs of OPPC. A draft has been agreed by the OPPC with a number of follow up action prior to adoption. • Job Description of dedicated business support resource has been reviewed and currently under recruitment. • A report on the proposed accountability framework has been circulated and will be considered by the COG of 12 January 2021. • COG TORs will then be updated.

Item	Theme	Priority	Status	Improvement Area	Timescale	Partnership Lead	Update & Evidence as at: 8 January 2021
IMP036	Governance, assurance and data	Critical	Active	<p>Develop and embed a Partnership Self-evaluation model and Continuous Improvement approach.</p> <p>Key areas:</p> <ul style="list-style-type: none"> • Develop Self-evaluation model and Improvement Framework, and develop Partnership Measurements Plan • Implementation and training • Embedding within structure and function of partnership, COG and PPC <p>This will ensure the following outcomes:</p> <ul style="list-style-type: none"> • Self-evaluation becomes embodied in our thinking and action • A culture of 'support and challenge' • Robust Self-evaluation drives Continuous Improvement • The Public Protection Committee (PPC) and the Chief Officers Group (COG) have the data and assurance they need to deliver their key functions and responsibilities • Outcomes for care experienced children continue to improve <p>Partners: COG, Education, NHS Orkney, Police Scotland, PPC, Social Work, Third Sector</p>	<p>Develop model Complete</p> <p>Embedding within structure 31 March 2021</p>	Jim Lyon	<p>Linked to IMP000: multi-agency file audits.</p> <p>Development of the Partnership Self-evaluation and Continuous Improvement Model and Approach completed and approval by the Leadership Group (18 December 2020).</p> <p>Series of multi-agency files audits will be planned for 2021 (see IMP000).</p> <p>The model is underpinned by the Care Inspectorate's Quality Improvement Framework.</p>
IMP037	Policy, systems, process and procedure	Standard	Complete	<p>Children who receive Short-breaks Care have reviews which are consistent with LAC Regulations.</p> <p>Key areas:</p> <ul style="list-style-type: none"> • Review and refresh procedures • Circulation, training and embedding <p>This will ensure the following outcomes:</p> <ul style="list-style-type: none"> • Reviews are consistent with LAC regulations and best practice guidance in relation to transitions planning <p>Partners: Education, NHS Orkney, Social Work</p>	Complete	Jim Lyon	<p>Direct link with IMP042 (transition).</p> <p>These will now be covered by the Independent Review Officer (IMP015).</p> <p>Procedure to form part of IMP001c.</p> <p>Monitoring of outcomes / benefits will form part of self-evaluation (IMP036).</p>

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IMP038	Policy, systems, process and procedure	Critical	Active	<p>Improvements to Social Work systems, processes and the recording and use of data through PARIS. Delivery through the Social Work Information Management (SWIM) project.</p> <p>Key areas:</p> <ul style="list-style-type: none"> • Systems thinking approach to be taken (people, process and items) • Interim data capture 'safety net' tool • Develop a staged Project Plan <ul style="list-style-type: none"> - Stage 1 Stabilisation (current stage) • Deliver plan <p>This will ensure the following outcomes:</p> <ul style="list-style-type: none"> • Social work have consistent robust systems and processes with PARIS at the core • Data is captured directly into PARIS • Real time management information is available from PARIS • PARIS supports practitioners in doing their job • Outcomes for children and young people are improved <p>Partners: Education, NHS Orkney, Social Work</p>	Stage 1 31 January 2021	Jim Lyon	<p>Governance: Project Board agreed for stage 2:</p> <ul style="list-style-type: none"> • Project Executive - Chief Social Work Officer, Jim Lyon • Other board members: Hayley Green, James Wylie <p>Data requirements Data requirements for Scottish Government Child Protection return and CELCIS Minimum Dataset captured.</p> <p>'Safety Net' tool Tool in place and tested capturing the data required for the statutory annual Scottish Government Child Protection returns. The tool has been 100% effective with annual returns completed in full and on time. The safety net will remain in place until testing is completed to endure PARIS can delivery this reporting accurately.</p> <p>Staff engagement has taken place with feedback being built into a PARIS workplan. Analysis is completed and the workplan is under development. This workplan will builds on delivered quick wins.</p>
IMP039	Policy, systems, process and procedure	Standard	Complete	<p>Ensure access to legal advice for NHS Orkney staff on contested cases.</p> <p>Key areas:</p> <ul style="list-style-type: none"> • Identify NHS Orkney legal services provision <p>This will ensure the following outcomes:</p> <ul style="list-style-type: none"> • Staff have the specialist legal advice they require <p>Partners: NHS Orkney, Orkney Islands Council (OIC)</p>	Complete	Maureen Swannie	<p>Improvement from Finding One of the Serious Case Review highlighted in "Orkney SCR, Cross-reference with Care Inspectorate Action Plan" (Tam Baillie, Chair of PPC, 13 August 2020).</p> <p>Process flowchart completed and approved. Flowchart distributed to relevant staff.</p>

Item	Theme	Priority	Status	Improvement Area	Timescale	Partnership Lead	Update & Evidence as at: 8 January 2021
IMP040	GIRFEC	High	Active	<p>Holistic Assessments of Children's needs, Outcomes Focus and Effective Transitions.</p> <p>Key areas:</p> <ul style="list-style-type: none"> • Coordination across services to ensure holistic assessment including complex cases • Transitions between Primary and Secondary Care • Review other transitions (e.g. Children's to Adults' services) • Review Grant Funding / Service Level Agreements (SLA) to ensure outcomes focus • Inter-island benchmarking and learning <p>This will ensure the following outcomes:</p> <ul style="list-style-type: none"> • Coordination across Children's Health, Education and Social Work services • Full consideration of the holistic needs of children within their family circumstances • Effective transitions • Effective SLA monitoring of outcomes • Wider benchmarking and shared learning from neighbouring islands <p>Partner: Education, NHS Orkney, Social Work</p>	<p>Processes in place to review the assessments inline with this requirement Complete</p> <p>Further delivery linked to IMP014 and the 'Getting it Right' delivery group</p>	Jim Lyon	<p>Improvement from Finding Three of the Serious Case Review highlighted in "Orkney SCR, Cross-reference with Care Inspectorate Action Plan" (Tam Baillie, Chair of PPC, 13 August 2020).</p> <p>Work to review of Grant Funding / Service Level Agreements in progress with some at an advanced stage.</p> <p>Scoping of approach to Holistic Assessments of Children's need by the Partnership identified an excellent assessment to be used as an exemplar with the team.</p> <p>Links to:</p> <ul style="list-style-type: none"> • IMP014 - Getting It Right • IMP042 - Planned Transitions • IMP036 - Self Evaluation
IMP041	Policy, systems, process and procedure	Standard	Active	<p>Adopt a Child-centred approach to the court process in cases with either dispute or complexity.</p> <p>Key areas:</p> <ul style="list-style-type: none"> • Address adversarial approach to court process • Adoption of SCRA case management protocol (already adopted in other areas of Scotland) <p>This will ensure the following outcomes:</p> <ul style="list-style-type: none"> • Child-centred approach to court processes • Improved early and effective decision making about a child's life <p>Partners: Police Scotland, SCRA, Social Work</p>	<p>Scoping Complete</p> <p>Review delivery 31 March 2021</p>	Jim Lyon	<p>Improvement from Finding Four of the Serious Case Review highlighted in "Orkney SCR, Cross-reference with Care Inspectorate Action Plan" (Tam Baillie, Chair of PPC, 13 August 2020).</p> <p>Through scoping the partnership has identified the need for closer working with the Sheriff in relation to permanence. This links to IMP044 (Permanency Planning)</p>
IMP042	GIRFEC	Standard	Active	<p>Ensure Planned Transitions for vulnerable children and young people from Children's Services into Adults' Services.</p> <p>Key areas:</p> <ul style="list-style-type: none"> • Develop Orkney Transition Planning Guidelines • Distribution, training and embedding of guidelines <p>This will ensure the following outcomes:</p> <ul style="list-style-type: none"> • Vulnerable people transitioning from Children's to Adults' Services have effective and person-centred plans <ul style="list-style-type: none"> - Transition Guidance will include a Pathway to plan for moving from Child and Adolescent Mental Health Services to Adult Mental Health Service <p>Partners: Education, NHS Orkney, Social Work, Third Sector</p>	<p>Revised timescales</p> <p>Completion of guideline 12 February 2021</p> <p>Training 19 February 2021</p>	Cathy Lyner	<p>Short life working group initiated 13 August 2020.</p> <p>Review and refresh of Guidelines at an advanced stage.</p> <p>Training session set for 19 February 2020. Completed guidelines will be launched at this session. This session will be recorded.</p>

Item	Theme	Priority	Status	Improvement Area	Timescale	Partnership Lead	Update & Evidence as at: 8 January 2021
IMP043	Policy, systems, process and procedure	Standard	Active	<p>Scope the needs of Orkney to develop Paediatric Support on island.</p> <p>Keys areas:</p> <ul style="list-style-type: none"> • Review current provision and complete gap analysis • Develop options appraisal <p>This will ensure the following outcomes:</p> <ul style="list-style-type: none"> • Provision of safe, effective, person centred health services for children and young people <p>Partners: NHS Orkney</p>	Further revised timescale 29 January 2021	Maureen Swannie	<p>Review of current provision in progress.</p> <p>Evidence will include the signed Service Level Agreements and auditing / review of same.</p> <p>Final SLA ready for NHSO SMT consideration (includes child protection and routine paediatric consultant support). Gap analysis exercise to begin on 27th November 2020.</p>
IMP044	GIRFEC	Critical	Active	<p>From file audit of 16 June 2020 delays in Permanency Planning.</p> <p>Key areas:</p> <ul style="list-style-type: none"> • Review process, meet with managers, understand reasons and identify improvement actions <p>This will ensure the following outcomes:</p> <ul style="list-style-type: none"> • Reduction in Permanency Planning delays <p>Partners: Social Work</p>	Review of outcomes: 31 March 2021	Jim Lyon	<p>From meetings with managers on 26 August 2020:</p> <ul style="list-style-type: none"> • Significant Children and Families staffing issues • Gaps in key management and leadership roles • Lack of accurate data and recording on PARIS <p>Service Manager in place from 5 October 2020 who is providing expertise in the field.</p> <p>Additional support has been taken up from a Permanence Consultant via the Care Inspectorate.</p> <p>An experienced permanent Social Worker has been recruited with expertise in permanence work. Permanence cases have been given a priority within the team and have been allocated to workers with relevant experience.</p>