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Agenda Item: 9

Integration Joint Board

Date of Meeting: 15 December 2021.

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

1. Summary

1.1. A Joint Inspection of Services for Children and Young People in Need of Care and Protection – Progress Review was undertaken in Spring 2021. Since the review took place work has been underway on the areas noted for improvement in the Children's Services Improvement Plan.

2. Purpose

2.1. To present the Children's Services Improvement Plan Update Overview for the period 29 September to 22 November 2021.

3. Recommendations

The Integration Joint Board is invited to note:

3.1. That, following discussions with the Chief Officer Group (COG), it was agreed that an overview document be produced to provide an update on update progress being made in respect of the improvement areas identified in the response to the Joint Inspection of Services for Children and Young People in Need of Care and Protection.

3.2. The current core areas of focus for the Improvement Delivery Group, as follows:

- Recognising and responding to neglect.
- Getting It Right for Every Child (including the Voice of the Child).
- Orkney Children's and Young People's Partnership website.

3.3. The detailed Children's Services Improvement Plan, as at 19 November 2021, attached as Appendix 2 to this report.

The Integration Joint Board is invited to scrutinise:

3.4. Progress for the period 29 September to 22 November 2021, as outlined in the Update Overview, attached as Appendix 1 to this report, in order to obtain assurance with regard to progress being made in respect of the improvement areas identified in the response to the Joint Inspection of Services for Children and Young People in Need of Care and Protection.

4. Background

4.1. Between 26 August and 4 October 2019, the Orkney Community Planning Partnership (OCP) was inspected in respect of its services for children and young people in need of care and protection. On 25 February 2020, the report of the inspection was formally published.

4.2. Work began in October 2019 to develop an improvement plan to address the inspection findings. This plan was reviewed at the time of publication of the inspection report to ensure it addressed all areas identified for improvement. Additional resources to support this work have been allocated by Orkney Islands Council and NHS Orkney.

4.3. The improvements fall into 4 main themes:

- Policy, systems, process and procedure.
- Corporate Parenting.
- Getting it Right for Every Child.
- Governance and interlinks between Chief Officer Group (COG), Public Protection Committee and Orkney Community Planning Partnership.

4.4. The Chief Officers Group (COG) and the Children's Public Protection Committee continue to review progress of the improvement plan on a regular basis.

4.5. Progress on the plan is reported to the Integration Joint Board, the Council's Policy and Resources Committee and NHS Orkney's Joint Clinical Care and Governance Committee.

4.6. Following discussions with the Chief Officers Group (COG), it was agreed that an overview document be produced and this is attached as Appendix 1 to this report. This overview, which can be used to scrutinise progress, provides an update on areas of priority, progress, challenge and concern.

5. Progress Review

5.1. Between April and June 2021, inspectors from the Care Inspectorate, Healthcare Improvement Scotland, Her Majesty's Inspectorate of Constabulary for Scotland and Education Scotland carried out a review of progress.

5.2. The aim was to assess and report on progress made in planning and implementing actions to address the priority areas for improvement identified in the Joint Inspection reported in February 2020.

5.3. The review focussed on the recognition of and response to initial concerns for children in need of protection. It considered the way leaders were overseeing arrangements for the protection of children and young people, including how they were managing the change process following inspection.

6. Key Findings

Key findings of the progress review, included the following:

- The findings of the Joint Inspection of services for Children and Young People in Need of Care and Protection in Orkney had been taken very seriously.
- Chief Officers have prioritised the necessary changes and improvement alongside the demands of the COVID-19 pandemic.
- There was evidence of progress in relation to the four priority areas for improvement from the inspection that the review focussed on.
- There was recognition of the need to maintain the current momentum to ensure the improvement and change is sustained and the challenges this faced with the limited number of senior managers, many in interim positions, and the competing demands faced.
- The visibility of senior leaders, especially those within health, is key to the impetus being maintained. This will be crucial in successfully driving improvement and ensuring sustainability of changes.
- There is scope to further refine and strengthen the strategic planning arrangements, supported by the self-evaluation approach and commitment to introduce effective quality assurance systems.
- Children's rights and participation, for those who are not looked after by the local authority, is an underdeveloped area, and a multi-agency approach in the recognition of and response to neglect requires further intervention.
- That there is opportunity to improve practice, such as use of chronologies and preparation of outcome focussed plans.
- Recognition that recruitment and retention of staff, particularly Social Workers, continues to be challenging to operational practice, especially in the development of sustained relationships with children and families.

7. Next Steps

7.1. Representatives of COG will meet with Care Inspectorate colleagues to discuss their plans and timescales for a second Progress Review in 2022.

7.2. The improvement plan will continue to be implemented with focus on improving the consistent and effective use Chronologies and development of a toolkit to assist practitioners with assessing risk in relation to neglect. It aims to develop practice on hearing, and better reflecting, the voices of children and young people through assessment and engagement.

8. Contribution to quality

Please indicate which of the Orkney Community Plan 2021 to 2023 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.	Yes.
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.

9. Resource implications and identified source of funding

9.1. There are no immediate financial implications arising from the report recommendations.

9.2. There are however significant financial implications associated with delivery of services to ensure appropriate and effective services for children and young people in need of care and protection. The improvement planning actions and outcomes required as a result of the inspection will require additional resources.

10. Risk and Equality assessment

10.1. There are no immediate legal or equality implications arising from the recommendations contained in this report.

11. 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.

12. 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.

13. Authors

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13.2. Jim Lyon, Interim Head of Children and Families, Criminal Justice and Chief Social Work Officer, Orkney Health and Care.

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15. Supporting document

15.1. Appendix 1: Orkney Partnership Children's Services Improvement Plan Update Overview 29 September – 22 November 2021.

15.2. Appendix 2: Care Inspectorate: Progress Review following Joint Inspection of Services for Children and Young People in Need of Care and Protection in Orkney.

Orkney Partnership | Children's Services Improvement Plan

Update Overview | 29 September 2021 – 22 November 2021



The plan in numbers

- | | |
|-----------------------------------|------------------------------------|
| Total Improvement Areas: 37. | Related to inspection: 24. |
| • Open: 20. | • Open: 10. |
| • Complete: 17. | • Complete: 14. |
| • Completed since last update: 0. | Added through self-evaluation: 13. |
| • Added since last update: 1. | • Open: 10. |
| | • Complete: 3. |

Areas of priority

The current core areas of focus for the Improvement Delivery Group are:

- Recognising and responding to neglect (IMP007).
- Getting It Right For Every Child (IMP014):
 - Practice supporting Chronologies of Significant Events.
 - Improved Team Around the Child procedure.
 - Partnership Getting it Right practice model.
- Orkney Children's and Young People's Partnership website (IMP045).

Changes of BRAG status

- GREEN => AMBER** Multiagency record reading (IMP000).
 - 23 – 25 November record reading cancelled.
- GREEN => AMBER** Corporate Parenting (IMP017).
 - Addition support required in this area.
- AMBER => RED** Information management system improvements: NHS Orkney and Social Work (IMP038 and IMP046).
 - Significant resource challenge and governance difficulties.

Updated

The core areas of the Children's Services Improvement Plan which have progressed between 29 September 2021 – 22 November 2021 are:

- **Recognising and responding to neglect (IMP007).**
 - ✓ Initial two part training session completed.
 - ✓ Toolkit named 'Caring for Me Assessment Toolkit'.
- **Getting It Right For Every Child (IMP014).**
 - ✓ Issue of approved Partnership Chronology Guidance.
 - ✓ Partnership 'Data Sharing Agreement' progressing.
 - ✓ Development of a 'Team Around the Child' procedure.
- **Orkney Children's and Young People's Partnership website (IMP045).**
 - ✓ Development of the website and content progressing.

New improvement area:

- Embed a sustainable training programme across the partnership (IMP048).
 - Partnership Lead: Jim Lyon.

Area of challenge or concern

- There is a significant impact caused by the lack of available service business support.
- There are significant other resourcing challenges including system development capacity.



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

This overview should be read in conjunction with the Orkney Partnership Children's Services Improvement Plan (P0318-PRJB-002).

Item	Theme	Priority	Status	Improvement Area	Timescale	Partnership Lead	Update & Evidence as at: 19 November 2021
IMP000	Governance, assurance and data	High	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>Record reading completed: 23 – 25 February 17 – 19 August</p> <p>Original date: 23 – 25 November Cancelled</p> <p>Next record reading: Q1 2022</p>	Jim Lyon	<p>Record reading completed 17-19 August 2021. Findings and lessons being submitted by Education Lead for evaluation by Leadership Group through the approved self-evaluation approach.</p> <p>Next record reading scheduled for 23 – 25 November has been cancelled.</p> <p>Status moved from Green to Amber.</p>
IMP007	Policy, systems, process and procedure	Critical	Active	<p>Improve recognition and response to neglect.</p> <p>Key areas: <ul style="list-style-type: none"> • Early intervention service with Action for Children (AFC) identified • Identify, distribute and embed 'Caring for Me Assessment Toolkit' across partnership </p> <p>This will ensure the following outcomes: <ul style="list-style-type: none"> • The signs of neglect are recognised • Officers consistently respond to neglect </p> <p>Partners: Action for Children, Education, NHS Orkney, Social Work</p>	<p>Initial training session Completed on schedule</p> <p>Train the Trainer January 2022</p> <p>Training session February and June 2022</p>	Jim Lyon	<p>Initial training completed. Training in two parts: 30 September 2021 and 21 October 2021. Feedback received as part of second session.</p> <p>Based on feedback toolkit named as 'Caring for Me Assessment Toolkit'. To support sustainability, an updated approach is being taken for training. Training capacity will be developed in Orkney to delivery the training instead of being provided by external partners. Action for Children are supporting Partnership in this work at no cost.</p> <p>Implementation plan key areas: <ul style="list-style-type: none"> • Identify, agree and deliver toolkit (forms and guidance) - completed • Deliver initial training pilot and feedback session - completed • Review and revision before further roll out - in progress • Train the trainer session • Training programme and materials development • Deliver programme of training on the toolkit • Measures and reporting • Evaluation and scoping of further required improvement </p>

Item	Theme	Priority	Status	Improvement Area	Timescale	Partnership Lead	Update & Evidence as at: 19 November 2021
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. Development of options appraisal in progress</p> <p>Seminar held on 28 January 2021 attended by Lead Public Protection Nurse.</p> <p>Separate work has been undertaken by the Lead Public Protection Nurse to look at options locally. No changes at present.</p>
IMP013	Policy, systems, process and procedure	High	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>Options appraisal / benchmarking Complete</p> <p>Development of early intervention pathway Original date 31 May 2021 Revised date 30 July 2021 Further revision 30 September 2021</p>	Jim Lyon	<p>Current safety measure use off-island arrangements. This Improvement Area builds upon the single agency work in IMP003 and the 'The Unborn Baby at Risk, Practice Guidance' complete June 2020.</p> <p>Principles of parallel planning (Health, Social Work and Third Sector) and early intervention are central to the pathway. Multi-agency working group established. Social Work professionals developing early intervention pathway. A partnership approach will be taken so that it can be integrated into established Health pathway.</p> <p>We have been unable to reach Agreement as to the best way to integrate the partnership pathways and have this reflected in the guidance. Intervention at a Heads of Service level. Issue progressing but not yet resolves.</p> <p>Status remains Red.</p> <p>Next step</p> <ul style="list-style-type: none"> • Develop Social Work early intervention pathway - complete • Integration with established health pathway - agreement not reached • Relevant reviews and approvals • Launch of guidance and pathway <p>Linkage to 'IMP014 - Getting it Right'</p>

Item	Theme	Priority	Status	Improvement Area	Timescale	Partnership Lead	Update & Evidence as at: 19 November 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 • Practice Model • Chronology guidance and training (new key area) • 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>	<p>Review and refresh of data sharing' Draft complete Final review and approvals 30 November 2021</p> <p>Team Around the Child Procedure 10 December 2021</p> <p>Chronologies Training January 2022</p>	Kirsten Adamson	<p>Practitioner Information Sharing Guidance completed and launched at 27 April 2021 training day. Review and refresh of data sharing agreements in progress. Target for completion 31 August 2021. Issued 3 September 2021 for review and approval by partnership Information Security Officers before being distributed for final partnership review. Target for final approval 30 November 2021.</p> <p>'Integrated Assessment and Child's Plan' model, launched at the 27 April 2021 training event. Three month post launch review completed. Key finding: further work required on the practice model.</p> <p>Resource group paused to tie in with the implementation of the neglect toolkit.</p> <p>Next steps are focused on:</p> <ul style="list-style-type: none"> • Finalisation of Chronology Guidance - completed on target • Chronology Guidance Training - Scheduled for January 2022 • Review and refresh of partnership Data Sharing Agreement - on target • Developing refreshed Team Around the Child Procedure - in progress <p>Alignment with Adult Support and Protection chronology work.</p> <p>Partnership was part of the national review of Getting it Right guidance (Complete).</p>
IMP015	Governance, assurance and data	Standard	Active	<p>Establish an Independent Chair of 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 looked after children reviews <p>Partners: Social Work</p>	<p>Temporary post holder started 13 September 2021</p>	Jim Lyon	<p>New Independent Reviewing Officer (IRO) stated Monday 13 September 2021. Post is unfunded and held against unmapped General Fund balances to the end of financial year. Post being considered under restructure.</p> <p>Scope of responsibilities revised to looked after children reviews.</p> <p>Responsibilities for Child Protection Conference reviewed (CP Procedures) and will be the Service Manager. This aspect has been removed from Improvement Area title and description.</p> <p>Note: Current employee experienced enough to chair Child Protection meetings thus providing additional resource.</p> <p>Status moved from Amber to Green.</p>

Item	Theme	Priority	Status	Improvement Area	Timescale	Partnership Lead	Update & Evidence as at: 19 November 2021
IMP017	Corporate parenting	High	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 Complete</p> <p>Third review of implementation 30 September 2021 Revised timescale 31 January 2022</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> <p>'The Promise' has been identified as a stand alone Improvement Area and will be fed through the Partnership Self-evaluation Funnel (IMP036).</p> <p>Work around outcome 4 (attainment gap) and outcome 5 (positive destinations) is in progress led by Education Services.</p> <p>Care experienced group is set-up who will be involved in shaping up the direction of the Good Parenting Plan.</p> <p>Third review started within Social Work.</p> <p>Link to the Promise (IMP047)</p> <p>Additional work required in this area - status changed to Amber.</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>Review and refresh kinship care guidance (draft) 30 September 2021 Revised timescale 31 January 2021</p>	Jane Beckwith	<p>Kinship assessment tracking tool completed and in use by Operational Manager June 2020. Operational Kinship carer overview tool being developed to ensure compliance with statutory requirements and reviews. This will be completed and brought into use by 22 October 2021.</p> <p>Updated Continuing Care Policy draft completed and going through final review and approval.</p> <p>Recruitment of Foster Carers in progress with three currently being assessed.</p> <p>Review and refresh of existing kinship care guidance in progress but will not be completed by 30 September 2021 target. Update needs linked with refreshed of fostering and adoption guidance.</p>

Item	Theme	Priority	Status	Improvement Area	Timescale	Partnership Lead	Update & Evidence as at: 19 November 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>		Jim Lyon	<p>he delivery of the new Action for Children service is already having an impact on improving early intervention in Orkney.</p> <p>An Action for Children substance misuse worker has started to provide an early intervention service for children and young people in Orkney who misuse drugs and alcohol. This forms part of the mental health and wellbeing agenda.</p> <p>OOH Working group discovery stage complete. This group has two workstreams 1) 'out of hours' approach and 2) 'out of hours' resourcing.</p> <p>Serious staffing issues for Out of Hours (OOH) due to 42% (at height) staff signed off by Occupational Health as unable to undertake OOH duty. Critical staffing level impacting on remaining staff available. For this reason this improvement area remains at status red.</p> <p>Chief Social Work Officer wrote to Chief Officer and Head of HR and Performance. A meeting took place Friday 29 October 2021.</p> <p>Head of HR will meet with Occupation Health Doctor to discuss need for conferring with service prior to decisions for employees to be signed off medium to long term sick.</p>
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>Additional key areas</p> <ul style="list-style-type: none"> • Assess the effectiveness of work to date and identify next steps • Complete discovery of available mental health and wellbeing services across the partnership to promote a coordinated approach to delivery • Link findings to a review of the Mental Health Strategy <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>	<p>Assess impact of work to date 30 September 2021 Revised timescale 31 January 2021</p>	Maureen Swannie	<p>A pathway for mental health support has been completed July 2021 (revised target 30 June 2021).</p> <p>Presentation to be delivered to CMHT / CAMHS on Throughcare / Aftercare included the views of care experienced young people.</p> <p>With the completion of the original key areas, additional key areas have been added.</p> <p>Next steps:</p> <ul style="list-style-type: none"> • Assess impact of work to date - 30 September 2021 <ul style="list-style-type: none"> ◦ Work not yet complete • Next steps based on findings

Item	Theme	Priority	Status	Improvement Area	Timescale	Partnership Lead	Update & Evidence as at: 19 November 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>Improved use of data proposal 31 August 2021 Revised date 30 November 2021</p>	Jim Lyon	<p>Development of the Partnership Self-evaluation and Continuous Improvement Approach completed and approval by the Leadership Group (18 December 2020).</p> <p>The model is underpinned by the Care Inspectorate's Quality Improvement Framework.</p> <p>Range of issues passed through the Partnership Self-evaluation Funnel 4 June 2021. Embedding of the Promise (IMP047) added to the Improvement Plan.</p> <p>Use of data identified as key development area. Training session provided by CELCIS on the Minimum Dataset Indicators for Public Protection Committees (8 June 2021).</p> <p>Proposal to be established for improved use of data and reporting had a target of 31 August 2021. Additional time is required to assess options due to the system limitation and resource challenges.</p> <p>First annual review of approach planned for Q4 2021/22. Link to IMP038.</p>
IMP038	Policy, systems, process and procedure	Critical	Active	<p>Improvements to Social Work systems, processes and the recording and use of data through PARIS.</p> <p>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 One Stabilisation (complete) - Stage Two Child Protection (complete) - Stage Three Scoping in progress • 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>	<p>Stage One Complete</p> <p>Stage Two Complete</p>	Jim Lyon	<p>Data requirements</p> <p>Data requirements for Scottish Government Child Protection return and CELCIS Minimum Dataset captured.</p> <p>'Safety Net' tool</p> <p>Tool in place and tested capturing the data required for the statutory annual Scottish Government Child Protection (CP) returns. The tool has been 100% effective with annual returns completed in full and on time.</p> <p>Stage One Stabilisation - complete</p> <p>Stage Two Child Protection - complete</p> <p>Establishing holistic governance of OHAC system development being prioritised. The scope of governance is to cover all OHAC system developments (across the partnership, both Children's and Adult Service).</p> <p>Draft governance and planning approach completed (28 July 2021). This approach covers both proximate developments and strategic items. Currently under review by the Chief Officer prior to implementation.</p> <p>Status moved from Amber to Red due to significant resource challenge and governance difficulties.</p>

Item	Theme	Priority	Status	Improvement Area	Timescale	Partnership Lead	Update & Evidence as at: 19 November 2021
IMP040	GIRFEC	Standard	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>	Review of Who Cares? Scotland advocacy service 14 January 2022.	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 <p>Underlying cultural practice issues identified to be presented to COG.</p> <p>Independent advocacy for children highlighted in Progress Review and review of Who Cares? Scotland advocacy service underway. Timescale 14 January 2022.</p>
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>	Scoping Complete	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> <p>CSWO had provisional meeting with local Sheriff to highlight importance of permanence process.</p> <p>Given recent experience with the Courts this is a cultural issue which requires consistent challenge to tackle systemic mindset, attitudes and adult centred approached.</p> <p>There are links to the 'Culture Change in Orkney' working group that came out of SCR Recommendations.</p> <p>Recent examples of cultural challenge including Children's Safe guarder, GPs, A&E, CAMHS and the involvement of Advocates in Proof Hearings further support this link.</p>

Item	Theme	Priority	Status	Improvement Area	Timescale	Partnership Lead	Update & Evidence as at: 19 November 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>	Joint strategic needs assessment 31 March 2022	Maureen Swannie	<p>Child Protection Service Level Agreements (SLAs) complete and ready for review and approval. Chief Officer to review all Orkney Health and Care SLAs. Review of paediatric related SLAs will inform future paediatric provision.</p> <p>SLAs with NHS Grampian are finalised and pending director sign off as a working model until the scoping work is complete.</p> <p>GAP analysis complete. Scoping and SBAR (Situation, Background, Assessment and Recommendations) complete with practitioners feedback. Following discussion with the Chief officer and Chief Exec NHSO, a report was completed and went to NHS SMT on 12 April 2021.</p> <p>Discussion with NHS Shetland clarified that they would be keen to link in with us but they do not have capacity to help with this at present. Further discussions will take place with the Chief Officer to see how this can be progressed.</p> <p>A joint strategic needs assessment currently being undertaken will further inform local need and gaps. This is to be completed by 31 March 2022.</p> <p>This are will be incorporated into NHS Orkney's Clinical Strategy.</p>
IMP044	GIRFEC	High	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>	Additional capacity to 31 March 2022.	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> <p>Authorisation to go above social worker compliment for time limited period as part of additional resourced provided by Orkney Islands Council.</p> <p>Issues identified with legal process and overall permanence approach. Service Manager with PACE lead undertaking 'deep dive' work.</p>

Item	Theme	Priority	Status	Improvement Area	Timescale	Partnership Lead	Update & Evidence as at: 19 November 2021
IMP045	GIRFEC	Standard	Active	<p>Development of the Orkney Children's and Young People's Partnership (OCYPP) website.</p> <p>Key areas:</p> <ul style="list-style-type: none"> • Website set-up and structure development • Development of content and links • Development of young person's interaction elements • Promotion and launch <p>This will ensure the following outcomes:</p> <ul style="list-style-type: none"> • Information for Young People, including about services, is available in a way and format that is accessible to them, when it is needed • Central location is available for all partnership practitioner information, procedures, guidance and forms <p>Partners: Education, NHS Orkney, OCYPP young people, Police Scotland, Social Work, Third Sector</p>	<p>Original timescale 30 September 2021</p> <p>Following scoping and additional work required new timescale 20 December 2021</p>	Kirsten Adamson	<p>Identified though IMP025 and added after passing through the Partnership Self-evaluation Funnel 29 January 2021. Include 'materials explaining available services' element of IMP025</p> <p>Project Manager (Shaun Hourston-Wells) and multi-agency working group established including OCYPP young people.</p> <p>Website structure agreed. Web developer progressing core build.</p> <p>Next steps include:</p> <ul style="list-style-type: none"> • Website configuration and set-up - in progress • Development of website content - in progress <p>OCYPP young people have been involved from the start as key partners in the development of the website.</p> <p>Through partnership engagement the requirements of what is needed from the website have gone beyond the historical brief (not related to this improvement area). To deliver on this the web developer requires additional time. Launch moved from 30 September 2021 to 20 December 2021. A soft launch approach is to be taken.</p>
IMP046	Policy, systems, process and procedure	Standard	Active	<p>Improvements to NHS Orkney Information Management System through the implementation of PARIS.</p> <p>Keys areas:</p> <ul style="list-style-type: none"> • Development of new information management system <ul style="list-style-type: none"> - Initial scope Health Visiting and School Nursing • Development of guidance • Training and implementation <p>This will ensure the following outcomes: Outcomes relevant to those within scope.</p> <ul style="list-style-type: none"> • NHSO 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: NHS Orkney</p>	<p>Establishment of OHAC system development governance and planning approach 30 July 2021 Draft completed 28 July 2021</p>	Maureen Swannie	<p>New Improvement Area added after passing through the Partnership Self-evaluation Funnel 29 January 2021.</p> <p>The scope of this area if focused on NHS Orkney Children's Services.</p> <p>Initial Scope:</p> <ul style="list-style-type: none"> • Health Visiting and School Nursing <p>Transfer to PARIS is underway for Health Visiting and School Nursing as a test of change. PARIS account setup for all Health Visitors.</p> <p>Establishing holistic governance of OHAC system development being prioritised. The scope of governance is to cover all OHAC system developments (across the partnership, both Children's and Adult Service).</p> <p>Draft governance and planning approach completed (28 July 2021). This approach covers both proximate developments and strategic items. Currently under review by the Chief Officer prior to implementation.</p> <p>Status moved from Amber to Red due to significant resource challenge and governance difficulties.</p>

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IMP047	GIRFEC	Standard	Active	<p>Embed the vision and outcomes of the Promise.</p> <p>Key areas:</p> <ul style="list-style-type: none"> • Establish a 'Promise Board' • Complete scoping and develop project plan <p>This will ensure the following outcomes:</p> <ul style="list-style-type: none"> • Details of outcomes to be scoped • The five foundations of the promise will be addressed <ul style="list-style-type: none"> ◦ Voice, Family, Care, People and Scaffolding • Children can say that "We grow up loved, safe, and respected so that we realise our full potential." <p>Partners: Education, NHS Orkney, Police Scotland, Public Protection Committee, Social Work, Third Sector</p>	Working groups established 20 October 2021	Jim Lyon	<p>Initial priorities include:</p> <ul style="list-style-type: none"> • Improve educational attainment of all care experienced young people • Establish a Promise Board <ul style="list-style-type: none"> ◦ This includes establishing terms of reference <p>Linkages to:</p> <ul style="list-style-type: none"> • Getting it Right (IMP014) • Corporate Parenting (IMP017) <p>An incremental approach is being taken starting with A multiagency working group focused on improving educational attainment. This group in discussion with 'The Promise' team who support this approach. Work progressing to recruit a 'Attainment Coordinator'.</p> <p>A promise board will be established in due course in line with this incremental approach.</p>
IMP048	Policy, systems, process and procedure	Standard	Scoping	<p>Embed a sustainable training programme across the partnership.</p> <p>Improvement area is being scoped.</p> <p>Key areas:</p> <ul style="list-style-type: none"> • Scope recurring training requirements • Develop annual programme of training • Implement training programme <p>This will ensure the following outcomes:</p> <ul style="list-style-type: none"> • There is a clear annual schedule of available training for both new and existing staff (refresher training) • Training is balanced across the year to avoid overload • Staff are trained to deliver for children and young people <p>Partners: Education, NHS Orkney, Police Scotland, Public Protection Committee, Social Work, SCRA, Third Sector</p>		Jim Lyon	<p>Identified by the Improvement Delivery Group on 01 October 2021 and added to the Improvement Plan as per the partnership's Self Evaluation and Continuous Improvement Approach.</p> <p>Improvement area being scoped based on existing work.</p>