

Sally Shaw (Chief Officer)

Orkney Health and Care

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Agenda Item: 7.

Integration Joint Board

Date of Meeting: 24 June 2020.

Subject: Improvement plan progress report in respect of 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 on the improvement plan, attached as Appendix 1 to this report.

4. Background

4.1. During August to October 2019, Care Inspectorate, in partnership with, Education Scotland, Healthcare Improvement Scotland and HMICS completed a joint inspection of services for children and young people in need of care and support in Orkney. The final report was received on 25 February 2020.

4.2. Work commenced in October 2019 to identify an action plan to address findings of the report. 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.

5. Progress to date

5.1. The inspection identified several areas which require improvement:

- Leadership, Strategy and Governance.
- Workforce development.
- Quality assurance framework, performance and systems.
- Quality of practice and intervention for all our children.

5.2. The partnership, leaders and staff accept and take these findings seriously and together developed an Improvement Plan to address the identified cornerstones. The Plan sets out all of the development activity across the partnership and is underpinned by a series of detailed project plans which are managed by an appropriate lead professional and operationalised through Chief Officers Group and associated subgroups.

5.3. The Improvement Plan is designed to ensure the partnership fulfils its statutory functions regarding children and families, with emphasis being placed on providing the right support at the right time.

5.4. The improvement plan is structured against the five thematic themes defined by the inspectorate:

- Leadership and Governance.
- Children who Need Help and Protection.
- Looked After Children.
- Effectiveness of the Public Protection Committee.
- Quality assurance framework and systems.

5.5. The most recent implementation plan is attached at Appendix 1.

5.6. Considerable work has been undertaken thus far and this includes completing an audit of the 28 case files relating to our Looked After Children. The audit was undertaken in conjunction with the Care Inspectorate, CELSIS and an identified practitioner who was involved in the original file review. A verbal update from the Care Inspectorate Link Worker indicates although it was considered our data base is not intuitive therefore there were issues in accessing information with ease, there is confidence in that our children are 'safe'.

5.7. A further audit focusing on those children who are involved in the throughcare/ after care process is set to follow. This will commence shortly but due to restrictions imposed by Covid-19 it is anticipated there may be a slight delay in having the work completed within projected time scales.

5.8. The aforementioned audit provides a base line to work from and more importantly assurance that our children are safe.

5.9. Work in relation to updating our suite of procedures in relation to Child Protection is well underway. Considerable input and guidance has been provided from James Cox, Scottish Government Professional Advisor Child Protection.

5.10. The partnership has been working closely with Health and this has resulted in development of a range of processes, protocols and documentation aimed at ensuring the needs of those we support will be met. Steps have also been undertaken in securing the service of a Named Lead Nurse with interviews scheduled for 18 June 2020.

5.11. It is also of note that initial discussions have recently occurred around identification of appropriate support which will meet the needs of babies identified as at risk on discharge from hospital. A review of documentation from other Local Authorities is underway.

5.12. The Inspection identified there is no clear continuum of care pathway or defined thresholds for vulnerable children in need of support and children in need of protection. As such a framework based on the principles of Getting It Right for Every Child (GIRFEC) and promotes the use of the Wellbeing indicators (Safe, Healthy, Achieving, Nurtured, Active, Respected and Responsible, Independent; SHANARRI) in single and multi-agency assessment has been introduced. The framework also provides a process and structure for implementing effective, co-ordinated interventions and planning. For the purpose of quality assurance initially the framework will be piloted with new cases.

5.13. For the purpose of developing a flexible crisis response service to prevent children and young people becoming looked after, consultation is underway with partner agencies. It is also anticipated that the input and support from Action for Children will provide further assistance on shifting the balance from a model of care to one of early intervention. Action for Children is proposing to work collaboratively with Orkney on supporting change management.

5.14. Our partners in Education, Leisure and Housing have also worked tirelessly to update guidance; review and implement systems for children looked after by the local authority and to ensure that the Child's Plan includes the relevant and appropriate information; targets and outcomes plus tracks and monitors children who are missing from education or missing out on education, respectively.

5.15. A review of the governance, structures, frameworks and outputs of the Public Protection Committee (PPC) is on-going with the appointment of an independent chair being secured.

5.16. Improvements to our processes around the recording of information and the use of PARIS (our data storage base) is continuing. Similarly, development of a digital out of hours service is continuing with the process expected to reach conclusion within projected time scales.

5.17. Due to the range of work that it is considered necessary to ensure there is a co-ordinated approach across children's health, education and social work service, it is acknowledged that there may be delays therefore a risk register has been produced.

6. 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.

7. Resource implications and identified source of funding

7.1. 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.

8. Risk and Equality assessment

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

9. Direction Required

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

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

10. Escalation Required

Please indicate if this report requires escalated to:

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

11. Author

11.1. Sharon Paget, Interim Chief Social Work Officer, Orkney Health and Care.

12. Contact details

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13. Supporting documents

Appendix 1 – Improvement plan

Orkney Partnership Child Protection Improvement Plan Register

Updated: 06 June 2020
Version 1.1



Updated area	* RAG status assessment by Alex Rodwell							
Item	Theme	Status	Improvement area	Supporting action	Timescale	Improvement area lead	Notes	Update
IMP000*	Governance, assurance and data	Active	Urgently review all looked after children's files to ensure that robust safeguarding plans are in place.	<p>Complete a files reading audit of all children's social care files / plans:</p> <ul style="list-style-type: none"> • start with LAC files • throughcare and after care young people. <p>Quick review of files / dip sampling to be completed by Robert Newlands as an interim assurance measure.</p> <p>Follow up actions based on audit findings.</p>	<p>End June 2020</p> <p>End April 2020</p>	Sally Shaw		<p>This has taken considerable time to organise. This has been difficult due to COVID 19 and travel and free movement.</p> <p>There has been a great deal of work negotiating this resource from both CELCIS and Care Inspectorate and in getting remote access to records, alongside having to have proper data sharing agreements in place etc.</p> <p>We have extended the remit to cover not just CYP who are subject to LAC and TCAC but those on the CP register.</p> <p>All agreements etc are now in place and the file audit started WC 18 May 2020.</p> <p>Audit of LAC files completed and analysis and report production has started.</p> <p>Remit is being written for TCAC files.</p> <p>It should be highlighted that all aspects of a child's file are being covered as part of the audit (health assessments, learning plan etc).</p>
IMP001	Policy, systems, process and procedure	Active	<p>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.</p> <p>To include:</p> <ul style="list-style-type: none"> • inter-agency child protection procedure • child protection in remote isles and out of hours • information sharing and inter-agency reference discussion (IRD) procedure 	<p>Develop suite of procedures, based on national guidance, with cross agency and practitioner contribution. This activity should include approval by the PPC.</p> <p>Develop training materials and training delivery plan.</p> <p>Delivery of training.</p> <p>Evidence staff and read and understood procedures.</p>	<p>End June 2020</p> <p>End June 2020</p> <p>End Aug 2020</p> <p>End July 2020</p>	James Henry	<p>Procedure must:</p> <ul style="list-style-type: none"> • Clarify roles and responsibilities • Include expectations • Cover multi agency chronologies • Bring consistency of approach 	<p>Work in this area is well under way. Additional time is being taken so that:</p> <ul style="list-style-type: none"> • a better-quality procedure is created with is useable as effective tool by practitioners. • So that that draft national guidance can be incorporated <p>Development of the structure of the procedures is complete. Improvement area plan is in place for this area. Multi partner content development and review practitioners engaged with. This will be delivered through partner workshops.</p> <p>Regular updates taking place with James Cox. Following input from James Cox a staged approach is to be taken for the production and distribution of the guidelines. The core 'step by step' local procedures (Part 3) being prioritised and completed first. Workshops for this should take place within the next 3 weeks.</p> <p>Slight delays likely due to reprioritisation of caproate parenting plan. (IMP017)</p> <p>HEALTH SPECIFIC NOTES</p> <p>Agreement to develop local "Orkney" policy from circulated guidance, including need for "Health" specific guidance - early draft guidance is being reviewed. Shared with JH to ensure it aligns with interagency guidance</p>

Item	Theme	Status	Improvement area	Supporting action	Timescale	Improvement area lead	Notes	Update
IMP003	GIRFEC	Backlog	Address the lack of procedure for pre-birth parenting assessments and child protection case conferences.	<p>Review the model and approach to identifying and responding to neglect.</p> <p>Review the tools which support practitioners to measure need and risks where there are concerns about neglect within families.</p>	End July 2020	Michelle Mackie	<p>Findings suggest a procedure should include pre-birth parenting assessments and child protection case conferences.</p>	<p>Relevant documents reviewed from various Boards. Links made with Grampian substance misuse teams, agreed local activity at each gestational stage</p> <p>Meetings held 25/26 May with MCN and specialist midwives in Grampian and Highland to refine SW referral process and timeframes and pathway links to relevant services</p> <p>Decision taken to adopt W Isles documentation, antenatal and postnatal contact agreed and to be incorporated within flowchart, including use of Near Me, where appropriate</p> <p>Dedicated GIRFEC sessions for midwives planned</p> <p>Agreement with Grampian in principle for clinical supervision linked to policy , level 3 training, to be built into paediatricians Job Plan other remote training options, support/advise, paediatrician time with NHSO to built into JP and paediatrician to join CPC</p>
IMP006	GIRFEC	Active	Addressing the lack of Named Lead Nurse for Public Protection.	Recruit and appoint Lead Nurse for Public Protection.	End June 2020 (Unable to appoint, date at risk)	David McArthur	<ul style="list-style-type: none"> • a single point of contact for NHS Orkney staff seeking advice • participate in inter-agency referral discussions • provide mandatory case supervision 	<p>This had been advertised and failed to recruit.</p> <p>Back out to out to advert and offered as secondment closing date 29 May 2020.</p> <p>Also, considering expression of interest for local nurse to train. This will be parallel not instead of.</p> <p>Interviews scheduled for 18/06/20</p> <p>Supervision provided by PPN in Shetland, as interim measure, with survey monkey circulated to relevant teams to capture experience to date.</p>

Item	Theme	Status	Improvement area	Supporting action	Timescale	Improvement area lead	Notes	Update
IMP007*	Policy, systems, process and procedure	Active	Improving how the partnership recognises and responds to concerns around neglect.	<p>Review the model and approach to identifying and responding to neglect.</p> <p>Review the tools which support practitioners to measure need and risks where there are concerns about neglect within families.</p> <p>Development and implement a tiered training plan for all levels of staff.</p>	<p>End July 2020</p> <p>End September 2020</p>	Sharon-ann Paget	<p>Wider than just health and social care staff</p> <p>Notes from findings:</p> <ul style="list-style-type: none"> • Opportunities to intervene earlier • shared understanding of the impact of neglect • what constitutes good enough parenting 	<p>Given the complexity of identifying neglect and therefore responding to this, additional support was applied for which was recently agreed, subject to financial consideration and contingency planning with Action for Children.</p> <p>Discussion has been initiated with Action for Children with plans to take this forward. A widely adopted toolkit has been developed (Action for Children) for the purpose of assessing a parent's capacity to meet their child's needs. This toolkit consists of guidance, assessment tools and recording documents to support practitioners.</p> <p>This forms the basis for any assessment undertaken and discussions have begun with educational partners to explore taking this forward.</p> <p>The assessment tool also provides a benchmark for determining what change, if any, occurs over time. It therefore assists in clarifying when conversations should take place between partner agencies and when additional services are required, including social care services.</p> <p>It enables parents to recognise the needs of their child and supports practitioners to keep the focus on the child. This therefore supports additional areas of the improvement plan including IMP 014.</p>
IMP008	GIRFEC	Backlog	Complete partnership review and options appraisal on arrangements for trauma informed approach to providing forensic medical examinations and comprehensive medical assessments.	<p>Complete review and options appraisal. Align with work already ongoing regarding forensics within NHS Orkney.</p> <p>Further work required based on findings of the options appraisal.</p>	End July 2020	Malcolm Colquhoun	<p>Notes from Findings:</p> <ul style="list-style-type: none"> • an option appraisal had not been carried out • should be jointly informed by the views of children and young people 	<p>Near Me NAI medical examination being piloted via CP MCN, with systems tests working well. Discussions with W Isles re. additional good quality camera.</p> <p>Early discussion begun on Near Me forensic examination for CSE 13+. System test took place on 28/05, with normal webcam quality images not high enough quality. Working with eHealth and IT colleagues into possibility to share colposcope screen, although this creates difficulty with recording simultaneously. Discussions for 'work around' ongoing.</p>
IMP009	Policy, systems, process and procedure	Active	Improvement in process for 'Responding to young people reported missing to the Police'.	<p>Review process and procedures for reporting and responding too children who go missing.</p> <p>Develop and implement a multi agency approach when responding children who go missing.</p> <p>Design and implement robust risk management tools .</p> <p>Provide multi agency training.</p>	<p>End May 2020</p> <p>End July 2020</p> <p>End July 2020</p> <p>End August 2020</p>	David Hall	<p>Inconsistent approach / decisions</p> <p>From Finding notes:</p> <ul style="list-style-type: none"> • partnership approach had not been developed • return home interviews, risk assessment and prevention of repeat incidents • relationship-based practice monitored by the Public Protection Committee <p>This work related to our of hours improvements.</p>	<p>Meeting completed with Police Missing Person co-ordinator. Research carried out and review of current process that are in place.</p> <p>Police Scotland, Highlands & Islands division has applied for additional support from the National Missing person charity which would identify good practice. There is no guarantee that we will be successful, however we have certainly registered our interest in this.</p> <p>Draft development to be started in near future (weeks).</p> <p>Request made to the Police Scotland missing person coordinator based in Inverness to come to Orkney to provide training to relevant staff.</p>

Item	Theme	Status	Improvement area	Supporting action	Timescale	Improvement area lead	Notes	Update
IMP010*	Policy, systems, process and procedure	Active	Improving ICT to support staff in keeping children safe through improved remote and out of hours access.	<p>Review current access to PARIS for out of ours and remote working, assess requirements and complete an options appraisal.</p> <p>Delivery of short term remote access through PARIS mobile and an interim remote desktop connection solution.</p> <p>Delivery of remote access to PARIS from controlled devices.</p>	<p>End April 2020</p> <p>End June 2020</p> <p>End September 2020</p>	Sharon-ann Paget	<p>Broader issues regarding systems interoperability, connection of information between partners and shared practices requires consideration of the art of the possible. Working on requirement for right information, right person, right time and covering OOH and isles as well as mainland. A systems thinking approach is required mapping out procedurally how staff access the information they need.</p> <p>NHS currently using c-cube.</p> <p>Notes from findings:</p> <ul style="list-style-type: none"> • No access to PARIS out of hours • protection module on PARIS not being activated • Health visitors and school nurses were using C-Cube (not fit for purpose) 	<p>Delivery of remote access to PARIS is underway, with most social work staff now accessing the system from out-with the office environment.</p> <p>The discovery element of developing a digital out of hours bag is complete and two laptops have been identified to take this forward.</p> <p>With the intention of fully utilising PARIS a member of the social work team was assigned to assist with this project on the 29 April 20. Further scoping projects will be facilitated with staff for the purpose of ensuring the product is meeting the needs of the users and their levels of competency in using the product is maintained through the changes.</p>
IMP013*	Policy, systems, process and procedure	Backlog	<p>Improve process for keeping at risk new born babies safe upon discharge from hospital.</p> <p>Current stage to focus on delivery of an options appraisal to IJB exploring commissioning options.</p>	<p>Options appraisal to be developed and presented to the IJB exploring what it wants to commission.</p> <ul style="list-style-type: none"> • Flat at Aurrida considered as a potential longer term option <p>Further improvement will come out of the approved option.</p>	<p>Options appraisal submission: June 2020</p> <p>Date at risk, may need to move a cycle.</p>	Michelle Mackie	<ul style="list-style-type: none"> • guidance doesn't include reference to babies at present. • Current safety measure uses off island arrangements. Residential places used by powers of CEO are not suitable. <p>Notes from findings:</p> <ul style="list-style-type: none"> • Closure provision at Richmondhill House in Aberdeen • Providing a modernised approach to intensive home-based support and parenting assessments had become more pressing 	<p>This needs further discussion - doesn't sit with M Mackie as it's about mother and baby placements for babies who are vulnerable after discharge - decision on this usually recommended by SW</p>
IMP014*	GIRFEC	Backlog	<p>Commitment to embedding GIRFEC across all children's services with it reflected within each of our organisations and role modelled in our leadership.</p>	<p>Multi-agency GIRFEC Implementation group to be established which will focus on:</p> <ul style="list-style-type: none"> • Identifying gaps in current procedures, policy and strategy • Agree and identify action work streams with leads 	<p>End May 2020</p> <p>End June 2020</p> <p>End August 2020</p>	Sally Shaw	<p>Notes from findings:</p> <ul style="list-style-type: none"> • Potential benefits for delivery not been realised (earlier / effective intervention, focus on improving wellbeing) • Key processes of integrated chronologies, assessments of risk and needs, multi-agency child's plans and a single series of meetings to review the plan • staff were finding implementation of the Signs of Safety approach confusing and unhelpful 	<p>Initiation meeting scheduled with Peter Diamond, James Henry, Jacqui Hirst and Alex Rodwell for 18 June 2020.</p>
IMP015*	Governance, assurance and data	Active	<p>Establish an independent chair of child protection case conferences and LAC Reviews.</p> <p>There is no independent oversight of child protection plans and care planning process.</p>	<p>Appointment of Interim officer for 6 month period.</p> <p>Develop and established long terms system (processes, documentation, roles and responsibilities etc)</p>	<p>End April 2020</p> <p>End October 2020</p>	Sally Shaw	<p>Notes from findings</p> <ul style="list-style-type: none"> • Current arrangements compromised objective challenge of decision making • reduced necessary rigour in the quality assurance of key processes 	<ul style="list-style-type: none"> • Interim officer started WC 13 April 2020.

Item	Theme	Status	Improvement area	Supporting action	Timescale	Improvement area lead	Notes	Update
IMP016*	Policy, systems, process and procedure	Backlog	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.	<p>Review:</p> <ul style="list-style-type: none"> Review the continuum of care and associated thresholds Review our early help and intervention offer. <p>Develop coherent delivery model, processes and procedures.</p> <p>Implementation and training</p>	End September 2020	Sharon-ann Paget	<p>This work will require the greater collaboration with Who Cares? Scotland. Links to the imbedding of GIRFEC.</p> <p>Notes from findings</p> <ul style="list-style-type: none"> focus has been on resolving staffing crisis in CAMHS lack of recognition that this alone will not meet needs Family support and home school liaison staff skills underutilised due to lack of capacity parents did not get the practical help and support they needed services not located within a joint family support and parenting strategy based on an assessment of need 	<p>Work in this area is underway with the identification of a single shared assessment framework being trialled in a specific area.</p> <p>The framework identified is currently used in another local authority and mirrors those used in other areas. The framework is based on the principles of Getting It Right for Every Child and promotes the use of the Wellbeing indicators (Safe, Healthy, Achieving, Nurtured, Active, Respected and Responsible, Included. SHANARRI) in single and multi-agency assessment. It also provides a process and structure for implementing effective co-ordinated interventions and planning.</p>
IMP017*	Corporate parenting	Active	Understanding our responsibilities as Corporate Parents and are able to identify and respond to the needs of looked after children.	<p>Revise and update corporate planning strategy and plan for the next three years (with Who Cares? Scotland).</p> <p>Develop and implement Chief officers and members corporate hand book.</p> <p>Review and revise our training offer for staff up to Chief Officers and Members.</p> <p>Identify opportunities for actively seeking the views of children and young people through the development of a children's in care council.</p> <p>Corporate parenting board.</p>	<p>End July 2020</p> <p>End July 2020</p> <p>After recess</p> <p>End July 2020</p> <p>After recess</p>	Sally Shaw	<p>Advocacy Orkney have appointed a children's advocacy worker. This needs to be aligned with the Growing Up in Orkney conferences and associated activities</p> <p>Corporate parenting plan not fit for purpose at the moment.</p> <p>Do corporate parents know they are or what they need to do?</p>	<p>Special SMT on 27 May 2020 around the corporate parenting plan found additional work required.</p> <p>Further researched completed including a review of plans from a number other local authorities.</p> <p>Revised draft under development lead by James Henry for discussion at a further special SMT meeting on 17 June 2020.</p>
IMP018*	GIRFEC	Active	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.	<p>Develop recruitment three year strategy.</p> <p>Review and revise offer to kinship and foster carers including remuneration support packages.</p> <p>Update the policy and procedure around kinship and foster carers across the partnership.</p> <p>Design and delivery of media and community events to increase awareness of kinship and foster carers and the revised offer.</p>	End October 2020	Jane Beckwith	<p>Notes from findings:</p> <ul style="list-style-type: none"> Required greater investment in kinship and foster care supported by a more effective recruitment strategy 	<p>Staffing of team almost back up to capacity after a long period with limited capacity.</p> <p>Risk assessments in place however these are being reviewed to ensure they meet the requirements of national guidance.</p> <p>Development of a new recruitment strategy is in progress.</p>

Item	Theme	Status	Improvement area	Supporting action	Timescale	Improvement area lead	Notes	Update
IMP019*	Policy, systems, process and procedure	Active	Developing a flexible crisis response services to prevent children and young people becoming looked after.	Discovery to explore other models in existence and good practice examples from other local authorities. (Edinburgh City identified as one such LA) Complete options appraisal that includes cost in terms of resource implications.	End July 2020 End August 2020	Sharon-ann Paget	Notes from findings: • Not routinely identifying people on the edge of care • no joint approach to the delivery of intensive support services to prevent them becoming looked after • out of hours service did not have access to flexible resources to respond effectively to a family in crisis	With this aim an initial scoping exercise was undertaken on 17 January 20 with partner agencies including Police, Health, Education and Third Sector Partners (Rape Crisis). It is anticipated that the input/support from Action for Children will provide further assistance on shifting the balance from a model of care to one of early intervention. Action for Children is proposing to work collaboratively with Orkney on supporting change management. Over a 12 month period the value, effectiveness and impact of Family Support as a form of early intervention which can avoid escalation of need, prevent poor outcomes and build capacity/resilience will be explored.
IMP021*	Policy, systems, process and procedure	Backlog	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.	Complete a needs and gap analysis of our residential provision and our fostering and adoption services. Review staffing requirements around the identified needs and standard of service delivery. Review and update policies and procedures in these areas. Register an adult placement service - policy and procedures Development and implementation of required systems, policies and procedures. Through care after care - financial policy creation.	End October 2020	Jane Beckwith	Notes from findings: • Recent inspections of the children's house at Rendall Road and adoption and fostering services identified several areas for improvement	
IMP022	GIRFEC	Active	Comprehensive health assessments are undertaken to ensure health needs of looked after children and young people are identified and met.	Review all children looked after case files and ensure there is an up to date health assessment (link to IMP000); action out of audit and guidance on how kept up to date. Guidance to cover a system for alerting and arranging health assessments across the partnership	End June 2020 interim assessment through 'contact me' End September 2020 Full completed assessment into new academic year	Maureen Swannie	Full assessments to be completed by trained school nurse though a face to face discussion. Findings notes: • not following national guidance in fulfilling duty to carry out an age appropriate comprehensive physical / mental health needs assessment • recent plans to involve a school nurse provided a partial solution to this long-standing issue	•School age LAC documentation complete. •Pre-school currently being adapted for Orkney use from NHS Fife model. •GP sub happy to be part of process and sharing of information, if requested. Prefer consent form attached to GP request letter so evidence of consent prior to sharing. Blockage as School Nurse is waiting for SWs to respond re consent for health assessments to be started •LAC list shared by SW and School Nurse has begun working through this, identifying priority cases with SW. •Agreement required for LAC who are under 18 and have left school. •Evaluation framework is being designed.

Item	Theme	Status	Improvement area	Supporting action	Timescale	Improvement area lead	Notes	Update
IMP023	GIRFEC	Active	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.	<p>A) Review and 'RAG' all the case files held by Education, Leisure and Housing for children looked after by the local authority and ensure that the Child's Plan includes the relevant and appropriate information, targets and outcomes in relation to education and learning (i) (linked to IMP000).</p> <p>B) Publish guidance on the application and use of an alternative curriculum approach; this should include guidance on when its use might be deemed appropriate for children and young people who are looked after or who are on the edge of care and how the offer relates to a standard week (25 hours, primary and 27.5 hours, secondary) (ii)</p> <p>C) Review and implement a system for tracking and monitoring children who are missing from education or missing out on education across the partnership</p>	<p>May 2020 – October 2020</p> <p>May 2020 – August 2020</p> <p>June 2020 – August 2020</p>	James Wylie Peter Diamond	<ul style="list-style-type: none"> Aspiration to include to all care experienced children eventually. Governance link to ELH Committee Children have individual plans which align to their individual needs (evidence needs to form part of the assurance framework) <p>Notes from findings:</p> <ul style="list-style-type: none"> not paying enough attention to people who were not attending school lack of central monitoring and alternative provision for those unable to cope in a mainstream setting. 	<p>order to establish the highest level of confidence in the data presented) has been curtailed due to the COVID restrictions, this is changing. During June, accessing schools for planning purposes, including full access to record, will become possible. While delaying the start of his element of the task, it should not impinge on successful completion by the end date.</p> <p>B) GREEN Work on this (formally) has not yet commenced, at the moment this element is envisaged to progress without risk and it is anticipated that it will be completed by the end date. June 2020: The scope of the local guidance has been established. An initial survey of previously published guidance covering a similar theme has been carried out. Noted that Highland Council have helpful document which could inform local guidance.</p> <p>C) GREEN This links directly to the work to develop a 'virtual school' approach to tracking and monitoring vulnerability. An initial data set has been compiled and is being used to inform the dialogues that are happening around the deployment of support across our school in readiness for the new school year. Refining how the data is organised and accessed is happening simultaneously to ensure that as we 'scale up' the intervention the 'product' is fit for purpose. The universal MIS for education in Scotland is SEEMIS, and while its universality has advantages, working within its constraints also poses some</p>
IMP025*	GIRFEC	Active	Developing and maintaining a rights based service for care experienced young people.	<p>Review Who Cares Scotland SLA who were commissioned to support this area from 04 November 2019 to assess if fit for purpose.</p> <p>Inform them of their rights and entitlements and ensure aftercare is readily available through media outlets and apps.</p>	<p>End May 2020</p> <p>End August 2020</p>	Sally Shaw	<p>Notes from findings:</p> <ul style="list-style-type: none"> Written information not made available to inform them of their rights and entitlements Partners recognised that the growing demand for aftercare required additional capacity A review of the leaving care grant was overdue, taking account of young people's views 	Engagement and discussion started with Who Cares? Scotland.
IMP026	GIRFEC	Active	Urgently provide supported housing locally for care leavers with complex and enduring disabilities.	<p>Ensure assessment re previous cases is undertaken to determine issues which arose;</p> <p>Ensure Housing for Particular Needs Policy is followed. Ensure appropriate information sharing between partners within appropriate timescales. Ensure procurement processes are operated accordingly. Ensure appropriate transition plan is in place.</p> <p>Ensure robust transition plans in place</p>	End June 2020	James Wylie	<p>Notes from findings:</p> <ul style="list-style-type: none"> Plans not made to meet projected need for supported accommodation for young people with complex and enduring disabilities to live independently of their families. Consequently 2 young people were waiting for an indefinite period in residential care on the Scottish mainland for provision to become available. 	Policy reviews and updated by Housing.

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IMP027	GIRFEC	Backlog	Improve accessibility of health services for care leavers who are experiencing emotional and mental ill health and addiction	<p>Complete a needs and gap analysis</p> <p>Review out of hours provision and mental health officer resource</p> <p>Complete options paper</p> <p>Review social media campaign advertising serviced and how to access them.</p> <p>Agree system for priority access to services for care experienced young people and their carers</p>		Maureen Swannie	<ul style="list-style-type: none"> • Need for services to promote emotional wellbeing, sexual health and addictions not been assessed and young people friendly help put in place. • Self-harming behaviour and suicidal ideation were priority areas of need. 	<ul style="list-style-type: none"> • Care leavers transition document has been requested from NHS Ayrshire and Arran. • Discussion required with CMHT – Val Stonehouse is now included in the SLWG looking at some of the health improvement requirements.
IMP031*	Governance, assurance and data	Active	There is no agreed and embodied vision for the children of Orkney.	<p>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.</p> <p>Dissemination of the agreed vision across the partnership at all levels.</p>	<p>End May 2020</p> <p>End June 2020</p>	Sally Shaw	<p>Reference to the Care Review ' Promise'</p> <p>"We grow up loved, safe, and respected so that we can realise our full potential."</p> <p>Scotland's ambition for children and young people.</p>	<p>Worked started looking at a potential vision statement.</p> <p>Various discussions around potential use of 'the promise'.</p> <p>This will form a significant part of the PPC development day on 23 June 2020.</p>
IMP033*	Governance, assurance and data	Backlog	Strengthening governance and accountability and function of the PPC.	<p>Review the governance, structures, frameworks and outputs of the PPC.</p> <p>PPC to progress the development of a business plan, terms of reference and quality assurance framework.</p> <p>This should include how resourcing will be addressed.</p> <p>Development and publications of a Members handbook which will include an outline of roles, responsibilities and expectations.</p>	End August 2020	Sally Shaw	<p>Part of this improvement includes 'declutter the landscape'.</p> <p>Potential to have a single larger meeting with different part of the agenda.</p> <p>Simplified transitions between parts of agenda.</p>	

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IMP036	Governance, assurance and data	Active	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.	<p>Create a detailed measurement plan and assurance framework to measure performance. These will be monitored and validated through a biennial cross agency self assessment.</p> <p>This will include 'minimum data set' reports in respect of our child protection processes.</p> <p>Develop a programme of peer review of how effectively the PPC delivers its core functions and responsibilities.</p>	End August 2020	Sally Shaw	<p>Assurance Framework; Quality Improvement Framework/performance monitoring across the partnership.</p> <p>Include staff development</p> <p>All service leads are responsible.</p> <p>To include mechanisms for actively seeking and making better use of expertise in other local authorities, NHS Board areas and other statutory providers such as Police Scotland to ensure we are maximising our learning from other sources.</p>	<p>All field requirements identified, a shared understanding agreed, both for Scottish Government national reporting and CELCIS 17 minimum datasets for use at Public Protection Committee.</p> <p>Interim process being developed and implemented to ensure capture of required data until PARIS can generate this directly. Requirement for formation of a short-term project Board to support decision making is required.</p> <p>Identification of requirements that will feed into the SWIM project (IMP038) as part of a wider scope of improvement.</p> <p>Quality assurance framework looked at regarding data use for national, local (PPC, COG) stakeholders also for improvement framework for practitioners using system.</p> <p>Some barriers around the management team within Children and Families team grasping the areas of concern and engaging with the Orkney Partnership Improvement Plan and their role and function within it.</p> <p>HEALTH SPECIFIC NOTES Subgroup to be formed to measure existing baselines, how we measure improvement, including periodic review. Information to be provided by M Berry to adapt. Grampian also being asked to provide methods/tools to consider.</p>
IMP037	Policy, systems, process and procedure	Backlog	Review and up-date procedures for children who receive short-breaks care, ensuring reviews are consistent with LAC regulations and best practice guidance in relation to multi-agency transitions planning.	New item, supporting action to be scoped.		Sally Shaw	<p>Finding notes:</p> <ul style="list-style-type: none"> Review of current guidance and procedures needed to include transitions around respite care and the provision of continuing care. 	
IMP038	Policy, systems, process and procedure	Active	<p>Improvements to our processes around information and the use of PARIS.</p> <p>Delivered through the Social Work Information Management (SWIM) project.</p>	Project scoping and initiation.	End August 2020	Peter McAndrew	<p>A systems thinking approach will be taken to this project covering people, processes and things (including PARIS itself).</p> <p>Timescale for scoping delivery influenced by availability of resource.</p>	<p>Dedicated resource for the project (2 days per week) established 29 April 2020.</p> <p>The project is currently in the 'initiating a project' stage with discovery and scoping taken place. This will include engaging with appropriate stakeholder including practitioners and management. A project plan will be developed as one of the outputs from this.</p>
IMP039	Policy, systems, process and procedure	Scoping	The variability of support networks and supervision for staff across children's services increase the likelihood that practitioner confidence and competence will be undermined making it difficult to intervene effectively with children.	New item, supporting action to be scoped.			<p>Cross-reference with Action Plan</p> <ul style="list-style-type: none"> There is no provision in the plan for NHS staff to access legal advice on contested cases. 	<p>Item from findings of the recent Serious Case Review. Work required to scope approach to addressing this.</p> <p>Notes taken from "Orkney SCR, Cross-reference with Care Inspectorate Action Plan" (Tam Baillie, Chair of PPC, 11 May 2020)</p>

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IMP040	GIRFEC	Scoping	There is a lack of coordination across children's health, education and social work services making it more likely that staff will not consider the wider circumstances which impact on a child's safety, health and wellbeing.	New item, supporting action to be scoped.			<p>Cross-reference with Action Plan</p> <ul style="list-style-type: none"> • There is an action point in respect of care leavers with complex and enduring disabilities • There is no mention of complex cases in any other respect • There is no mention of a shared approach between primary and secondary care • There is no mention of learning from other islands, but this is an ongoing feature of the implementation of the action plan. 	<p>Item from findings of the recent Serious Case Review. Work required to scope approach to addressing this.</p> <p>Notes taken from "Orkney SCR, Cross-reference with Care Inspectorate Action Plan" (Tam Baillie, Chair of PPC, 11 May 2020)</p>
IMP041	Policy, systems, process and procedure	Scoping	In cases where there is either dispute or complexity, the children's hearing and court processes designed to protect children are not always child-centred and can be protracted and adversarial which impacts on early and effective decisions made about a child's life.	New item, supporting action to be scoped.			<p>Cross-reference with Action Plan</p> <ul style="list-style-type: none"> • There is no mention of dealing with the adversarial legal system – and not sure how this could be tackled on a local basis. 	<p>Item from findings of the recent Serious Case Review. Work required to scope approach to addressing this.</p> <p>Notes taken from "Orkney SCR, Cross-reference with Care Inspectorate Action Plan" (Tam Baillie, Chair of PPC, 11 May 2020)</p>
IMP042	GIRFEC	Scoping	New item Transition from children's services into adults' services	Ensure planned health transitions for all vulnerable children and young people from children's services into adults' services in Orkney are happening effectively and are person centred		Maureen Swannie		Information provided from Ayrshire and Arran for "Continuity & Transfer for Care of Vulnerable Unborn Babies and Children", which concise and clear. Thought that could be used to develop guidance for NHSO employees.
IMP043	Policy, systems, process and procedure	Scoping	New item Provision of Paediatric Support on island	Scope the needs of Orkney to develop paediatric support on island		Brenda Wilson		Agreement from Medical Director that this would be possible. Next steps would be to develop business case for the service requirements in Orkney.