

Sally Shaw (Chief Officer)

Orkney Health and Care

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Agenda Item: 7.

Integration Joint Board

Date of Meeting: 12 May 2020

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

1. Summary

1.1. 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. The inspection was led by the Care Inspectorate and it published the report detailing its findings on 25 February 2020.

2. Purpose

2.1. This report is to advise the Board of the development of the improvement plan and progress made to date.

3. Recommendations

The Integration Joint Board is invited to:

- 3.1. Scrutinise progress to date.
- 3.2. Consider its role in the governance of the plan.

4. Background

- 4.1. On 25 February 2020 the report of the inspection was published.
- 4.2. Work had been undertaken to develop an action plan to address findings of the report back in October 2019. This action plan was reviewed at the time of publication to confirm that the plan covered all areas required fully.
- 4.3. Through the Chief Officers Group (COG) additional resources were allocated so that a thorough and robust 'improvement plan' was formulated. To support this work at that time resources from Orkney Islands Council (OIC) and NHS Orkney were allocated. This support was identified as the Chief Quality Officer from NHS Orkney and the Change Team Manager from OIC.
- 4.4. The improvement plan is attached as Appendix 1.

4.5. Improvements fall into 4 main themes.

- Processes, policies and procedures.
- Corporate Parenting.
- Getting it Right for Every Child (GIRFEC).
- Governance and interlinks between COG, Public Protection Committee (PPC) and Orkney Community Planning Partnership (OCP).

5. Progress to date

5.1. Audit of files for looked after children to ensure robust safeguarding plans are in place.

There was an identified requirement to review files of currently looked after Children and Young People. This requirement was to initially audit the files of those currently looked after children up to 18 years age. The second part of the audit was then to consider the files of those young people going 'through' care and aftercare, young people up to the age of 26 years age.

This work has been difficult to source due to, mainly COVID-19 and having to find both the resource and the ability for electronic data bases to be accessed remotely.

After liaison with Centre of Excellence for Looked After Children (CELCIS) we now have a team that will be commencing this week. This will also include the Link Inspector from the Care Inspectorate (CI). The files will be audited using the template used by the CI in the joint inspections that they undertake.

Work on the issues of remote access which has been required because of individuals not being able to travel has now been worked through and information governance agreements have been agreed and signed.

5.2 Develop an updated Orkney suite of procedures based on national guidance. This will include the publication and training of staff on the updated procedures.

Much work has been completed in respect of developing new child protection guidelines. The Scottish Government has been revising and updating the national guidelines. Prior to COVID-19 this work was about to be issued for national consultation, obviously this has not happened.

Work has been undertaken with colleagues in Scottish Government who have made available to us the work they had done so far, so that we could ensure the newly developing guidance aligned with what is likely to be issued as national guidance.

Work has also been undertaken into researching other inspections to identify where evaluations in specific areas have been concluded as 'good' or above. So, a review of the procedures of five other partnerships or local authority areas have been considered when undertaking this work.

Further work is being undertaken so the guidance is presented in a manner that will increase understanding, application and support easy embedding.

5.3. Addressing the lack of a named lead nurse for public protection.

There is currently an arrangement for supervision to be provided in respect of child protection by an appropriately trained colleague from Shetland.

We did advertise and interview for the position in April 2020 but unfortunately the panel were not able to appoint.

The job description has been reviewed and given current circumstances; we have decided to offer as a short-term secondment.

Discussions have also been held with the CEO of NHS Orkney to look at the possibility of identifying this as an opportunity of further training for a current member of staff. This would be a parallel process, not an 'instead of' solution.

5.4. Improving ICT to support staff in keeping children safe through improved remote and out of hours access.

The roll out of mobile PARIS access is well underway. Additional work has been done and soon to be concluded on the development of a digital 'out of hours bag'.

Additional resources have been secured to look at a full project to be undertaken in order that PARIS can be utilised to its full capacity. This will help staff to ensure information and documents are stored consistently. It will also help the partnership's ability to access good quality data.

5.5. Establish an independent chair of child protection case conferences and LAC reviews.

This has been filled as an interim role as of 13 April 2020. Further consideration on the longer-term structure is in discussion and including the interim chair of the PPC.

5.6. Comprehensive assessments are undertaken to ensure health needs of looked after C&YP are identified and met.

Work has been progressed to develop a draft health needs assessment for looked after Children and Young People. This draft is out for consideration by key colleagues across the partnership and within Healthcare Improvement Scotland (HIS).

The document is being adapted for pre-school children and the necessary explanatory notes, which will be produced as a leaflet currently being developed.

5.7. There has been much work done on many of the other areas but have not progressed to the level that these areas have. The other areas where work is progressing are:

- Improving how the partnership recognises and responds to concerns around neglect.
- Responding to young people reported as missing.
- Understanding of our responsibilities as Corporate Parents.

- Develop the approach and support arrangements that are in place in order to improve the use of kinship and foster care as alternative to residential care.
- Develop a flexible crisis response service to prevent children and young people becoming looked after.
- Providing supported housing to care leavers with complex and enduring disabilities.
- Developing and maintaining a rights-based service for care experienced young people.
- There is no agreed and embodied vision for the children of Orkney.
- There is a need to ensure that there is regular self-assessment of the board and independent validation of its work in carrying out and meeting its core functions and responsibilities.

6. Other external support

6.1. Board members will remember that the inspection report stated that there was not the confidence that the Orkney Partnership would be able to make the necessary improvements without the support of external agencies. This was mainly due to capacity issues.

6.2. However, some thought really needed to be put into the offer of support and where we would focus that support from the various agencies. The following table indicates where that support could be focussed.

Agency	Improvement Areas
Care Inspectorate	<ul style="list-style-type: none"> • Review of looked after children and those Children and Young People on the Child Protection Register. • Improving how the partnership responds to concerns around neglect. • Embedding GIRFEC.
CELCIS	<ul style="list-style-type: none"> • Review of looked after children and those Children and Young People on the Child Protection Register. • Embedding GIRFEC. • Developing a continuum of care pathway for Children and Young People in need of care and protection. • Improving the approach and support to increase kinship care and foster care rather than residential care. • Developing a flexible crisis response to prevent Children and Young People becoming looked after.
Healthcare Improvement Scotland	<ul style="list-style-type: none"> • Pre-birth parenting assessments.

Agency	Improvement Areas
	<ul style="list-style-type: none"> • Named Public Protection Nurse. • Review and options appraisal on arrangements for a trauma informed approach to forensic medical examinations. • Improved process for keeping at risk new-borns safe upon discharge from hospital. • Health assessments of Looked After Children. • Improve accessibility of health services for care leavers who are experiencing emotional and mental ill health and addiction.
HMICS	<ul style="list-style-type: none"> • Improved process for responding to Children and Young People missing from home.
Who Cares Scotland	<ul style="list-style-type: none"> • Corporate Parenting. • Developing a rights-based service.

6.3. Intended work has begun in some areas and others are still being agreed.

7. Contribution to quality

Please indicate which of the Council Plan 2018 to 2023 and 2020 vision/quality ambitions are supported in this report adding Yes or No to the relevant area(s):

Promoting survival: To support our communities.	Yes.
Promoting sustainability: To make sure economic, environmental and social factors are balanced.	Yes.
Promoting equality: To encourage services to provide equal opportunities for everyone.	Yes.
Working together: To overcome issues more effectively through partnership working.	Yes.
Working with communities: To involve community councils, community groups, voluntary groups and individuals in the process.	Yes.
Working to provide better services: To improve the planning and delivery of services.	Yes.
Safe: Avoiding injuries to patients from healthcare that is intended to help them.	Yes.
Effective: Providing services based on scientific knowledge.	Yes.
Efficient: Avoiding waste, including waste of equipment, supplies, ideas, and energy.	Yes.

8. Resource implications and identified source of funding

8.1. There are significant financial implications associated in 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 this inspection will involve identifying additional resources, inclusive of human, capital and revenue going forward.

9. Risk and Equality assessment

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

10. 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.

11. 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.

12. Author

12.1. Sally Shaw, Chief Officer / Executive Director Orkney Health and Care.

13. Contact details

13.1. Email sally.shaw@orkney.gov.uk, telephone 01856 873535, extension 2611.

14. Supporting documents

Appendix 1 – Improvement plan and Gantt chart

ID	Task Mode	Ref	Task Name	Duration	Start	Finish	Resource Names	Predecessors	2020											
									Feb	Mar	Qtr 2, 2020			Qtr 3, 2020			Qtr 4, 2020			
									Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec			
1			Orkney Partnership Improvement Plan Milestones schedule (P0318-PRJB-003-VER-0-0-D)	153 days	Wed 01/04/20	Fri 30/10/20														
2		IMP000	Urgently review all looked after children's files to ensure that robust safeguarding plans are in place.	62 days	Mon 06/04/20	Tue 30/06/20	Sally Shaw													
3			Complete dip sampling.	19 days	Mon 06/04/20	Thu 30/04/20														
4			Complete independent file reading / deep dive audit.	50 days	Wed 22/04/20	Tue 30/06/20														
5		IMP001	Develop an updated Orkney suite of procedures based on national guidance. This will include the publication of, and training of staff on, the updated procedures.	109 days	Wed 01/04/20	Mon 31/08/20	James Henry													
6			Develop suite of procedure including approvals.	65 days	Wed 01/04/20	Tue 30/06/20														
7			Develop training materials and training delivery plan.	22 days	Mon 01/06/20	Tue 30/06/20														
8			Evidence staff and read and understood procedures.	23 days	Wed 01/07/20	Fri 31/07/20		7												
9			Delivery of training.	44 days	Wed 01/07/20	Mon 31/08/20		7												
10		IMP003	Address the lack of procedure for pre-birth parenting assessments and child protection case conferences.	0 days	Fri 31/07/20	Fri 31/07/20	Michelle Mackie													
11		IMP006	Addressing the lack of Named Lead Nurse for Public Protection.	65 days	Wed 01/04/20	Tue 30/06/20	David McArthur													
12		IMP007	Improving how the partnership recognises and responds to concerns around neglect.	109 days	Fri 01/05/20	Wed 30/09/20	Sharon-ann Paget													
13			Review the model and approach to identifying and responding to neglect.	66 days	Fri 01/05/20	Fri 31/07/20														
14			Review the tools which support practitioners to measure need and risks.	66 days	Fri 01/05/20	Fri 31/07/20														
15			Development and implement a tiered training plan for all levels of staff.	43 days	Mon 03/08/20	Wed 30/09/20		13,14												
16		IMP008	Complete partnership review and options appraisal on arrangements for trauma informed approach to providing forensic medical examinations and comprehensive medical assessments.	0 days	Fri 31/07/20	Fri 31/07/20	Malcolm Colquhoun													
17		IMP009	Improvement in process for 'Responding to young people reported missing to the Police'.	110 days	Wed 01/04/20	Tue 01/09/20	David Hall													
18			Review process and procedures for reporting and responding too children who go missing.	44 days	Wed 01/04/20	Mon 01/06/20														
19			Develop and implement a multi agency approach when responding children who go missing.	45 days	Tue 02/06/20	Mon 03/08/20		18												
20			Design and implement robust risk management tools.	45 days	Tue 02/06/20	Mon 03/08/20		18												
21			Provide multi agency training.	21 days	Tue 04/08/20	Tue 01/09/20		19,20												
22		IMP010	Improving ICT to support staff in keeping children safe through improved remote and out of hours access.	131 days	Wed 01/04/20	Wed 30/09/20	Sharon-ann Paget													
23			Review current access to PARIS for out of ours and remote working.	22 days	Wed 01/04/20	Thu 30/04/20														
24			Delivery of short term remote access through PARIS mobile and an interim remote desktop connection solution.	65 days	Wed 01/04/20	Tue 30/06/20														
25			Delivery of remote access to PARIS from controlled devices.	131 days	Wed 01/04/20	Wed 30/09/20														
26		IMP013	Improve process for keeping at risk new born babies safe upon discharge from hospital. (Options appraisal)	0 days	Tue 30/06/20	Tue 30/06/20	Michelle Mackie													

Project: Improvement schedule
Date: Mon 27/04/20

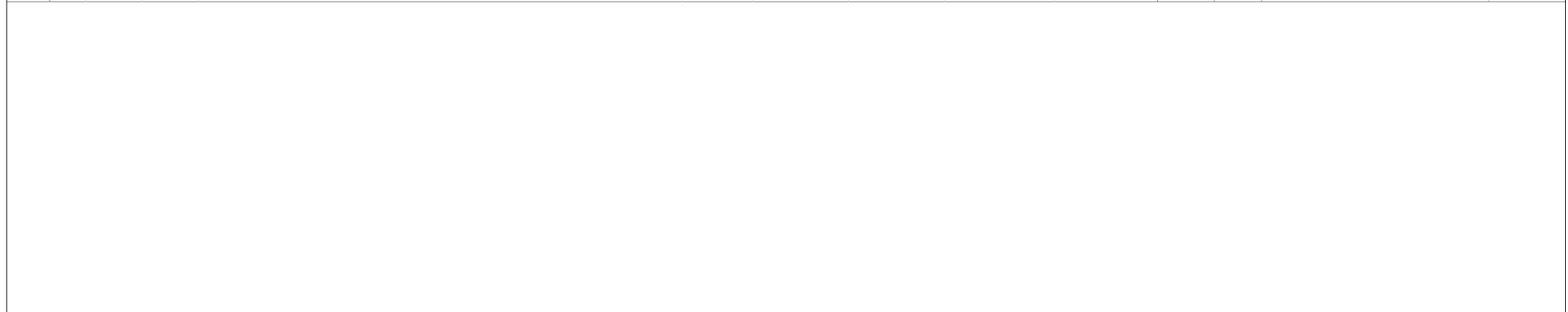
Task		Project Summary		Manual Task		Start-only		Deadline	
Split		Inactive Task		Duration-only		Finish-only		Progress	
Milestone		Inactive Milestone		Manual Summary Rollup		External Tasks		Manual Progress	
Summary		Inactive Summary		Manual Summary		External Milestone			

ID	Task Mode	Ref	Task Name	Duration	Start	Finish	Resource Names	Predecessors	2020													
									Feb	Mar	Qtr 2, 2020			Qtr 3, 2020			Qtr 4, 2020					
27		IMP014	Commitment to embedding GIRFEC across all children's services with it reflected within each of our organisations and role modelled in our leadership.	87 days	Fri 01/05/20	Mon 31/08/20	Sally Shaw															
28			Multi-agency GIRFEC Implementation group to be established	21 days	Fri 01/05/20	Fri 29/05/20																
29			Identifying gaps in current procedures, policy and strategy	43 days	Fri 01/05/20	Tue 30/06/20																
30			Agree and identify action work streams with leads	44 days	Wed 01/07/20	Mon 31/08/20		29														
31		IMP015	Establish an independent chair of child protection case conferences and LAC Reviews.	153 days	Wed 01/04/20	Fri 30/10/20	Sally Shaw															
32			Appointment of Interim officer for 6 month period.	22 days	Wed 01/04/20	Thu 30/04/20																
33			Develop and established long terms system.	131 days	Fri 01/05/20	Fri 30/10/20		32														
34		IMP016	There is no clear continuum of care pathway or defined thresholds for vulnerable children in need of support and services and children in need of protection.	0 days	Wed 30/09/20	Wed 30/09/20	Sharon-ann Paget															30/09
35		IMP017	Understanding our responsibilities as Corporate Parents and are able to identify and respond to the needs of looked after children.	109 days	Fri 01/05/20	Wed 30/09/20	Sally Shaw															
36			Revise and update corporate planning strategy and plan for the next three years.	66 days	Fri 01/05/20	Fri 31/07/20																
37			Develop and implement Chief officers and members corporate hand book.	45 days	Mon 01/06/20	Fri 31/07/20																
38			Identify opportunities for actively seeking the views of children and young people through the development of a children's in care council.	45 days	Mon 01/06/20	Fri 31/07/20																
39			Review and revise our training offer for staff up to Chief Officers and Members.	43 days	Mon 03/08/20	Wed 30/09/20		36,37,38														
40			Corporate parenting board.	43 days	Mon 03/08/20	Wed 30/09/20		36,37,38														
41		IMP018	Develop the approach and support arrangement that are in place in order to improve the use of kinship and foster care as alternatives to residential care.	153 days	Wed 01/04/20	Fri 30/10/20	Jane Beckwith															Jane Beckwith
42		IMP019	Developing a flexible crisis response services to prevent children and young people becoming looked after.	109 days	Wed 01/04/20	Mon 31/08/20	Sharon-ann Paget															
43			Discovery to explore other models in existence and good practice examples from other local authorities.	88 days	Wed 01/04/20	Fri 31/07/20																
44			Complete options appraisal that includes cost in terms of resource implications.	21 days	Mon 03/08/20	Mon 31/08/20		43														
45		IMP021	There is a need to improve our care planning procedures and practice in relation to our regulated services including the children's residential services and adoption and fostering services.	88 days	Wed 01/07/20	Fri 30/10/20	Jane Beckwith															Jane Beckwith
46		IMP022	Comprehensive health assessments are undertaken to ensure health needs of looked after children and young people are identified and met.	109 days	Fri 01/05/20	Wed 30/09/20	Maureen Swannie															
47			Interim assessment through 'contact me'.	43 days	Fri 01/05/20	Tue 30/06/20																
48			Full completed assessment into new academic year.	43 days	Mon 03/08/20	Wed 30/09/20																
49		IMP023	Ensuring that looked after children and young people have an appropriate, documented, learning offer that is directed to the development of their personality, talents and mental and physical abilities.	131 days	Fri 01/05/20	Fri 30/10/20	James Wylie															

Project: Improvement schedule
Date: Mon 27/04/20

Task		Project Summary		Manual Task		Start-only		Deadline	
Split		Inactive Task		Duration-only		Finish-only		Progress	
Milestone		Inactive Milestone		Manual Summary Rollup		External Tasks		Manual Progress	
Summary		Inactive Summary		Manual Summary		External Milestone			

ID	Task Mode	Ref	Task Name	Duration	Start	Finish	Resource Names	Predecessors	2020											
									Feb	Mar	Qtr 2, 2020		Qtr 3, 2020			Qtr 4, 2020				
									Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec			
50			Review and 'RAG' case files held by ELH for children looked after by the LA and ensure that the Child's Plan includes the relevant and appropriate information, targets and outcomes in relation to education and learning.	131 days	Fri 01/05/20	Fri 30/10/20														
51			Publish guidance on the application and use of an alternative curriculum approach; include guidance on when its use might be deemed appropriate.	87 days	Fri 01/05/20	Mon 31/08/20														
52			Review and implement a system for tracking and monitoring children who are missing from education or missing out on education across the partnership.	66 days	Mon 01/06/20	Mon 31/08/20														
53		IMP025	Developing and maintaining a rights based service for care experienced young people.	109 days	Wed 01/04/20	Mon 31/08/20	Sally Shaw													
54			Review Who Cares Scotland SLA who were commissioned to support this area.	43 days	Wed 01/04/20	Fri 29/05/20														
55			Inform them of their rights and entitlements and ensure aftercare is readily available through media outlets and apps.	66 days	Mon 01/06/20	Mon 31/08/20		54												
56		IMP026	Urgently provide supported housing locally for care leavers with complex and enduring disabilities.	43 days	Fri 01/05/20	Tue 30/06/20	James Wylie													
57		IMP027	Improve accessibility of health services for care leavers who are experiencing emotional and mental ill health and addiction				Maureen Swannie													
58		IMP031	There is no agreed and embodied vision for the children of Orkney.	65 days	Wed 01/04/20	Tue 30/06/20	Sally Shaw													
59			Review the current vision and agree the vision going forward for the children of Orkney which provides a golden thread through and across partner organisations.	43 days	Wed 01/04/20	Fri 29/05/20														
60			Dissemination of the agreed vision across the partnership at all levels.	22 days	Mon 01/06/20	Tue 30/06/20		59												
61		IMP033	Strengthening governance and accountability and function of the PPC.	87 days	Fri 01/05/20	Mon 31/08/20	Sally Shaw													
62		IMP036	There is a need to ensure that there is regular self assessment of the board and independent validation of its work in carrying out and meeting its core functions and responsibilities.	109 days	Wed 01/04/20	Mon 31/08/20	Sally Shaw													



Project: Improvement schedule Date: Mon 27/04/20	Task		Project Summary		Manual Task		Start-only		Deadline	
	Split		Inactive Task		Duration-only		Finish-only		Progress	
	Milestone		Inactive Milestone		Manual Summary Rollup		External Tasks		Manual Progress	
	Summary		Inactive Summary		Manual Summary		External Milestone			