

Item: 5

Orkney Health and Care Committee: 15 November 2018.

Corporate Parenting.

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

1. Purpose of Report

To update Members on current and future plans relating to Corporate Parenting responsibilities.

2. Recommendations

The Committee is invited to note:

2.1.

Progress in relation to meeting statutory Corporate Parenting duties, as outlined in section 3.4 of this report.

2.2.

The NHS Orkney Corporate Parenting Plan, attached as Appendix 1 to this report, which contains many actions that fall under the responsibility of services within Orkney Health and Care.

2.3.

That, in response to a request from Scottish Government on how health boards and local authorities are meeting their corporate parenting responsibilities, NHS Orkney and the Council clarified the ambition to have one overarching plan for Orkney.

2.4.

The proposal to establish a Corporate Parenting Board, comprising elected members and senior officers from across the community planning partnership, which would assume responsibility for the following:

- Ensuring scrutiny of performance in matters affecting looked after children and care leavers.
- Improving outcomes and responding to the views of looked after children and care leavers in matters affecting them.
- Production of an annual report for the Orkney Partnership Board.

It is recommended:

2.5.

That establishment of a Corporate Parenting Board, reporting through the Orkney Partnership, be supported.

3. Background

3.1.

The Scottish Government issued statutory guidance under section 63 of the Children and Young People (Scotland) Act 2014 to provide corporate parents with information and advice whereby the legal corporate parenting responsibilities are set out.

3.2.

It is the duty of every corporate parent, in so far as consistent with the proper exercise of its other functions:

- To be alert to matters which, or which might, adversely affect the wellbeing of children and young people.
- To assess the needs of those children and young people for services and support it provides.
- To promote the interests of those children and young people.
- To seek to provide those children and young people with opportunities to participate in activities designed to promote their wellbeing.
- To take such action as it considers appropriate to help those children and young people:
 - to access opportunities it provides designed to promote wellbeing.
 - to make use of services, and access support, which it provides.
 - to take such other action as it considers appropriate for the purposes of improving the way in which it exercises its functions in relation to those children and young people.

3.3.

The statutory guidance recommends that every corporate parent considers, in the context of their primary functions, their contribution towards:

- Providing safe, secure, stable and nurturing homes for care experienced children and care leavers.
- Enabling care experienced children and care leavers to develop or maintain positive relationships with their family, friends, professionals and other trusted adults.
- Upholding and promoting children's rights.
- Securing positive educational outcomes for looked after children and care leavers.

- Ensuring 'care' is an experience in which children are valued as individuals, and where support addresses their strengths as well as their needs.
- Ensuring physical or mental health concerns are identified early and addressed quickly.
- Increasing the number of care leavers in education, training and employment.
- Reducing the number of care experienced children and care leavers who enter the youth and criminal justice systems.

3.4.

Locally, progress to date towards meeting the legal duties include the following:

- Development of a NHS Orkney Corporate Parenting plan.
- Provision of multi-sector training for Chief Executives, Elected Members, NHS Orkney Board members and senior managers, led by Who Cares Scotland in September 2018.
- Provision of multi-sector training for any staff member working across Children's Services in Orkney, led by Who Cares Scotland in September 2018.

3.5.

The NHS Orkney Corporate Parenting Plan, attached as Appendix 1 to this report, was approved by the Clinical and Care Governance Committee on 9 October 2018. The plan currently contains many actions that fall under the responsibility of services within Orkney Health and Care. This plan will be further developed to include local authority actions and will become the Orkney Corporate Parenting Plan. Scottish Government recently requested updates on how health boards and local authorities are meeting their Corporate Parenting responsibilities and the response from NHS Orkney and the Council clarified that the ambition is to have one overarching plan for Orkney.

4. Corporate Parenting Board

4.1.

If the Council is to effectively discharge its duty as a corporate parent, it must ensure that the principles identified at section 3.2 above inform the work of all Council services and partner agencies. Accordingly, it is proposed to establish a board, comprising elected members and senior officers from across the Community Planning Partnership. The Corporate Parenting Board would assume responsibility for ensuring scrutiny of performance in matters affecting looked after children and care leavers, improving outcomes and responding to the views of looked after children and care leavers in matters affecting them. The Board would be responsible for production of an annual report for the Orkney Partnership Board for approval by relevant committees.

4.2.

The proposed outcomes from formation of the Corporate Parenting Board are:

- Children in Council care and care experienced young people are the primary focus for resources and accountability of the Council, which has accepted a parenting responsibility for them.
- Children who have spent significant time being looked after, when they leave care are given the kind of support that responsible parents give their children.
- Children in Council care are provided with a fully rounded set of support and care services, in partnership with Health, Housing, Social Work and Education services.
- Elected members know the overall needs of children in their community; what services have been provided; how much is being spent; how they can judge the quality and effectiveness of care and whether the Council achieves good care for its children.
- That Council services move to a culture of entitlement to service for care experienced young people in line with legislation thus reducing barriers to services and supports.

4.3.

Across Scotland, Corporate Parenting Boards have been established to bring young people and adults together to explore, discuss and plan how services are shaped and delivered. Experience shows that this approach is a meaningful and straightforward way to uphold rights and improve outcomes for care experienced children and young people. The establishment of an Orkney Corporate Parenting Board will be further explored via a short life working group, reporting through the Orkney Partnership.

5. Equalities Impact

An Equality Impact Assessment has been undertaken and is attached as Appendix 2 to this report.

6. Links to Council Plan

6.1.

The proposals in this report support and contribute to improved outcomes for communities as outlined in the Council Plan strategic priority Caring Communities.

6.2.

The proposals in this report relate directly to Priority 2.6, We will develop our Corporate Parenting approach and establish a Corporate Parenting Board, of the Council Delivery Plan.

7. Links to Local Outcomes Improvement Plan

The proposals in this report support and contribute to improved outcomes for communities as outlined in the Local Outcomes Improvement Plan priorities of Strong Communities and Living Well.

8. Financial Implications

There are no financial implications directly arising from the requirement to create a Board.

9. Legal Aspects

The Scottish Government issued statutory guidance under section 63 of the Children and Young People (Scotland) Act 2014 to provide corporate parents with information and advice.

10. Contact Officers

Sally Shaw, Chief Officer/Executive Director, Orkney Health and Care, extension 2601, Email sally.shaw@orkney.gov.uk

Maureen Swannie, Head of Children's Health Services, extension 2601, Email maureen.swannie@nhs.net

Scott Hunter, Head of Children and Families, Criminal Justice and Chief Social Work Officer, extension 2601, scott.hunter@orkney.gov.uk

11. Appendices

Appendix 1: NHS Orkney Corporate Parenting Plan 2017 – 2020.

Appendix 2: Equality Impact Assessment.

NHS Orkney Corporate Parenting Action Plan 2017– 2019



Gerry O'Brien, Chief Executive

Introduction

When a child or young person becomes 'looked after' the state assumes duties and responsibility to safeguard and promote their welfare and well being. A wide range of legislation, regulation and guidance provides the framework within which actions take place. The end result should be to secure nurturing, positive childhoods from which these young people can develop into successful learners, confident individuals, responsible citizens and effective contributors. The term 'care experienced' will be used in this plan to refer to Looked After Children as young people have said that this is the term they prefer (with the exception of the action plan where Looked After Child (LAC) health assessments are referred to, as this mirrors the terminology used in the Scottish Government Chief Executive Letter (CEL 16, 2009) pertaining to this).

As of 01 October 2017, there were 40 care experienced children and young people in Orkney. This comprised 18 boys and 22 girls, ranging from 12 months to 17 years of age. At this time, 47% of care experienced children and young people in Orkney were living at home and 53% were accommodated. Of these, approximately 19% were cared for within two local residential child care settings, 19% were cared for in out of Orkney placements, 43% were in foster care placements and 19% were cared for in local kinship care households. In Orkney, the number of looked after children and young people has fluctuated between approximately 30-45 over the last 5 years.

The Government has published policies to encourage organisations to work together to improve outcomes for all care experienced children and young people, including those looked after at home, 'We Can and Must Do Better' followed by 'These are our Bairns'. CEL 16 (2009) to NHS Boards required there to be a named Executive Lead for Looked After Children and set targets for assessments among other things. The Executive lead for NHS Orkney is the Chief Officer of Orkney Health and Care.

The Children and Young People (Scotland) Act 2014 builds upon this desire to improve outcomes by extending the list of Corporate Parents beyond the Local Authority to a number of public bodies including territorial and other Health Boards in Scotland. Part 9 of The Act (Corporate Parenting), put the concept and policy of 'corporate parenting' onto a statutory basis for NHS Orkney from 1st April 2015. Statutory guidance accompanying the legislation was published in August 2015.

The responsibilities under the legislation relate to care experienced children and young people as well as to young people who have experienced care, up to their 26th birthday. The statutory obligations impact beyond child health services into adult services and human resources departments.

Corporate parenting represents the principles and duties on which improvements can be made for care experienced children and young people. The term 'corporate parenting' is about organisations listening to the needs, fears and wishes of children and young people, and being proactive and determined in their collective efforts to meet them

Corporate parenting is not a task which can be delegated to an individual or a team. NHS Orkney Senior Management Team will take responsibility for ensuring implementation of this plan, while assurances on delivery of the actions will be provided to Clinical and Care Governance Committee. NHS Board will gain assurance from the considerations of the Clinical and Care Governance Committee. The whole organisation is responsible for fulfilling the corporate parenting duties.

This applies to:

- a) every child who is care experienced, regardless of their age, gender, location or placement type, and
- b) all care leavers, up to their 26th birthday

This corporate plan also links with the Public Health Priorities for Scotland, which provide focus for public services to improve population health, reduce inequalities and increase healthy life expectancy. The plan supports in particular:

A Scotland where we flourish in our early years.

A Scotland where we have good mental wellbeing.

Responsibilities

The Children and Young people (Scotland) Act issued Statutory Guidance, whereby the legal corporate parenting responsibilities are set out as:

It is the duty of every corporate parent, in so far as consistent with the proper exercise of its other functions:

- to be alert to matters which, or which might, adversely affect the wellbeing of care experienced children and young people
- to assess the needs of those children and young people for services and support it provides,
- to promote the interests of those children and young people
- to seek to provide those children and young people with opportunities to participate in activities designed to promote their wellbeing

- to take such action as it considers appropriate to help those children and young people:
 - (i) to access opportunities it provides designed to promote wellbeing
 - (ii) to make use of services, and access support, which it provides
- to take such other action as it considers appropriate for the purposes of improving the way in which it exercises its functions in relation to those children and young people.

Outcomes

Statistical outcomes for care experienced children and young people show that:

35% of care experienced young people leave school with one or more qualification at SCQF Level 5 or above, compared to 84% of the general population (Scottish Government, 2016)

4% of care experienced pupils go straight from high school to university, compared to 39% of the general population (Scottish Government, 2016). Care experienced pupils are 7 times more likely to be excluded from school (Scottish Government, 2014)

9 months after leaving school, 30% of care experienced young people are classed as unemployed, compared to 8% of their peers (Scottish Government, 2016)

Amongst care experienced young people aged 5–17 years, 45% have been assessed as having mental health issues (Office for National Statistics, 2004)

It is estimated that one of the highest rates of youth smoking exists for care leavers at 67% (ScotPho, 2009)

Formal statistics suggest that at least 21% of care leavers become homeless within five years of leaving care (Scottish Government, 2016), however this relies on self-declaration of care experience. Practitioners estimate the figure could be between 30-50

The statutory guidance recommends that every corporate parent considers, in the context of their primary functions, their contribution towards:

- Providing safe, secure, stable and nurturing homes for care experienced children and care leavers;

- Enabling care experienced children and care leavers to develop or maintain positive relationships with their family, friends, professionals and other trusted adults;
- Upholding and promoting children's rights;
- Securing positive educational outcomes for care experienced children and care leavers;
- Ensuring 'care' is an experience in which children are valued as individuals, and where support addresses their strengths as well as their needs;
- Ensuring physical or mental health concerns are identified early and addressed quickly;
- Increasing the number of care leavers in education, training and employment;
- Reducing the number of care experienced children and care leavers who enter the youth and criminal justice systems.

Partnerships

NHS Orkney historically contributed to the Corporate Parenting plan for the Community Planning Partnership. The new legislation requires an internal action plan to be developed and it is anticipated a progress report is produced every three years based on the action plan. The first report was due earlier in 2018. Any Care Inspection to the area will examine services to care experienced children and young people as a priority within the inspection framework. NHS Orkney will continue to work closely with other children's services providers in Orkney to ensure a local multi-agency approach to the Corporate Parenting responsibilities.

Engagement

The attached action plan is drawn from health actions identified from inspection reports and workshops with a clinical expert from Health Improvement Scotland focusing on health. As one of the largest employers in the area there is scope to provide opportunities in line with our responsibilities. This would provide a platform to assist young people into a career.

Engagement with children and young people who are care experienced is pivotal to this plan. Orkney Health and Care includes health and social care children's services as an integrated service. As a starting point, opportunities to hear the voice of care experienced children and young people were sought, via residential house meetings – co-ordinated by the Registered Manager. Feedback from the young people has been included within the actions and this approach will be extended in future years to include views from carers of care experienced children and young people.

NHS Orkney works closely with Orkney Islands Council, Third Sector and private organisations, through the Orkney Children and Young People Partnership. This group is responsible for producing, implementing and monitoring the Children's Services Plan and Corporate Parenting is highlighted within the plan as an area for action. This collaboration of children's services ensures a joined up approach to Corporate Parenting and it is our intention to produce joint progress reports annually, incorporating progress of the actions outlined in this plan.

Monitoring and Review

The actions in the plan will be reviewed and updated by the NHS Orkney Executive Lead for care experienced children and young people (Chief Officer for Orkney Health and Care), providing reports the Clinical Care and Governance Committee. An annual progress report will be provided in addition to the three yearly report for The Scottish Government.

Corporate parent responsibilities should not be seen in isolation of other parts of the Act relating to Getting It Right For Every Child or our responsibilities related to the UN Convention on The Rights of The Child.

Action Plan

This action plan is set out under the headings that set out the corporate parenting responsibilities of the Children and Young People (Scotland) Act 2014.

1. Being Alert to matters which adversely affect the wellbeing of looked after children and care leavers

Ref	Action	Performance Measure	Timescale	Lead	Outcome
1.1	Looked After Child (LAC) Health Needs Assessment (HNA) to be carried out.	1. HNA completed	September 2018	M Mackie, CP Designated Officer	Care experienced population health needs are identified and incorporated into strategic planning. Improved understanding of local issues. Improved access to services. Baseline for improvement.

2. Assessing the needs of care experienced children and young people for the services and support we provide

Ref	Action	Performance Measure	Timescale	Lead	Outcome
2.1	Carry out health assessments for all care experienced children and young people within 4 weeks of becoming accommodated	1. Number of health assessments carried out 2. Timescale of health assessments – target is	Bi-annual counts	Health Visitor and School Nurse leads	Health needs are identified and actioned in a timely way.

Ref	Action	Performance Measure	Timescale	Lead	Outcome
		100% achievement under 4 weeks			
2.2	All care experienced children and young people have access to support for emotional health & wellbeing. Acknowledging national criteria to ensure the right skills at the right time are available for children and young people (C&YP)	<ol style="list-style-type: none"> 1. Establish number of referrals of care experienced children and young people to Child and Adolescent Mental Health Services (CAMHS) 2. Number of care experienced children and young people receiving CAMHS service 3. Waiting time target is no wait longer than 18 weeks 	Bi-annually	Health Visitor and School Nurse Leads A Colborn-Veitch, Mental Health Manager	Specialist mental health support available in the right way and at the right time when required
2.3	Professionals and carers have access to a consultation service within CAMHs	<ol style="list-style-type: none"> 1. Number of consultations provided 	Bi-annually	A Colborn-Veitch, Mental Health manager	Supports 'Permanence and Care Excellence' recommendations and prevents placement/adoption breakdown
2.4	Routine access to school nurses for all care experienced children and young people	<ol style="list-style-type: none"> 1. Number of care experienced children and young people with Individual Educational Plans which include input from school nurse 	Annually	School nurse lead	Health needs of care experienced children and young people are prioritised in schools to ensure they get the right help, at the right time, in the right way
2.5	Routine access to health visitors for all care experienced children and young people	<ol style="list-style-type: none"> 1. Developmental reviews are carried out as per defined review period 2. Immunisations provided 	Annually	Health Visitor Lead Public health team - Carol	Health needs of care experienced children and young people are prioritised within universal health

Ref	Action	Performance Measure	Timescale	Lead	Outcome
		3. Dental registration		Stewart / Sara Murray Dental - Karyn Tait	services, to ensure they get the right help, at the right time, in the right way
2.6	Robust system in place to record status of children and young people as care experienced (either at home or accommodated)	1. Records are flagged with status 2. Data capturing system in place	Bi-annually	M Mackie, CP Designated Officer	Health assessments will be arranged in timescales outlined Services aware of status and act accordingly Young people have told us
2.7	Robust system in place to identify care experienced children and young people sent out of area.	1. Appropriate information sharing in place	Bi-annually	M Mackie, CP Designated Officer	Health assessments can be arranged in timescale Services aware of status and act accordingly
2.8	Robust system in place to identify any care experienced from out of area	2. Appropriate information sharing in place	Bi-annually	M Mackie, CP Designated Officer	Health assessments can be arranged in timescale Services aware of status and act accordingly

3. Promoting the interests of care experienced children and young people

Ref	Action	Performance Measure	Timescale	Lead	Outcome
3.1	The NHS Board understands Corporate Parenting roles & responsibilities	1. Education session to be provided	Annually	NHS Board Chair	Improved awareness of the responsibilities of the corporate parenting agenda & governance

Ref	Action	Performance Measure	Timescale	Lead	Outcome
3.2	Clinical and Care Governance Committee provide assurance on progress of actions to the NHS Board	1. Assurance report provided to NHS Board	Annually	C&CG committee	NHS Board are provided with assurance in relation to delivery of the action plan
3.3	All relevant staff have an understanding of Corporate Parent roles and responsibilities	1. Awareness sessions delivered via online learning 2. Information on the NHSO BLOG	On going	Head of Children's Services M Swannie	Services consider and respond to the particular needs of care experienced children and young people in accessing services
3.4	Adult services consider the needs of care experienced young people once they transition to adult services	Care experienced young people report effective transitioning to adult services via their Social Worker	On going	Head of Adult Services – J Trainor	Effective transitions Young people do access services
3.5	Staff management policies in place to enable staff who are caring for accommodated care experienced children and young people to access the same rights as parents	Many are already in place e.g. Special Leave and Adoption and Fostering Policies. When new or refreshed policies are introduced these will take NHS Orkney's role as a Corporate parent into account.	In place Ongoing	Human Resources Manager – A Catto	Staff members caring for care experienced children and young people are offered the same rights as parents

4. Seeking to provide opportunities which will promote the wellbeing of care experienced children and care leavers

Ref	Action	Performance Measure	Timescale	Lead	Outcome
4.1	Develop the work experience policy to identify provision of work experience for care experienced young people within NHSO in line with 'Our Family Firm'	<ol style="list-style-type: none"> 1. Numbers of work experience and work placements to LAC 2. Numbers of areas offering work experience and work placements to LAC 	Annually	J Nicol, Head of OD and Learning	SW colleagues identify care experienced young people so that they are able to access work across a range of areas within NHSO in accordance with responsibility to provide opportunities and inclusion.
4.2	Support offered to care experienced young people	Number of staff supporting care experienced young people in the workplace	Annually	J Nicol, Head of OD and Learning	Care experienced young people are supported to make appropriate lifestyle and career choices.

5. Taking action to help children and young people access such opportunities and make use of the services and support provided

Ref	Action	Performance Measure	Timescale	Lead	Outcome
5.1	Ensure NHSO participates actively to engage with children and young people who are care experienced	<ol style="list-style-type: none"> 1. Feedback reported 2. Service change in light of feedback 	Annually as part of progress report	M Swannie, Head of Children's Health Services	Young people influence service delivery

6. Taking action to improve the way we work with care experienced young people

Ref	Action	Performance Measure	Timescale	Lead	Outcome
6.1	Ensure NHSO involves care experienced young people in the review process, by liaising with Orkney Health and Care colleagues and updating the plan in relation to feedback	3. Feedback reported 4. Service change in light of feedback	Annually as part of progress report	M Swannie, Head of Children's Health Services	Care experienced children and young people are consulted and their views utilised to influence service delivery

References

Children and Young People (Scotland) Act 2014

Children and Young People (Scotland) Act 2014 Statutory Guidance on Part 9 Corporate Parenting

We Can and Must Do Better Scottish Government 2007

These are Our Bairns Scottish Government 2008

Acknowledgements: many thanks to the young people who participated in the consultation for this plan and for providing the front cover.



Equality Impact Assessment

The purpose of an Equality Impact Assessment (EqIA) is to improve the work of Orkney Islands Council by making sure it promotes equality and does not discriminate. This assessment records the likely impact of any changes to a function, policy or plan by anticipating the consequences, and making sure that any negative impacts are eliminated or minimised and positive impacts are maximised.

1. Identification of Function, Policy or Plan	
Name of function / policy / plan to be assessed.	Corporate Parenting.
Service / service area responsible.	Orkney Health and Care.
Name of person carrying out the assessment and contact details.	Maureen Swannie.
Date of assessment.	21 August 2018.
Is the function / policy / plan new or existing? (Please indicate also if the service is to be deleted, reduced or changed significantly).	New function.

2. Initial Screening	
What are the intended outcomes of the function / policy / plan?	To ensure Corporate parenting responsibilities are met.
State who is, or may be affected by this function / policy / plan, and how.	Corporate Parenting responsibilities and its implementation is aimed at addressing inequalities and disadvantage faced by care experienced young people and in promoting positive outcomes for them.
How have stakeholders been involved in the development of this function / policy / plan?	Local care experienced young people were consulted on the plan attached to the report.
Is there any existing data and / or research relating to	National and local statistical data on the position of care experienced young people (eg.

<p>equalities issues in this policy area? Please summarise. E.g. consultations, national surveys, performance data, complaints, service user feedback, academic / consultants' reports, benchmarking (see equalities resources on OIC information portal).</p>	<p>educational performance and attainment data for looked after young people, derived from Education Outcomes for Scotland's Looked After Children Source: The Scottish Government).</p> <p>Feedback from officers working throughout NHS Orkney and Orkney islands Council (eg. Health visitors, school nurses, social workers, school staff) on addressing issues for care experienced children and young people (eg. through multi-agency meetings, case conferences, individual planning arrangements).</p> <p>Feedback from council directorates and services who have employed or are currently employing care experienced young people on work experience programmes or volunteering.</p> <p>The statutory guidance on corporate parenting makes it clear that the duty to promote the interests of care experienced young people include taking action to tackle the discrimination faced by this particular group.</p> <p>Who Cares? Scotland and the Equality and Human Rights Commission have produced guidance relating to Care Experience and Protected Characteristics. This guidance highlights the inequalities that young people can face because of their care identity and makes some recommendations on how corporate parents can tackle discrimination relating to care experience.</p>
<p>Could the function / policy have a differential impact on any of the following equality strands?</p>	
<p>1. Race: this includes ethnic or national groups, colour and nationality.</p>	<p>No.</p>
<p>2. Sex: a man or a woman.</p>	<p>No.</p>
<p>3. Sexual Orientation: whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes.</p>	<p>No</p>
<p>4. Gender Reassignment: the process of transitioning from one gender to another.</p>	<p>No.</p>
<p>5. Pregnancy and maternity.</p>	<p>No.</p>

6. Age: people of different ages.	Function is aimed at children and young people up to the age of 26 years.
7. Religion or beliefs or none (atheists).	No.
8. Caring responsibilities.	No.
9. Marriage and Civil Partnerships.	No.
10. Disability: people with disabilities (whether registered or not).	No.

3. Impact Assessment

Does the analysis above identify any differential impacts which need to be addressed?	Yes.
How could you minimise or remove any potential negative impacts?	Care experienced young people are known to be at risk of negative outcomes. The Corporate Parenting responsibilities aim to redress this and to develop and improve services for this group of young people. Significantly, the recent Children & Young People (Scotland) Act 2014 extend the duties and scope of corporate parenting, which will increase the likelihood of improving life chances for care experienced young people. However, they are unlikely to be ever eliminated, hence the need to continue to ensure this area is monitored.
Do you have enough information to make a judgement? If no, what information do you require?	Yes.

4. Conclusions and Planned Action

Is further work required?	Yes.
What action is to be taken?	An overarching Corporate Parenting Plan for Orkney will be developed.
Who will undertake it?	Heads of Service of Children and Families, Schools and Children's Health.
When will it be done?	By December 2018.

How will it be monitored? (e.g. through service plans).

Through regular review of the Orkney Plan and via Corporate Parenting reports to Scottish Government.

Signature:

Date: 28/08/18

A solid black rectangular box redacting the signature.

Name: MAUREEN SWANNIE

Please sign and date this form, keep one copy and send a copy to HR and Performance. A Word version should also be emailed to HR and Performance at hrsupport@orkney.gov.uk