

Item: 17

Policy and Resources Committee: 3 December 2020.

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

Progress Update.

Joint Report by Chief Executive and Chief Officer / Executive Director, Orkney Health and Care.

1. Purpose of Report

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

2. Recommendations

The Committee is invited to note:

2.1.

That, between 26 August and 4 October 2019, the Orkney Community Planning Partnership was inspected on its services for children and young people in need of care and protection.

2.2.

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

2.3.

That an action plan has been developed to capture 33 improvement areas identified in the inspection report, which is routinely updated and monitored.

2.4.

Progress to date with the key thematic areas set out in the review of services for children and young people in need of care and protection, reported to the Orkney Health and Care Committee on 6 June 2019, as set out in section 4 of this report, which also directly relate to the improvement areas in the action plan developed in response to the inspection report.

The Committee is invited to scrutinise:

2.5.

Progress to date as outlined in the Improvement Plan, attached as Appendix 1 to this report, in order to obtain assurance.

3. Progress Update

3.1.

At the request of Scottish Ministers, the Care Inspectorate leads on joint inspections for children and young people in need of care and protection across Scotland. These inspections consider the differences the community planning partnerships are making to the lives of children and young people in need of care and protection; or for whom community planning partnerships have corporate parenting responsibilities.

3.2.

Between 26 August and 4 October 2019, the Orkney Community Planning Partnership was inspected on its services for children and young people in need of care and protection. The inspection was led by the Care Inspectorate and the report detailing its findings was published on 25 February 2020.

3.3.

These inspections take account of the full range of work with children and young people in need of care and protection and their families within a community planning partnership area.

3.4.

The inspection focused on answering five key questions:

- How good is the partnership at recognising and responding when children and young people need protection?
- How good is the partnership at helping children and young people who have experienced abuse and neglect stay safe, healthy and recover from their experiences?
- How good is the partnership at maximising the well-being of children and young people who are looked after?
- How good is the partnership at enabling care experienced young people to succeed in their transition to adulthood?
- How good is collaborative leadership?

3.5.

The Care Inspectorate published a revised quality framework for children and young people in need of care and protection in July 2019. This is the framework used in the inspection and consists of 22 quality indicators. This framework is based on European Foundation for Quality Management (EFQM). Of these 22 indicators, the inspection report applies evaluation to the following indicators:

Date.	Indicator.	Grade.
26.02.20.	Improvements in the safety, wellbeing and life chances of vulnerable children and young people.	Weak.
	Impact on children and young people.	Weak.
	Impact on families.	Adequate.
	They also provide an overall evaluation for leadership.	Unsatisfactory.

3.6.

The inspection report identified the following strengths and areas for improvement:

- Strengths:
 - The majority of children and young people in need of care and protection and their families benefited from genuine and enduring relationships with a key member of staff or carer.
 - The majority of care leavers were well supported in their transition to adulthood by staff providing aftercare and others helping them with accommodation, further education and employability.
 - Together, children's panel members, the children's reporter and social workers went out of their way to make the experience of attending a children's hearing as child centred as possible and to provide continuity for those attending review hearing on mainland Scotland.
- Priority areas for improvement:
 - Ensuring key child protection processes including inter-agency referral discussions, risk assessment, case conferences and core groups work effectively to protect children at risk of harm.
 - Publishing comprehensive up-to-date inter-agency child protection guidelines and training staff on these to clarify roles and responsibilities, and to help staff to be confident in their work.
 - Bringing about a step change in impact of corporate parenting by delivering tangible improvements in the wellbeing and life chances of looked after children, young people and care leavers.
 - Strengthening key child protection processes, fully implementing the Getting it right for every child (GIRFEC) approach, and commissioning services to meet priority areas of need including therapeutic and family support services.

- Improving the effectiveness and oversight of the public protection committee in carrying out core functions to protect children and young people.

3.7.

An action plan has been developed which is routinely updated and monitored.

3.8.

This action plan, entitled the 'Orkney Partnership Child Protection Improvement Plan' is attached as Appendix 1 to this report. There are currently 33 Improvement Areas. The progress to date on the Looked After Children Review, detailed in section 4 below, directly links to the progress on the improvement areas.

3.9.

An interim Service Manager – Children and Families has been recruited and started on in post on 5 October 2020. There had been some delay in identifying a start date for the Public Protection Nurse (an NHS Orkney appointment) due to accommodation issues. This has been resolved by inter-agency working and a start date should be advised imminently.

4. Looked After Children Review

4.1.

On 6 June 2019, the Orkney Health and Care Committee considered the outcome of the review of services for children and young people in need of care and protection. The Committee recommended:

- That the Chief Officer/Executive Director, Orkney Health and Care should fully develop and prioritise each of the identified areas of need, arising from the review of services in respect of children and young people in need of care and protection, as potential service pressure bids for submission to the budget setting process for 2020/21.
- That, in anticipation of a constrained revenue budget position for 2020/21 and the requirement to make savings, the Chief Officer/Executive Director, Orkney Health and Care should seek to identify areas of compensatory savings within Orkney Health and Care that would support the decisive shift to early intervention to improve outcomes for children and young people and contain future cost pressures.

4.2.

The review report presented to the Orkney Health and Care Committee contained a number of findings and key thematic areas. The following sections highlight progress to date and link to the inspection report and the Improvement Plan recommendations referred to in section 3 above.

4.3. Early Intervention

Key Issue 1: The Social Work Duty service is provided in an ad hoc way resulting in varying approaches to referral from partner agencies.

4.3.1.

The process of Duty has been tightened to ensure there is a named Duty Social Worker responding to all enquiries, calls and referrals linked with the Administrative Support Team to ensure adherence to the Customer Charter. All Duty referrals are now overseen by the Duty Operational Manager. Roles and responsibilities of Social Workers in receiving and responding to Child Protection concerns and referrals have been clarified, as well as Operational Managers for ensuring managerial oversight of the Duty system to review and ensure appropriate and proportionate action is taken, in a timely manner in relation to the Council's duty to protect children.

4.3.2.

All documents are stored in the child's electronic file – detailing the outcome, and Named Persons are informed, and feedback provided timeously. Inter-agency Referral Discussions, when held, are recorded.

4.3.3.

The service has issued Inter-agency Child Protection Guidelines (easily accessible on computer desktops) which provide clear step by step actions for referring agencies and for appropriate responses from Social Work, the Police and NHS Orkney. Training and reflective discussions have been held with all staff on the new Guidelines, which is also referred to when discussions are being held with partner agencies.

4.3.4.

Within the Improvement Plan Delivery Group, it has also been made clear that referring agencies are entitled to feedback and where for any reason this has not been provided, they should escalate the matter as required.

4.3.5.

Within the Inter-agency Child Protection Guidelines the section on Inter-agency Referral Discussions has been strengthened and the "Draft Inter-agency Referral Discussion Procedure" is under review for agreement and implementation.

Key Issue 2: Skilled family support workers are being used to carry out tasks that do not make full use of their skills but are still statutory duties.

4.3.6.

The service is extending the contracts of 3 additional Family Support Workers in recognition of the valuable work undertaken directly with children, families and young people. The importance of these roles have been highlighted to managers in a paper from the CSWO and there is a review of the process for Family Support Workers engagement with families as requested by allocated Social Workers.

4.3.7.

The Family Support Team provides additional support to the most vulnerable children, young people and families and are an integral part of the Children and Families Social Work Service. As such, there will be no requirement for Social Workers to “make a referral” to the Family Support services. Instead there will be planned meetings to discuss the specific roles and joint working requirements to ensure maximum support. This will clarify roles and responsibilities to ensure their skills, engagement abilities, relationship building qualities and practical support will be fully recognised.

4.3.8.

There will continue to be times when flexibility and responsiveness to social need will be required, meaning roles may be extended, with appropriate support and supervision, to meet need in times of particular challenge or crisis. The team has demonstrated, particularly during times of critical staff absences in the Children and Families Team, willingness and ability to act up into such roles.

4.4. Edge of Care, including Looked After at Home Children

Key Issue 1: Intensive support services are not designed to offer flexible crisis care within an evidence-based approach.

4.4.1

Action for Children have been awarded a contract for early support and assistance (intervention) and are finalising arrangements for location and operations. This will not be a solution in itself but will be part of an early support and diversion approach which will be developed through the review of our GIRFEC Guidelines. This will include strengthening the Team around the Child approach and introduction of the Whole System Approach (which is evidenced-based) which requires further partnership work and understanding.

4.4.2.

The CSWO has met with the Chief Executive of Voluntary Action Orkney to explore greater connectivity and joint working arrangements with Third Sector partners to support children and families. There is potential for the Enhancing Wellbeing in our Island Communities project to be extended to include children, young people and families with news that funding for the project has been continued for a further two years. The project deploys Coordinator’s whose role is distinctive from other kinds of support worker or link worker roles in Orkney, in its dual focus on one to one support and advice for individuals in the islands, and a focus on the development and support of services in the islands to meet the needs of residents.

4.5. Looked After and Accommodated Children and Young People

Key Issue 1: The residential estate is not fit for purpose to deliver the statutory duty to allow young people to remain in their care setting until their 21st birthday.

4.5.1

There is a range of practical and operational challenges associated with caring for young people up to the age of 21 in a house for 4 young people who can range in ages from 12 to 21. Currently we are supporting 2 young people in Continuing Care (from 18 years to 21 years).

4.5.2.

The building has been designed with a mix of both en-suite and family bathrooms and older young people have the en-suite bedrooms. In addition, they can have items in their rooms such as a mini fridge and kettle to enable them to be more independent. There are parental conversations with our young people over the age of 18 about access and storage of alcohol which has been accommodated by providing young people with secure lockers / space to store any alcohol with responsibility to ensure it is kept safe.

4.5.3.

Young people are encouraged and supported to have independent living skills, having their own food cupboards and budgets to cook a weekly meal.

Key Issue 2: The capacity of the fostering service is insufficient to meet placement demands.

4.5.4.

There is a national shortage of foster carers particularly for; older children, large sibling groups, children who display aggressive and sexualized behaviour and children with disabilities.

4.5.6.

Rural and island communities are particularly impacted, and it has been challenging to recruit the number of carers for our need. For example, our Intensive Fostering Service (IFS) is funded for 5 carers and we have managed to recruit 3.

4.5.7.

Recruitment activity has been continuing with new materials developed using a media recruitment agency. The team was present at local shows to provide first-hand information and answer questions. COVID-19 has restricted face to face work and created new challenges and there are currently discussions with the Council Communications Team to increase our media presence on various social media platforms.

4.5.8.

A particular success has been the development of the Orkney Fostering Facebook pages - this shares articles and allows questions directly to members of the team.

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Key Issue 3: There is a limited range of mental health support services available to meet both the specialist and general mental health and wellbeing needs of looked after children.

4.5.9.

The Child and Adolescent Mental Health Service (CAMHS) has a positive working relationship with the Children's House and is regularly invited to team meetings to discuss mental health and wellbeing and individual support for young people.

4.5.10.

Third Sector counselling services staff have been invited to team meetings and young people have been referred to services e.g. Y People Counselling.

4.5.11.

Orkney Rape Crisis has provided a number of informal sessions for young people on issues of sexual health and they have built positive relationships with young people.

Key Issue 4: There is no independent oversight of looked after children placements. Such oversight is critical to ensure outcomes are being met and where outcomes are not being met corrective action is taken in good time.

4.5.12.

An Independent Reviewing Officer has temporarily been employed to address this action.

4.6. Continuing Care

Key Issue 1: There is a gap in service provision of supported tenancies that can effectively bridge the gap between leaving care and independence. This is the delivery of statutory supports to the young person's 26th birthday.

4.6.1.

Y People supported accommodation is available but this generally does not meet the needs of care experienced young people who need increased support packages. Supported Tenancies with a continuation of support being provided by the Children's Houses would be beneficial and could be tailored to the young person's needs which will be explored with Housing Services.

Key Issue 2: There is a gap in service provision of consistent support to care experienced young people at points of crisis. This is related to the delivery of statutory supports to the young person's 26th birthday.

4.6.2.

Support to care experienced young people is provided predominantly by the Youth Services post which is 28 hours.

4.6.3.

The current requirement for throughcare and aftercare is 41 young people who are entitled to receive support to age 26 years. This varies from intensive social work support to practical help. Social Care Workers are allocated as Pathways Supporters and their priority is young people in the Children's Houses.

4.6.4.

Social Care Workers, who cover 24 hours over 7 days per week, provide vital emergency support and generally know the young people well, although capacity is limited by way of providing more regular planned support.

4.6.5.

A Draft Continuing Care policy which addresses the implications of the Children and Young People (Scotland) Act 2014 and the responsibilities for providing Continuing Care for young people and the financial implications. In addition, the policy will address the key transitions to Continuing Care from Foster Care, Kinship Care and Residential Care.

4.6.6.

A Draft Financial Policy has been developed for Throughcare and Aftercare which sets out the principles for the provision of Financial Support, Leaving Care Grant and associated housing costs, living costs for 16 and 17 year old young people, additional grants and allowances, and the payment procedure.

4.7. Learning and Development.

Key Issue 1: Investment in the practice framework is key in maintaining skills and knowledge and in developing a child centred culture of service delivery that can deliver the outcomes of this review.

4.7.1.

An IJB development session was held on 28 January 2020, to explore progress on Children Services and share ideas. It was recognised that more work done in early intervention will prevent children and young people from becoming Looked After. For early intervention to work there needs to be collaboration with young people and partnership with Third Sector, Education, and the Police. It was highlighted that not one service has the solution as solutions are to be found across the range of services.

5. Corporate Governance

This report relates to the Council complying with scrutiny and therefore does not directly support and contribute to improved outcomes for communities as outlined in the Council Plan and the Local Outcomes Improvement Plan.

6. Financial Implications

6.1.

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

6.2.

There are however common themes running through the progress report of gaps in service provision and underinvestment in infrastructure, staffing and training. Rectifying these shortcomings to ensure delivery of appropriate and effective services for children and young people in need of care and protection will have significant financial implications.

6.3.

The improvement planning actions and outcomes required as a result of the inspection will involve identifying additional resources, inclusive of human, capital and revenue going forward. In the context of a services with a significant savings target to achieve this will be challenging.

7. Legal Aspects

There are no significant legal implications arising directly from the recommendations contained in this report.

8. Contact Officers

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9. Appendix

Appendix 1: Improvement Plan.



Item	Theme	Priority	Status	Improvement Area	Timescale	Partnership Lead	Update & Evidence as at: 13 October 2020
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: <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>	Child Protection 30 October 2020	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>Next audit being planned to cover: <ul style="list-style-type: none"> • Children referred for child care concerns • Children who are subject of an Inter-agency Referral Discussion (IRD) • Children on the CP register • Children de-registered from the CP register From 1 April 2020</p>
IMP001a	Policy, systems, process and procedure	High		<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: <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>	Guidelines (complete) 31 December 2020	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>Managers to: <ul style="list-style-type: none"> • Ensure teams are briefed on content by discussions in team meetings • Arrange presentations on content as required • Arrange desktop shortcuts to the Guidelines once published on the websites • Provide wide opportunities for staff to read the Guidelines, reflect on their responsibilities, discuss their roles and implement them in practice </p> <p>Positive feedback received from NHS Orkney, Police Scotland and Social Work partners that the Guidelines are helpful and are necessary. Agenda item for discussion as part of team meetings.</p> <p>Support request raised with OIC and NHS Orkney IT services to create Guidance shortcut link on desktops. Shortcut in place for Police Scotland and Social Work.</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>

Item	Theme	Priority	Status	Improvement Area	Timescale	Partnership Lead	Update & Evidence as at: 13 October 2020
IMP001b	Policy, systems, process and procedure	Critical	Active	<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:</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>	Final draft 16 October 2020	Jim Lyon	Draft IRD Guidance in progress.
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:</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>	Procedures Complete 30 October 2020	Jim Lyon	<p>NHS Orkney Public Protection Guidelines updated August 2020 in line with Interim Inter-agency Guidelines. Currently in draft going through final approvals.</p> <p>Police Scotland Standard Operating Procedures in place. David Hall reviewing against Interim Inter-agency Guidelines.</p> <p>Voluntary Action Orkney confirmed Third Sector Procedures are up to date in inline with Interim Inter-agency Guidelines.</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:</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. Use of the pathway can be identified via Badgernet. 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: 13 October 2020
IMP006	GIRFEC	Standard	Active	<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:</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>	Start date 5 January 2021	Maureen Swannie	<p>Post was successfully recruited to in June 2020, with an agreed start date of 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> <p>Evidence</p> <p>Letter of appointment. Communication between NHSO and NHSS regarding interim arrangements for the provision of supervision.</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:</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 from: 15 January 2021	Jim Lyon	<p>Contract awarded to Action for Children on 8 July 2020. Contract start date: 1 October 2020.</p> <p>Scoping with Action for Children in progress.</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:</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>	Timescale requested from regional planning group. These will be added once received. <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>
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:</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>	Guidance 12 November 2020	David Hall	<p>Draft guidance completed and revised by Missing Person Coordinator. Under review by Local Area Commander. Partnership review to follow prior to distribution.</p> <p>Once approved and distributed Police Scotland Missing Person Coordinator to provide training.</p>

Item	Theme	Priority	Status	Improvement Area	Timescale	Partnership Lead	Update & Evidence as at: 13 October 2020
IMP010	Policy, systems, process and procedure	High	Active	<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:</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 30 October 2020</p> <p>PARIS via Azure 30 October 2020</p>	Jim Lyon	<p>Interim measures for remote access to PARIS in place which allows home working.</p> <p>PARIS via AZURE at an advanced stage. User Acceptance Testing in progress prior to full roll out.</p> <p>PARISMobile User Acceptance Testing in progress prior to full roll out. Connectivity issues are being addressed.</p>
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:</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>	Options appraisal 30 October 2020	Jim Lyon	<p>Current safety measure use for off-island arrangements.</p> <p>'The Unborn Baby at Risk, Practice Guidance' complete June 2020.</p>
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:</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>	31 December 2020	Jim Lyon	<p>Integrated Assessment and Child's Plan' model implemented from Monday 27 July 2020 within Social Work. Five Child's plans completed since (as of 3 September 2020).</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.</p> <p>Next steps:</p> <ul style="list-style-type: none"> • Collation of evidence • Wider implementation of 'Integrated Assessment and Child's Plan' model • Refresh of supporting 'getting it right' guidance

Item	Theme	Priority	Status	Improvement Area	Timescale	Partnership Lead	Update & Evidence as at: 13 October 2020
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:</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 underway to scope volume of independent reviews between adult and children's services to determine number of posts required.</p> <p>Scoping work in progress (quantification)</p>
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:</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>	First review of implementation 24 November 2020	Jim Lyon	Recommendations approved at Orkney Community Planning Partnership (OCPP) 24 August 2020.

Item	Theme	Priority	Status	Improvement Area	Timescale	Partnership Lead	Update & Evidence as at: 13 October 2020
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:</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 13 November 2020</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>
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:</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>	<p>AFC delivery of services from: 15 January 2021</p>	Jim Lyon	<p>Contract awarded to Action for Children on 8 July 2020. Contract start date: 1 October 2020.</p> <p>Link to Development of PARIS via Azure (IMP010).</p> <p>Benchmark underway on a modern Child Protection Register for out of hours.</p> <p>Business case completed for contract extensions for three Family Support Team members.</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:</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. 30 October 2020</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: 13 October 2020
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:</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 30 October 2020</p> <p>Completion of assessments: 31 December 2020</p>	Maureen Swannie	<p>Effective School Age LAC Health Assessment Procedure and Guidance Complete 17 June 2020.</p> <p>3 school age LAC health assessments have been completed.</p> <p>The benefits of these assessments are being evaluated.</p> <p>Pre school documentation being finalised.</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:</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>	31 March 2021	Peter Diamond	<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 ongoing.</p> <p>Milestones to be added to this timescale</p>

Item	Theme	Priority	Status	Improvement Area	Timescale	Partnership Lead	Update & Evidence as at: 13 October 2020
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:</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 2020	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>
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:</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 optional appraisal of housing support options for Care Experienced young people.</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	Not started	<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:</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	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>

Item	Theme	Priority	Status	Improvement Area	Timescale	Partnership Lead	Update & Evidence as at: 13 October 2020
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:</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>	Members workshop 18 December 2020	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>Next steps:</p> <ul style="list-style-type: none"> • Elected Members / NHS Orkney Board workshop • Care Experienced Children workshop • Develop promotions 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' • 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:</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	Jim Lyon	<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>

Item	Theme	Priority	Status	Improvement Area	Timescale	Partnership Lead	Update & Evidence as at: 13 October 2020
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:</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 30 October 2020</p> <p>Implementation and training 18 December 2020</p> <p>Embedding within structure 31 March 2020</p>	Jim Lyon	Work to identify a suitable Self-evaluation model has started.
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:</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>

Item	Theme	Priority	Status	Improvement Area	Timescale	Partnership Lead	Update & Evidence as at: 13 October 2020
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:</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>Project Plan development in progress. Series of scoping workshops, with a cross section of stakeholders, took place (June and July 2020) feeding into the plan.</p> <p>Governance: Project Board agreed for stage 2: <ul style="list-style-type: none"> • Project Executive - Chief Social Work Officer, Jim Lyon • Other board members: Hayley Green, James Wylie </p> <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.</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:</p> <ul style="list-style-type: none"> • Staff have the specialist legal advise 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>
IMP040	GIRFEC	High	Not started	<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 Service Level Agreements (SLA) to ensure outcomes focus • Inter-island benchmarking and learning <p>This will ensure:</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>	Processes in place to review the assessments inline with this requirement 30 November 2020	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>OHAC Chief Officer to commissioning review of Adult Social Work Services (links to transitions from Children's to Adults' Services).</p> <p>Work to review of Service Level Agreements in progress with some at an advanced stage.</p> <p>Scoping of approach to Holistic Assessments of Children's need in progress by the Partnership Improvement Delivery Team.</p> <p>Links to: <ul style="list-style-type: none"> • IMP014 - Getting It Right • IMP042 - Planned Transitions • IMP036 - Self Evaluation </p>

Item	Theme	Priority	Status	Improvement Area	Timescale	Partnership Lead	Update & Evidence as at: 13 October 2020
IMP041	Policy, systems, process and procedure	Standard	Not started	<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:</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 16 October 2020	Jim Lyon	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).
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:</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>	Completion of guideline 30 November 2020 Distribution and training 29 January 2020	Cathy Lyner	<p>Short life working group initiated 13 August 2020.</p> <p>Review and refresh of Guidelines in progress.</p> <p>OHAC Chief Officer to commissioning review of Adult Social Work Services (links to transitions from Children's to Adults' Services).</p>
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:</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>	31 October 2020	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>
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:</p> <ul style="list-style-type: none"> • Reduction in Permanency Planning delays <p>Partners: Social Work</p>	Identify improvement actions: 30 October 2020	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