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Agenda Item: 8.

## **Integration Joint Board**

Date of Meeting: 30 June 2021.

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

### **1. Summary**

1.1. The Care Inspectorate report was published in February 2020. Detailed reports have been submitted to the Integration Joint Board on 29 October, 9 December 2020, 10 February and 21 April 2021 noting progress on the actions from the Improvement Plan.

1.2. The following summary provides an update of the core areas of the Improvement Plan which have progressed since the previous meeting of the Integration Joint Board on 21 April 2021.

### **2. Purpose**

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

### **3. Recommendations**

The Integration Joint Board is invited to scrutinise:

3.1. Progress to date as outlined in the Improvement Plan, attached as Appendix 1 to this report, in order to obtain assurance with regard to progress being made in respect of the improvement areas identified in the response to the Joint Inspection of Services for Children and Young People in Need of Care and Protection.

### **4. Core Areas of Progress**

4.1. 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.

4.2. An action plan was developed to address the Improvement Areas outlined in the Care Inspectorate report, which is routinely updated and monitored. Progress has previously been reported to the Integration Joint Board on 29 October, 9 December 2020, 10 February and 21 April 2021.

## **5. Summary of Improvement Actions**

5.1. The following summary provides an update of the core areas of the Improvement Plan, attached as Appendix 1 to this report, which have progressed since the previous meeting:

- Getting it right full day training event took place on 27 April 2021.
- Responding to young people reported missing to the Police guidance complete and training took place 18 May 2021 (IMP009).
- Improvement Area IMP026 is now complete:
  - Improve planning to meet the accommodation needs of young people with complex and enduring disabilities.

5.2. It should be noted that the Improvement Plan was last updated as at 2 April 2021. It will be fully updated for submission to the next meeting of the Chief Officers Group to be held on 16 June 2021. Therefore, the above developments should not appear in the current version of the Plan.

5.3. As explained during the previous meeting, there has been a reduced opportunity to undertake continued work on the Improvement Plan, except for the above items, due to the pre-planning, organisation and participation in the Care Inspectorate's Progress Review currently underway.

5.4. The Progress Review has been time consuming and has required detailed co-ordination of documents, staff diaries, and file organising. The key elements of the Progress Review are as follows:

- Provision of current Procedures and Templates.
- Quality Assurance Audits and Processes.
- Key reports Produced.
- Post-inspection Learning.
- Structures and Resources.
- Remote Review of children's records.

5.5. The Care Inspectorate is intending to provide verbal "key messages" from their findings in early July 2021 and the Draft (Embargoed copy) approximately one week later.

5.6. The Final Report for publication is expected to be available within the first two weeks in August 2021.

## 6. Progress Review Update

6.1. There was a Staff Survey open from 26 April to 14 May 2021 which at last count had an 86% return rate across children's services including the Third Sector. The final out turn figure is still awaited.

6.2. The virtual Focus Groups and Individual Interviews were carried out between 10 and 21 May 2021.

6.3. The Progress Review has thus far been conducted remotely and early feedback on the process and organisation of the review is positive. This is not graded in the Findings of the review but is important for the smooth running of the process.

6.4. There remains a possibility that a small Care Inspectorate Team may wish to travel to Orkney, but this is not certain and will depend on travel restrictions nearer the time. The advice from the Interim Chief Executive, NHS Orkney, was that it would be best for the process to be conducted remotely, which has been passed to the Care inspectorate and is being fully considered.

## 7. Contribution to quality

Please indicate which of the Orkney Community Plan 2019 to 2022 visions are supported in this report adding Yes or No to the relevant area(s):

<b>Resilience:</b> To support and promote our strong communities.	Yes.
<b>Enterprise:</b> To tackle crosscutting issues such as digital connectivity, transport, housing and fuel poverty.	Yes.
<b>Equality:</b> To encourage services to provide equal opportunities for everyone.	Yes.
<b>Fairness:</b> To make sure socio-economic and social factors are balanced.	Yes.
<b>Innovation:</b> To overcome issues more effectively through partnership working.	Yes.
<b>Leadership:</b> To involve partners such as community councils, community groups, voluntary groups and individuals in the process.	Yes.
<b>Sustainability:</b> To make sure economic and environmental factors are balanced.	Yes.

## 8. Resource implications and identified source of funding

8.1. The IJB has commissioned £4,679,000 in regard to Children and Families services from NHS Orkney and Orkney Islands Council for 2020/21. There have been additional staffing requirements within the service due to sickness absence and additional work required for the Joint Inspection Improvement Plan.

8.2. Any additional investments within the service will need to be discussed with the partner agencies on how these improvements and outcomes will be met as a result of this inspection, how they will be funded and also included in future commissioning of services.

## 9. Risk and Equality assessment

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

## 10. Direction Required

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

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

## 11. Escalation Required

Please indicate if this report requires escalated to:

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

## 12. Authors

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

## 13. Contact details

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## 14. Supporting documents

14.1. Appendix 1: Orkney Partnership Child Protection Improvement Plan.

The key points within the Orkney Partnership Child Protection Improvement Plan will apply to those who are referred to children's services and who are in need of care and protection.

Item	Theme	Priority	Status	Improvement Area	Timescale	Partnership Lead	Update & Evidence as at: 2 April 2021
IMP000	Governance, assurance and data	Critical	Active	<p><b>Assurance we have key Child Protection processes in place.</b></p> <p><b>Key areas:</b> Complete a 'multi-agency' file audit of children and young people re:  <ul style="list-style-type: none"> <li>• Looked After Children (LAC)</li> <li>• Through Care After Care (TCAC)</li> <li>• Child Protection (CP)</li> </ul> </p> <p><b>This will ensure the following outcomes:</b>  <ul style="list-style-type: none"> <li>• Children are safe</li> <li>• Plans and assessments are in place</li> <li>• Identification of improvement areas</li> </ul> </p> <p>Findings and our experience in implementing this approach will inform our 'multi-agency' self-evaluation model.</p> <p><b>Partners:</b> Education, NHS Orkney, Police Scotland, Social Work</p> <p>At this stage we have not included Scottish Children's Reporter Administration (SCRA).</p>	<p>Four audits proposed for 2021</p> <p>File reading completed: 23 – 25 February</p> <p>Further dates proposed as: 25 – 27 May 17 – 19 August 23 – 25 November</p>	Jim Lyon	<p>Audit of 'Social Work' LAC files <b>completed</b> 16 June 2020.</p> <p><b>Findings</b> (identified improvement areas):  <ul style="list-style-type: none"> <li>- recording and filing issues</li> <li>- 'neglect' needs attention</li> <li>- inconsistent reports and assessments</li> <li>- Unnecessary delays in Permanency Planning*</li> <li>- Need for early intervention</li> <li>- Limited recording of direct work with families</li> </ul> </p> <p>*new action (IMP044). All other areas already covered in this plan.</p> <p>File reader training by the Care Inspectorate completed:  <ul style="list-style-type: none"> <li>• 15 and 17 February 2021</li> </ul> </p> <p>File reading completed 23-25 February 2021. Findings and lessons being evaluated by Leadership Group through the approved self-evaluation approach. Report received 26 March 2021.</p>
IMP001a	Policy, systems, process and procedure	High	Complete	<p><b>Develop and embed Inter-Agency Child Protection Guidelines.</b></p> <p><b>Key areas:</b>  <ul style="list-style-type: none"> <li>• Interim Guidelines</li> <li>• Guidelines (complete)</li> <li>• Circulation, promotion and embedding</li> <li>• Training</li> </ul> </p> <p><b>This will ensure the following outcomes:</b>  <ul style="list-style-type: none"> <li>• Partners refer and respond to Child Protection concerns consistently</li> </ul> </p> <p><b>Partners:</b> Children's Hearings Scotland, Education, NHS Orkney, Police Scotland, SCRA, Social Work, Third Sector, Who Cares? Scotland</p>	Complete	Jim Lyon	<p>Inter-agency Guidelines development workshop <b>completed</b> 14 July 2020. Feedback to contribute to complete Guidelines.</p> <p>Interim Guidelines <b>completed</b> and distributed to partnership 3 August 2020.</p> <p>Guidelines (complete) <b>completed</b> and distributed to partnership 26 November 2020.</p> <p>Shortcuts to guidelines available on workstations for relevant staff.</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> <p>Guidelines (complete) launch at multi-agency training event on 2 December 2020 to approximately 120 staff members from the Children's Services Partnership.</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: 2 April 2021
IMP001b	Policy, systems, process and procedure	Critical	Complete	<p><b>Develop and embed Partnership 'Inter-agency Referral Discussion' (IRD) Guidance.</b></p> <p><b>Key areas:</b></p> <ul style="list-style-type: none"> <li>• IRD Guidance</li> </ul> <p><b>This will ensure the following outcomes:</b></p> <ul style="list-style-type: none"> <li>• Partners refer and respond to Child Protection concerns consistently</li> </ul> <p><b>Partners:</b> NHS Orkney, Police Scotland, Social Work</p>	Complete	Jim Lyon	<p>IRD Procedure <b>completed</b> and distributed to partnership 27 November 2020.</p> <p>IRD Procedure launch at multi-agency training event on 2 December 2020 to approximately 120 staff members from the Children's Services Partnership.</p> <p>Monitoring of outcomes / benefits will form part of self-evaluation (IMP036).</p>
IMP001c	Policy, systems, process and procedure	Critical	Complete	<p><b>Development and embedding of individual agency Child Protection Procedures.</b></p> <p><b>Key areas</b> - Procedures required for each partner agency:</p> <ul style="list-style-type: none"> <li>• Education</li> <li>• NHS Orkney</li> <li>• Police Scotland</li> <li>• SCRA</li> <li>• Social Work</li> <li>• Third Sector</li> </ul> <p>Embedding to include circulation and training as appropriate within each agency.</p> <p><b>This will ensure the following outcomes:</b></p> <ul style="list-style-type: none"> <li>• Children are safe</li> <li>• Officers refer and respond to Child Protection concerns consistently</li> </ul> <p><b>Partners:</b> Education, NHS Orkney, Police Scotland, SCRA, Social Work, Third Sector</p>	Complete	Jim Lyon	<p>NHS Orkney Public Protection Guidelines updated August 2020 in line with Interim Inter-agency Guidelines.</p> <p>Police Scotland Standard Operating Procedures already in place.</p> <p>Voluntary Action Orkney confirmed Third Sector Procedures are up to date in inline with Interim Inter-agency Guidelines.</p> <p>SCRA guidelines and policy already in place.</p> <p>Education procedures completed (October 2021). Launched 23 November 2021.</p> <p>Social Work procedures completed (29 January 2021). Launch and training completed 2 March 2021 ahead of 31 March 2021 target.</p> <p>Area identified of Child Protection Case Conferences. Multi-agency development of specific guidance complete. Will be launched on 27 April 2021 as part of Getting It Right workshop (IMP014) with annual refresher training.</p>
IMP003	GIRFEC	Standard	Complete	<p><b>Assurance we have key pre-birth Child Protection processes.</b></p> <p><b>Key areas:</b></p> <ul style="list-style-type: none"> <li>• Procedure implemented for pre-birth parenting assessments and their role within Child Protection Case Conferences</li> <li>• Revised and approved documents for: <ul style="list-style-type: none"> <li>- Antenatal</li> <li>- Postnatal</li> <li>- Unborn Baby</li> </ul> </li> </ul> <p><b>This will ensure the following outcomes:</b></p> <ul style="list-style-type: none"> <li>• Effective process to protect vulnerable new born babies</li> <li>• Management plans will enhance communication for transfers</li> </ul> <p><b>Partners:</b> NHS Orkney</p>	Complete	Maureen Swannie	<p>Procedures for pre-birth parenting assessments and Child Protection Case Conferences. <b>Complete.</b> In place and being used. Feedback has been received on the guidance</p> <p><b>Evidence</b></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><b>Improvement area complete.</b> 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: 2 April 2021
IMP006	GIRFEC	Standard	Complete	<p><b>Appoint a Named Lead Nurse for Public Protection.</b></p> <p><b>Key areas:</b></p> <ul style="list-style-type: none"> <li>• Appoint Named Lead Nurse for Public Protection</li> </ul> <p><b>This will ensure the following outcomes:</b></p> <ul style="list-style-type: none"> <li>• NHSO will have dedicated Lead Public Protection Nurse to provide supervision, support, advice, training and information for NHSO employees</li> <li>• Lead for multi-agency partnership protection arrangements</li> </ul> <p><b>Partner:</b> NHS Orkney</p>	Complete	Maureen Swannie	<p>Post was successfully recruited to in June 2020. Lynsey Harper started in post 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>
IMP007	Policy, systems, process and procedure	High	Active	<p><b>Improve recognition and response to neglect.</b></p> <p><b>Key areas:</b></p> <ul style="list-style-type: none"> <li>• Early intervention service with Action for Children (AFC) identified</li> <li>• Identify, distribute and embed 'neglect toolkit' across partnership</li> </ul> <p><b>This will ensure the following outcomes:</b></p> <ul style="list-style-type: none"> <li>• The signs of neglect are recognised</li> <li>• Officers consistently respond to neglect</li> </ul> <p><b>Partners:</b> Action for Children, Education, NHS Orkney, Social Work</p>	AFC delivery of services upon start of post holder.	Jim Lyon	<p>Contract awarded to Action for Children on 8 July 2020. Contract start date: 1 October 2020. Second year funding agreed and in place.</p> <p>Scoping with Action for Children in progress. Development of AFC neglect toolkit implementation plan to start once post holder has started.</p> <p>Action for Children recruitment complete. Post holder to start on 1 April 2021.</p>
IMP008	GIRFEC	Standard	Active	<p><b>Consider provision of Local Service for Forensic Medical Examinations.</b></p> <p><b>Key areas:</b></p> <ul style="list-style-type: none"> <li>• Complete partnership review to identify gaps</li> <li>• Complete options appraisal</li> <li>• Respond to approved recommendation</li> </ul> <p><b>This will ensure the following outcomes:</b></p> <ul style="list-style-type: none"> <li>• We consider local arrangements for a trauma informed approach to providing Forensic Medical Examinations and comprehensive medical assessments for those affected by trauma</li> </ul> <p><b>Partners:</b> NHS Orkney, Police Scotland, Social Work</p>	<p>Timescale requested from regional planning group. These will be added once received.</p> <p>It should be highlighted that we do not have control of these timescales locally.</p>	Maureen Swannie	<p>North of Scotland Child Protection planning group dealing with this as a regional issue. Situation, Background, Assessment and Recommendation report will provide evidence - latest version has been requested.</p> <p>Seminar held on 28 January 2021 attended by Lead Public Protection Nurse.</p> <p>Separate work being undertaken by the Lead Public Protection Nurse to take a report to the GP sub group in April about non-forensic child protection medicals</p>

Item	Theme	Priority	Status	Improvement Area	Timescale	Partnership Lead	Update & Evidence as at: 2 April 2021
IMP009	Policy, systems, process and procedure	Standard	Active	<p><b>Improvement in 'Responding to young people reported missing to the Police' process.</b></p> <p><b>Key areas:</b></p> <ul style="list-style-type: none"> <li>• Local guidance</li> <li>• Circulation, promotion and embedding</li> <li>• Training</li> </ul> <p><b>This will ensure the following outcomes:</b></p> <ul style="list-style-type: none"> <li>• An improved and consistent partnership approach is taken to return home interviews, risk assessment and prevention of repeat incidents</li> </ul> <p><b>Partners:</b> Education, NHS Orkney, Police Scotland, Social Work</p>	<p>Guidance Complete</p> <p>Training planned for March 2021 now scheduled for 18 May 2021.</p>	David Hall	<p>Local guidance (based on nation Police Scotland guidance) completed.</p> <p>Training date confirmed 18 May 2021.</p> <p>The target for the event had been March 2021. Due to significant leave amongst attendees in March, and the desire to avoid clashing with other planned training, the event has been scheduled for 18 May 2021.</p>
IMP010	Policy, systems, process and procedure	High	Complete	<p><b>Improving ICT to support staff in keeping children safe through improved remote and out of hours access.</b></p> <p><b>Key areas:</b></p> <ul style="list-style-type: none"> <li>• PARISMobile</li> <li>• Remote access to PARIS from controlled computers (aka PARIS via AZURE)</li> </ul> <p><b>This will ensure the following outcomes:</b></p> <ul style="list-style-type: none"> <li>• Children's files are accessible by practitioners working out of hours and remotely which supports effective decision making</li> </ul> <p><b>Partners:</b> Social Work</p>	<p>PARISMobile Complete</p> <p>PARIS via Azure Complete</p>	Jim Lyon	<p>Interim measures for remote access to PARIS in place which allows home working.</p> <p><b>PARISMobile</b></p> <ul style="list-style-type: none"> <li>• Technical issues addressed</li> <li>• Solution testing and piloting complete</li> <li>• Further deployment possible as required to meet business need</li> </ul> <p><b>PARIS via Azure</b></p> <ul style="list-style-type: none"> <li>• Solution testing completed and ready for deployment</li> <li>• Users being migrated to PARIS via Azure as requested</li> </ul>
IMP013	Policy, systems, process and procedure	Standard	Active	<p><b>Improve process for keeping 'at risk' new born babies safe upon discharge from hospital.</b></p> <p><b>Key areas:</b></p> <ul style="list-style-type: none"> <li>• Develop guidance</li> <li>• Circulation, training and embedding</li> <li>• Complete provision options appraisal</li> </ul> <p><b>This will ensure the following outcomes:</b></p> <ul style="list-style-type: none"> <li>• New born babies are safe upon discharge from hospital</li> <li>• Provision of a modernised approach to support and parenting assessments after the closure of Richmondhill House in Aberdeen</li> </ul> <p><b>Partners:</b> NHS Orkney, Social Work</p>	<p>Options appraisal / benchmarking Complete</p> <p>Development of early intervention pathway 31 May 2021</p>	Jim Lyon	<p>Current safety measure use off-island arrangements.</p> <p>This Improvement Area builds upon the single agency work in IMP003 and the 'The Unborn Baby at Risk, Practice Guidance' complete June 2020.</p> <p>Pathways have been benchmarked with two local authorities (Aberdeen City Council and City of Edinburgh Council) by 29 January 2021 deadline.</p> <p>Meeting taken place with City of Edinburgh Council Social Worker Manager (Feb 2021) to explore details of their pathway and approach.</p> <p>Principles of parallel planning (Health, Social Work and Third Sector) and early intervention are central to the pathway. A partnership working group is key to the successful delivery in this Improvement Area.</p> <p>Multi-agency working group established. Revised approach to be taken. Social Work professionals developing early intervention pathway. A partnership approach will be taken so that it can be integrated into established Health pathway.</p> <p>Next step</p> <ul style="list-style-type: none"> <li>• Develop early intervention pathway</li> <li>• Integration with established health pathway</li> <li>• Relevant reviews and approvals</li> </ul> <p>Linkage to 'IMP014 - Getting it Right'</p>

Item	Theme	Priority	Status	Improvement Area	Timescale	Partnership Lead	Update & Evidence as at: 2 April 2021
IMP014	GIRFEC	Critical	Active	<p><b>Embedding 'Getting it Right' throughout children's services.</b></p> <p><b>Key areas:</b></p> <ul style="list-style-type: none"> <li>• Refresh of 'Getting it Right' Guidance</li> <li>• Selection of 'Integrated Assessment and Child's Plan' model</li> <li>• Practice Model</li> <li>• Circulation, promotion and embedding</li> <li>• Training</li> </ul> <p><b>This will ensure the following outcomes:</b></p> <ul style="list-style-type: none"> <li>• Families are supported by children and young people receiving the <b>right help</b>, at the <b>right time</b>, from the <b>right people</b></li> <li>• 'Getting It Right' becomes a mindset and is evidenced in what we do</li> <li>• Consistent approach to children's plans and chronologies</li> </ul> <p><b>Partners:</b> Education, NHS Orkney, Police Scotland, Social Work</p>	<p>Guidance complete</p> <p>Development of a 'getting it right' project plan complete 23 February 2021 ahead of 19 March 2021 target</p> <p>Draft 'Integrated Assessment and Child's Plan' model to be launched at 27 April 2021 event</p> <p>Full day training event scheduled for 27 April 2021</p>	Lucy Morton	<p>Integrated Assessment and Child's Plan' model implemented from Monday 27 July 2020 within Social Work.</p> <p>Multi-agency development group in place. First meeting took place on 05 November 2020. Delivery project plan completed 23 February 2021 ahead of 19 March 2021 target.</p> <p>Revision and update of 'getting it right' guidance completed 28 January 2021.</p> <p>Advanced draft of the new 'Integrated Assessment and Child's Plan' model, including guidance, completed 11 March 2021 ahead of 2 April 2021 target. Final feedback being considered before it is finalised and launched at the 27 April 2021 training event (please see below).</p> <p><b>Multi-agency Getting it Right Training day (27 April 2021)</b></p> <p>Launch event for the 'Getting it Right' guidance. The programme will include:</p> <ul style="list-style-type: none"> <li>• Children's Services Improvement Plan</li> <li>• Values and Culture</li> <li>• Getting it Right</li> <li>• Information Sharing</li> <li>• Multi-agency Chronologies</li> <li>• Integrated Assessment and Child's Plan</li> <li>• Self-evaluation</li> <li>• Child Protection Conferences</li> </ul>
IMP015	Governance, assurance and data	Standard	Active	<p><b>Establish an Independent Chair of look after children reviews.</b></p> <p><b>Key Areas:</b></p> <ul style="list-style-type: none"> <li>• Appointment of Independent Chair</li> <li>• Independent review of care planning</li> <li>• Establish interim post in permanent structure</li> </ul> <p><b>This will ensure the following outcomes:</b></p> <ul style="list-style-type: none"> <li>• Robust and independent oversight of looked after children reviews</li> </ul> <p><b>Partners:</b> Social Work</p>	<p>Interim role extended to 30 April 2021</p> <p>JD and PS Complete</p>	Jim Lyon	<p>Interim Independent Chair started 13 April 2020. Initially for a 6 month period. Extended to 30 April 2021.</p> <p>Work completed to scope volume of independent reviews to determine number of posts required.</p> <p>Scoping indicates that one FTE post would be sufficient. Draft Job Description (JD) and Person Spec (PS) developed.</p> <p>Scope of responsibilities revised to looked after children reviews.</p> <p>Responsibilities for Child Protection Conference reviewed (CP Procedures) and will be the Service Manager. This aspect has been removed from Improvement Area title and description.</p> <p>Next steps:</p> <ul style="list-style-type: none"> <li>• Evaluation of JD and recruitment</li> </ul>

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IMP017	Corporate parenting	Critical	Active	<p><b>Improving approach to being 'Good Parents' (Corporate Parents) for Care Experienced children, young people and Care Leavers.</b></p> <p><b>Key areas:</b></p> <ul style="list-style-type: none"> <li>• Development of 'Orkney's Good Parenting Plan 2020-2025'</li> <li>• Deliver the plan</li> <li>• Ensure the views of Care Experienced children are understood and are at the heart of what we do</li> </ul> <p><b>This will ensure the following outcomes:</b></p> <ul style="list-style-type: none"> <li>• Officers understand their role as a 'good parent'</li> <li>• The voice of Care Experienced children is heard and informs our approach</li> <li>• That our Care Experienced children can say 'we grow up loved, safe, and respected so that we realise our full potential'</li> </ul> <p><b>Partners:</b> Education, NHS Orkney, Police Scotland, Social Work, Third Sector, Who Cares? Scotland</p> <p>The Good Parenting Plan is, like the whole improvement plan, organic. It will become the partnership self evaluation improvement plan as self-evaluation is embedded.</p>	<p>First review of implementation Complete</p> <p>Second review of implementation Complete</p> <p>Third review of implementation 30 September 2021</p>	Jim Lyon	<p>Plan completed and recommendations approved at Orkney Community Planning Partnership (OCP) 24 August 2020.</p> <p>First review completed 27 November 2020. Delivery of the plan will be managed as per the self-evaluation (IMP036) approach.</p> <p>'The Promise' has been identified as a stand alone Improvement Area and will be fed through the Partnership Self-evaluation Funnel (IMP036).</p> <p>Work around outcome 4 (attainment gap) and outcome 5 (positive destinations) is in progress.</p> <p>We have set-up the care experienced group who will be involved in shaping up the direction of the Good Parenting Plan.</p>
IMP018	GIRFEC	Standard	Active	<p><b>Improve kinship and foster care as alternatives to residential care.</b></p> <p><b>Key areas:</b></p> <ul style="list-style-type: none"> <li>• Recruitment and retention strategy (foster care)</li> <li>• Review and refresh of existing kinship care guidance</li> <li>• Review and refresh pathways to maximise use of kinship care</li> <li>• Develop a Continuing Care Policy</li> <li>• Distribution, training and embedding</li> </ul> <p><b>This will ensure the following outcomes:</b></p> <ul style="list-style-type: none"> <li>• Children and young people having the right care at the right time</li> <li>• Kinship and foster carers receive the correct support</li> <li>• Staff have the correct training and understanding to explore the right pathways for the child</li> </ul> <p><b>Partners:</b> Social Work</p>	<p>Revised timescale Continuing Care Policy from 25 March 2021 to 30 April 2021</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 <b>completed</b> in use 22 July 2020.</p> <p>Development of Recruitment and Retention Strategy complete.</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. Policy being finalised.</p> <p>Recruitment of Foster Carers in progress with two currently being assessed.</p>

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IMP019	GIRFEC	High	Active	<p><b>Reduce crisis response by early intervention.</b></p> <p><b>Key areas:</b></p> <ul style="list-style-type: none"> <li>• Explore approaches for early support and assistance</li> <li>• Develop and implement with training</li> </ul> <p><b>This will ensure the following outcomes:</b></p> <ul style="list-style-type: none"> <li>• More responsiveness at an early stage to help reduce crisis</li> <li>• A better coordinated approach out of hours</li> </ul> <p><b>Partners:</b> Action for Children (AfC), Education, NHS Orkney, Police Scotland, Third Sector, Social Work</p>	<p>AfC delivery of services upon start of post holder.</p> <p>Out of Hours working group discovery stage: Completed on 18 March 2021 by 31 March 2021 target</p> <p>Development of approach project plan 30 April 2021</p>	Jim Lyon	<p>Contract awarded to Action for Children on 8 July 2020. Contract start date: 1 October 2020. Second year funding agreed and in place.</p> <p>Action for Children recruitment complete. Post holder to start on 1 April 2021.</p> <p>Link to Development of PARIS via Azure (IMP010).</p> <p>Child Protection Register updated, accessible, safe and functional. Processes around the register have been refreshed. They are robust and meet partnership requirement. Work started to move the Child Protection Register so that it is managed within PARIS and will be developed through IMP038.</p> <p>OOH Working group discovery stage complete. This group has two workstreams 1) 'out of hours' approach and 2) 'out of hours' resourcing.</p> <p>Next step: Develop 'out of hours' approach project plan.</p>
IMP021	Policy, systems, process and procedure	Standard	Complete	<p><b>Improve care planning procedures and practice for regulated children's residential, fostering and adoption services.</b></p> <p><b>Key areas:</b></p> <ul style="list-style-type: none"> <li>• Respond to requirements and recommendations as set out in Care Inspectorate reports: <ul style="list-style-type: none"> <li>- Adoption Service (2 Sept 2019)</li> <li>- Fostering Service Kirkwall (2 Sept 2019)</li> <li>- Rendall Road Children's House (9 Jan 2020)</li> </ul> </li> <li>• Regular progress meetings between Operational Manager and Care Inspectorate Link Officer</li> </ul> <p><b>This will ensure the following outcomes:</b></p> <ul style="list-style-type: none"> <li>• Care planning pathways safeguard and meet the needs of children</li> <li>• Care responses are timeous and needs led</li> <li>• Staff have the appropriate frameworks and resources to deliver care responses</li> </ul> <p><b>Partners:</b> Social Work</p>	<p>Verify and evidence delivery against findings. Complete</p>	Jane Beckwith	<p>Review of requirements and recommendations completed. All items closed with the exception of 'Management Vision'.</p> <p>'Management Vision' covered in IMP018.</p> <p>Improvement Area closed. 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: 2 April 2021
IMP022	GIRFEC	Standard	Complete	<p><b>Ensure comprehensive health assessments are undertaken to ensure health needs of Looked After Children and young people are identified and met.</b></p> <p><b>Key areas:</b></p> <ul style="list-style-type: none"> <li>• Develop LAC Health Assessment Procedure and Guidance</li> <li>• Prioritise and complete assessments</li> <li>• Establish evaluation and quality assurance process</li> </ul> <p><b>This will ensure the following outcomes:</b></p> <ul style="list-style-type: none"> <li>• All Looked After Children and young people have their health needs considered by the appropriate Health Professional within 28 days of becoming looked after</li> <li>• The actions/requirement of Chief Executive Letter (CEL) 16 are fully met</li> <li>• We provide an effective mechanism to support the process of assessment, review and audit</li> </ul> <p><b>Partners:</b> Education. NHS Orkney. Social Work</p>	<p>Pre-school documentation Complete</p> <p>School age assessments complete</p> <p>Outstanding actions complete</p>	Maureen Swannie	<p>Effective School Age LAC Health Assessment Procedure and Guidance <b>Complete</b> 17 June 2020.</p> <p>All outstanding LAC health assessments are complete. Case audit tool (used to assess benefits) being piloted.</p> <p>Pre school documentation complete. All pre school health assessments are complete.</p> <p>Standard Operating Procedure reviewed to ensure fit for purpose. Complete trial of case audit tool. Planning in progress for audit to form part of established KPI process. Both these actions were completed by the 31 March 2021 target.</p>
IMP023	GIRFEC	Standard	Complete	<p><b>To provide a 'learning offer' to each individual looked after child or young person.</b></p> <p><b>Key areas:</b></p> <ul style="list-style-type: none"> <li>• Review all looked after children case files to ensure the Child's Plan is sufficient in relation to education and learning</li> <li>• Provide guidance on the application of an alternative curriculum approach</li> <li>• Develop a system to monitor children missing out on, or from, education</li> </ul> <p><b>This will ensure the following outcomes:</b></p> <ul style="list-style-type: none"> <li>• Children have individual education and learning plans aligned to their needs, talents and mental and physical abilities</li> <li>• Appropriate action is taken for children missing education</li> </ul> <p><b>Partners:</b> Education</p>	31 March 2021	Peter Diamond	<p><b>Child's Plan:</b> Learning plans for all children who are looked after have been reviewed. This review confirmed that a learning offer was in place.</p> <p><b>Alternative Curriculum:</b> Draft guidance is complete, distribution and application have been delayed as schools have been closed or in recovery.</p> <p><b>Monitoring:</b> Temporary system in place.</p> <p><b>Note:</b> Having overtaken the initial objectives, the work done has demonstrated that in each area there is more to do. This will be progressed within the service planning framework and linked to the children's service improvement planning process as appropriate.</p> <p><b>Improvement area complete.</b> 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: 2 April 2021
IMP025	GIRFEC	Standard	Complete	<p><b>Improve Care Experienced young people's understanding of their rights and access to additional support.</b></p> <p><b>Key areas:</b></p> <ul style="list-style-type: none"> <li>• Improve engagement with care experienced children and young people</li> <li>• Strengthen the system for recording their views and acting upon them</li> <li>• Materials explaining available services</li> <li>• Use 'care based language' to embed this 'rights based approach'</li> <li>• Review financial support arrangement</li> </ul> <p><b>This will ensure the following outcomes:</b></p> <ul style="list-style-type: none"> <li>• Care Experienced children and young people feel confident in the support they expect and having their voice heard</li> <li>• Financial support meets their needs</li> </ul> <p><b>Partners:</b> Social Work, Who Cares? Scotland</p>	Finalisation of Through Care After Care Financial Policy Completed 31 March 2021. (Target 19 March 2021).	Jim Lyon	<p>Care Based Language' paper distributed to the partnership 31 July 2020. Training completed with Social Work teams.</p> <p>Who Cares? Scotland commissioned from 4 November 2019.</p> <p>Meeting took place with the Care Inspectorate and Care Experienced Young People on 4 December 2020 to reflect on improvements and secure their continual engagement. Care experienced group now established.</p> <p>Care experienced children and young people engagement log in place to record their views.</p> <p>Through Care After Care Financial Policy complete, reviewed by Interim Chief Social Work Officer. Completed 31 March 2021.</p> <p>New Improvement Area identified, Orkney Childcare and Young People's Partnership (OCYPP) website. Added as IMP045 after passing through the Partnership Self-evaluation Funnel 29 January 2021.</p> <ul style="list-style-type: none"> <li>• Improvement area include 'materials explaining available services'</li> </ul> <p><b>Improvement area complete.</b> Monitoring of outcomes / benefits will form part of self-evaluation (IMP036).</p>
IMP026	GIRFEC	Standard	Active	<p><b>Improve planning to meet the accommodation needs of young people with complex and enduring disabilities.</b></p> <p><b>Key areas:</b></p> <ul style="list-style-type: none"> <li>• Review and update Housing for Particular Needs Policy</li> <li>• Review previous cases to determine issues and learning / improvements - Meeting took place</li> <li>• Establish and embed effective processes around accommodation planning and the application of the Housing for Particular Needs Policy</li> </ul> <p><b>This will ensure the following outcomes:</b></p> <ul style="list-style-type: none"> <li>• Young people can live independently of their families</li> <li>• Appropriate information sharing between partners within appropriate timescales</li> <li>• Robust transition plans in place</li> </ul> <p><b>Partners:</b> Housing, OHAL, Procurement, Social Work</p>	Final review 30 April 2021	Frances Troup  Lynda Bradford	<p>Housing for Particular Needs Policy reviewed and updated 27 April 2020.</p> <p>Links to Getting it Right (IMP014) and Team Around the Child. These address immediate individual need. Linkages to 'The Promise'.</p> <p>Links to the need for a supported carers scheme being addressed under 'Good Parenting Plan' (IMP017).</p> <p>Partnership working group met on 26 February 2021. Completed scoping including review of specific previous cases. After review and reflection there is a requirement for a more strategic, long term approach. This is out with the scope of this Improvement Area. A Multi-agency working group is required to undertake this work. This will be considered as part of the approved self-evaluation approach.</p> <p>Final review needed to agree completion of Improvement Area of further work required.</p>

Item	Theme	Priority	Status	Improvement Area	Timescale	Partnership Lead	Update & Evidence as at: 2 April 2021
IMP027	GIRFEC	Standard	Active	<p><b>Improve accessibility of health services for Care Leavers experiencing emotional &amp; mental ill health and addiction.</b></p> <p><b>Key areas:</b></p> <ul style="list-style-type: none"> <li>• Review current provision for Care Leavers as part of the Draft Mental Health Strategy</li> <li>• Strengthen links with Through Care After Care Service</li> <li>• Promote available services with Care Leavers and partners</li> </ul> <p><b>This will ensure the following outcomes:</b></p> <ul style="list-style-type: none"> <li>• Safe, effective, person-centred Mental Health services for children and young people are available and actively promoted</li> </ul> <p><b>Partners:</b> NHS Orkney, Social Work</p>	Pathway finalisation (post consultation) 26 February 2021 Revised target 30 June 2021	Maureen Swannie	<p>A draft pathway for mental health support has been shared with education staff and changes are being made as a result of feedback.</p> <p>Initial scoping complete. Sharing of information on services provided complete.</p> <p>SLWG with Throughcare / Aftercare and CMHT completing gap analysis.</p>
IMP031	Governance, assurance and data	High	Complete	<p><b>Agree the vision for the children of Orkney and embody it throughout Children's Services.</b></p> <p><b>Key areas:</b></p> <ul style="list-style-type: none"> <li>• Develop an agreed Partnership Vision</li> <li>• Circulate and promote the vision across the partnership and it's children</li> <li>• Embed and embody the vision throughout Children's Services</li> </ul> <p><b>This will ensure the following outcomes:</b></p> <ul style="list-style-type: none"> <li>• Children feel the vision is for them and represents their 'voice'</li> <li>• People at all levels across the partnership know and understand the vision</li> <li>• The vision, and the mindset behind it, becomes embodied in what we do</li> </ul> <p><b>Partners:</b> Education, NHS Orkney, Police Scotland, Public Protection Committee, Social Work, Third Sector</p>	Complete by 31 March 2021 target.	Gillian Morrison	<p>The vision agreed with our children and young people for all our children and young people in Orkney is 'the promise', Scotland's Ambition for children and young people, from the Independent Care Review (2020).</p> <p><b>"We grow up loved, safe, and respected so that we realise our full potential."</b></p> <p>A Public Protection Committee development day on 'the vision' took place on 23 June 2020.</p> <p>Engagement with the Youth Forum took place on 19 November 2020.</p> <p>Engagement with pupil councils took place in December 2020.</p> <p>A workshop with young people, Elected Members and NHS Orkney Board members took place on 3 February 2021 to share the vision and to provide feedback from young people. Newsletters and emails briefing staff have been circulated. Posters/flyers have been developed for use digitally and in schools and community centres.</p> <p>The vision and feedback on how this can be achieved has informed the draft Children's and Young People's Plan 2021 -23.</p> <p><b>Improvement area complete.</b> Monitoring of outcomes / benefits will form part of self-evaluation (IMP036).</p> <p>Next steps beyond this improvement area: mainstream into publication and implementation of the Children's and Young People's Plan.</p>

Item	Theme	Priority	Status	Improvement Area	Timescale	Partnership Lead	Update & Evidence as at: 2 April 2021
IMP033	Governance, assurance and data	High	Complete	<p><b>Strengthen governance, accountability and function of Orkney Public Protection Committee (OPPC).</b></p> <p><b>Key areas:</b></p> <ul style="list-style-type: none"> <li>• Review and refresh 'Terms of Reference' (TOR)</li> <li>• Review dedicated business support resource</li> <li>• Review accountability and oversight of PPC/COG through the Orkney Partnership Board</li> <li>• Develop an Action Business Plan</li> <li>• Develop and circulate Members Handbook including roles, responsibilities and expectations - Contained in TOR</li> <li>• Deliver OPPC training</li> </ul> <p><b>This will ensure the following outcomes:</b></p> <ul style="list-style-type: none"> <li>• The OPPC can carry out its core functions to protect children and young people</li> </ul> <p><b>Partners:</b> Education, NHS Orkney, OPPC, Police Scotland, SCRA, Social Work, Third Sector</p>	Complete by 31 March 2021 target.	Gillian Morrison	<p>Significant link to partnership self-evaluation and continuous improvement approach (IMP036).</p> <p>Review of Governance structure 'Streamlining Orkney's multi-agency groups' project endorsed by the Orkney Partnership Board (March 2020). Project brief circulated to the Board (August 2020).</p> <ul style="list-style-type: none"> <li>• Independent Chair of OPPC has reviewed TORs of OPPC. A draft has been agreed by the OPPC. Report approved by the COG of 9 February 2021. <ul style="list-style-type: none"> <li>◦ 'Members Handbook' element now contained within TOR and no longer required as a separate deliverable.</li> <li>◦ OPPC members were involved in the development of the TOR. These were circulated twice at OPPC meetings. This involvement has ensured all Members are clear on their roles and responsibilities. No further training is required as part of this Improvement Area.</li> </ul> </li> <li>• Job Description of dedicated business support resource has been reviewed and been recruited.</li> <li>• A report on the proposed accountability framework was approved at the COG of 12 January 2021.</li> <li>• COG TORs have been updated and approved at the COG of 9 February 2021.</li> <li>• Action Business Plan draft to be signed off at OPPC on 11 May 2021.</li> </ul> <p><b>Improvement area complete.</b> Monitoring of outcomes / benefits will form part of self-evaluation (IMP036).</p>
IMP036	Governance, assurance and data	Critical	Active	<p><b>Develop and embed a Partnership Self-evaluation model and Continuous Improvement approach.</b></p> <p><b>Key areas:</b></p> <ul style="list-style-type: none"> <li>• Develop Self-evaluation model and Improvement Framework, and develop Partnership Measurements Plan</li> <li>• Implementation and training</li> <li>• Embedding within structure and function of partnership, COG and PPC</li> </ul> <p><b>This will ensure the following outcomes:</b></p> <ul style="list-style-type: none"> <li>• Self-evaluation becomes embodied in our thinking and action</li> <li>• A culture of 'support and challenge'</li> <li>• Robust Self-evaluation drives Continuous Improvement</li> <li>• 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</li> <li>• Outcomes for care experienced children continue to improve</li> </ul> <p><b>Partners:</b> COG, Education, NHS Orkney, Police Scotland, PPC, Social Work, Third Sector</p>	<p>Develop model Complete</p> <p>No specific timescales as model underpins activities by the Partnership</p>	Jim Lyon	<p>Linked to IMP000: multi-agency file audits.</p> <p>Development of the Partnership Self-evaluation and Continuous Improvement Approach completed and approval by the Leadership Group (18 December 2020).</p> <p>Series of multi-agency file audits are planned for 2021 (see IMP000).</p> <p>The model is underpinned by the Care Inspectorate's Quality Improvement Framework.</p> <p>Multi-agency Reflective Focus Groups planned for March 2021.</p> <ul style="list-style-type: none"> <li>• Social work - completed 2 March 2021, feedback received</li> <li>• Education - sessions completed 11 &amp; 25 March 2021 with further sessions planned with feedback upon completion of these</li> <li>• NHS Orkney - completed 17 March 2021, feedback received</li> <li>• Police Scotland - in progress with feedback once completed</li> </ul> <p>Range of issues to be passed through the Partnership Self-evaluation Funnel.</p>

Item	Theme	Priority	Status	Improvement Area	Timescale	Partnership Lead	Update & Evidence as at: 2 April 2021
IMP037	Policy, systems, process and procedure	Standard	Complete	<p><b>Children who receive Short-breaks Care have reviews which are consistent with LAC Regulations.</b></p> <p><b>Key areas:</b></p> <ul style="list-style-type: none"> <li>• Review and refresh procedures</li> <li>• Circulation, training and embedding</li> </ul> <p><b>This will ensure the following outcomes:</b></p> <ul style="list-style-type: none"> <li>• Reviews are consistent with LAC regulations and best practice guidance in relation to transitions planning</li> </ul> <p><b>Partners:</b> 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>
IMP038	Policy, systems, process and procedure	Critical	Active	<p><b>Improvements to Social Work systems, processes and the recording and use of data through PARIS.</b></p> <p>Delivery through the Social Work Information Management (SWIM) project.</p> <p><b>Key areas:</b></p> <ul style="list-style-type: none"> <li>• Systems thinking approach to be taken (people, process and items)</li> <li>• Interim data capture 'safety net' tool</li> <li>• Develop a staged Project Plan <ul style="list-style-type: none"> <li>- Stage One   Stabilisation (complete)</li> <li>- Stage Two   Child Protection (complete)</li> <li>- Stage Three   Scoping in progress</li> </ul> </li> <li>• Deliver plan</li> </ul> <p><b>This will ensure the following outcomes:</b></p> <ul style="list-style-type: none"> <li>• Social work have consistent robust systems and processes with PARIS at the core</li> <li>• Data is captured directly into PARIS</li> <li>• Real time management information is available from PARIS</li> <li>• PARIS supports practitioners in doing their job</li> <li>• Outcomes for children and young people are improved</li> </ul> <p><b>Partners:</b> Education, NHS Orkney, Social Work</p>	<p>Stage One Complete</p> <p>Stage Two Complete</p> <p>Stage Three plan development 30 April 2021</p>	Jim Lyon	<p><b>Data requirements</b></p> <p>Data requirements for Scottish Government Child Protection return and CELCIS Minimum Dataset captured.</p> <p><b>'Safety Net' tool</b></p> <p>Tool in place and tested capturing the data required for the statutory annual Scottish Government Child Protection (CP) returns. The tool has been 100% effective with annual returns completed in full and on time.</p> <p><b>Stage One   Stabilisation</b></p> <p>Stage complete, stabilisation current standard use of PARIS.</p> <p><b>Stage Two   Child Protection</b></p> <p>Stage completed in March ahead of 2 April 2021 target</p> <ul style="list-style-type: none"> <li>• PARIS data capture for Scottish Government CP Returns <ul style="list-style-type: none"> <li>◦ Data migrated to PARIS</li> </ul> </li> <li>• CP register in PARIS (link to IMP019) <ul style="list-style-type: none"> <li>◦ Data migrated to PARIS</li> </ul> </li> <li>• Quality Assurance (QA) of working practices <ul style="list-style-type: none"> <li>◦ QA working practice established</li> <li>◦ QA to form part of continuous self-evaluation approach</li> </ul> </li> </ul> <p><b>Stage Three   Scoping in progress</b></p> <ul style="list-style-type: none"> <li>• Creation of a stage plan for stage three in progress based on work plan analysis detailed below.</li> </ul> <p><b>Work Plan Analysis for Stage Three and Beyond</b></p> <p>Staff engagement has taken place with feedback being built into a PARIS delivery workplan. This multi-stage workplan will build on delivered quick wins and stabilisation.</p>
IMP039	Policy, systems, process and procedure	Standard	Complete	<p><b>Ensure access to legal advice for NHS Orkney staff on contested cases.</b></p> <p><b>Key areas:</b></p> <ul style="list-style-type: none"> <li>• Identify NHS Orkney legal services provision</li> </ul> <p><b>This will ensure the following outcomes:</b></p> <ul style="list-style-type: none"> <li>• Staff have the specialist legal advice they require</li> </ul> <p><b>Partners:</b> NHS Orkney, Orkney Islands Council (OIC)</p>	<p>Timescale requested from regional planning group. These will be added once received.</p> <p>It should be highlighted that we do not have control of these timescales locally.</p>	Maureen Swannie	<p>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 <b>completed</b> and <b>approved</b>. Flowchart distributed to relevant staff.</p>

Item	Theme	Priority	Status	Improvement Area	Timescale	Partnership Lead	Update & Evidence as at: 2 April 2021
IMP040	GIRFEC	Standard	Active	<p><b>Holistic Assessments of Children's needs, Outcomes Focus and Effective Transitions.</b></p> <p><b>Key areas:</b></p> <ul style="list-style-type: none"> <li>• Coordination across services to ensure holistic assessment including complex cases</li> <li>• Transitions between Primary and Secondary Care</li> <li>• Review other transitions (e.g. Children's to Adults' services)</li> <li>• Review Grant Funding / Service Level Agreements (SLA) to ensure outcomes focus</li> <li>• Inter-island benchmarking and learning</li> </ul> <p><b>This will ensure the following outcomes:</b></p> <ul style="list-style-type: none"> <li>• Coordination across Children's Health, Education and Social Work services</li> <li>• Full consideration of the holistic needs of children within their family circumstances</li> <li>• Effective transitions</li> <li>• Effective SLA monitoring of outcomes</li> <li>• Wider benchmarking and shared learning from neighbouring islands</li> </ul> <p><b>Partner:</b> Education, NHS Orkney, Social Work</p>	<p>Processes in place to review the assessments inline with this requirement Complete</p> <p>Further delivery linked to IMP014 and the 'Getting it Right' delivery group</p>	Jim Lyon	<p>Improvement from Finding Three of the Serious Case Review highlighted in "Orkney SCR, Cross-reference with Care Inspectorate Action Plan" (Tam Baillie, Chair of PPC, 13 August 2020).</p> <p>Work to review of Grant Funding / Service Level Agreements in progress with some at an advanced stage.</p> <p>Scoping of approach to Holistic Assessments of Children's need by the Partnership identified an excellent assessment to be used as an exemplar with the team.</p> <p>Links to:</p> <ul style="list-style-type: none"> <li>• IMP014 - Getting It Right</li> <li>• IMP042 - Planned Transitions</li> <li>• IMP036 - Self Evaluation</li> </ul> <p>Underlying cultural practice issues identified to be presented to COG.</p>
IMP041	Policy, systems, process and procedure	Standard	Active	<p><b>Adopt a Child-centred approach to the court process in cases with either dispute or complexity.</b></p> <p><b>Key areas:</b></p> <ul style="list-style-type: none"> <li>• Address adversarial approach to court process</li> <li>• Adoption of SCRA case management protocol (already adopted in other areas of Scotland)</li> </ul> <p><b>This will ensure the following outcomes:</b></p> <ul style="list-style-type: none"> <li>• Child-centred approach to court processes</li> <li>• Improved early and effective decision making about a child's life</li> </ul> <p><b>Partners:</b> Police Scotland, SCRA, Social Work</p>	<p>Scoping Complete</p>	Jim Lyon	<p>Improvement from Finding Four of the Serious Case Review highlighted in "Orkney SCR, Cross-reference with Care Inspectorate Action Plan" (Tam Baillie, Chair of PPC, 13 August 2020).</p> <p>Through scoping the partnership has identified the need for closer working with the Sheriff in relation to permanence. This links to IMP044 (Permanency Planning).</p> <p>CSWO had provisional meeting with local Sheriff to highlight importance of permanence process.</p> <p>Given recent experience with the Courts this is a cultural issue which requires consistent challenge to tackle systemic mindset, attitudes and adult centred approach.</p> <p>There are links to the 'Culture Change in Orkney' working group that came out of SCR Recommendations.</p>

Item	Theme	Priority	Status	Improvement Area	Timescale	Partnership Lead	Update & Evidence as at: 2 April 2021
IMP042	GIRFEC	Standard	Complete	<p><b>Ensure Planned Transitions for vulnerable children and young people from Children's Services into Adults' Services.</b></p> <p><b>Key areas:</b></p> <ul style="list-style-type: none"> <li>• Develop Orkney Transition Planning Guidelines</li> <li>• Distribution, training and embedding of guidelines</li> </ul> <p><b>This will ensure the following outcomes:</b></p> <ul style="list-style-type: none"> <li>• Vulnerable people transitioning from Children's to Adults' Services have effective and person-centred plans <ul style="list-style-type: none"> <li>- Transition Guidance will include a Pathway to plan for moving from Child and Adolescent Mental Health Services to Adult Mental Health Service</li> </ul> </li> </ul> <p><b>Partners:</b> Education, NHS Orkney, Social Work, Third Sector</p>	<p>Guidelines completed 12 February 2021</p> <p>Launch and Training complete 19 February 2021</p>	Cathy Lyner	<p>Short life working group initiated 13 August 2020.</p> <p>Review and refresh of Guidelines complete on target (12 February 2021)</p> <p>Guidelines launch and training session completed 19 February 2020.</p>
IMP043	Policy, systems, process and procedure	Standard	Active	<p><b>Scope the needs of Orkney to develop Paediatric Support on island.</b></p> <p><b>Keys areas:</b></p> <ul style="list-style-type: none"> <li>• Review current provision and complete gap analysis</li> <li>• Develop options appraisal</li> </ul> <p><b>This will ensure the following outcomes:</b></p> <ul style="list-style-type: none"> <li>• Provision of safe, effective, person centred health services for children and young people</li> </ul> <p><b>Partners:</b> NHS Orkney</p>	NHS SMT 12 April 2021	Maureen Swannie	<p>Child Protection SLA complete and ready for review and approval.</p> <p>GAP analysis complete.</p> <p>Scoping and SBAR (Situation, Background, Assessment and Recommendations) complete with practitioners feedback.</p> <p>Following discussion with the Chief officer and Chief Exec NHSO, a report was completed (based on the above) and is going to NHS SMT on 12 April 2021.</p> <p>Report requests additional capacity and expertise to undertake wider scoping, as the initial gap analysis identified that this is required.</p> <p>Recommendation is that current SLAs with NHS Grampian are signed off as a working model until the scoping work is complete.</p>
IMP044	GIRFEC	Critical	Active	<p><b>From file audit of 16 June 2020 delays in Permanency Planning.</b></p> <p><b>Key areas:</b></p> <ul style="list-style-type: none"> <li>• Review process, meet with managers, understand reasons and identify improvement actions</li> </ul> <p><b>This will ensure the following outcomes:</b></p> <ul style="list-style-type: none"> <li>• Reduction in Permanency Planning delays</li> </ul> <p><b>Partners:</b> Social Work</p>	Additional capacity to 31 March 2022.	Jim Lyon	<p>From meetings with managers on 26 August 2020:</p> <ul style="list-style-type: none"> <li>• Significant Children and Families staffing issues</li> <li>• Gaps in key management and leadership roles</li> <li>• Lack of accurate data and recording on PARIS</li> </ul> <p>Service Manager in place from 5 October 2020 who is providing expertise in the field.</p> <p>Additional support has been taken up from a Permanence Consultant via the Care Inspectorate.</p> <p>An experienced permanent Social Worker has been recruited with expertise in permanence work. Permanence cases have been given a priority within the team and have been allocated to workers with relevant experience.</p> <p>Authorisation to go above social worker compliment for time limited period as part of additional resourced provided by Orkney Islands Council.</p> <p>Issues identified with legal process and overall permanence approach. Service Manager with PACE lead undertaking 'deep dive' work.</p>

Item	Theme	Priority	Status	Improvement Area	Timescale	Partnership Lead	Update & Evidence as at: 2 April 2021
IMP045	GIRFEC	Standard	Active	<p><b>Development of the Orkney Childcare and Young People's Partnership (OCYPP) website.</b></p> <p><b>Key areas:</b></p> <ul style="list-style-type: none"> <li>• Website set-up and structure development</li> <li>• Development of content and links</li> <li>• Development of young person's interaction elements</li> <li>• Promotion and launch</li> </ul> <p><b>This will ensure the following outcomes:</b></p> <ul style="list-style-type: none"> <li>• Information for Young People, including about services, is available in a way and format that is accessible to them, when it is needed</li> <li>• Central location is available for all partnership practitioner information, procedures, guidance and forms</li> </ul> <p><b>Partners:</b> Education, NHS Orkney, OCYPP young people, Police Scotland, Social Work, Third Sector</p>	<p>Overall launch timescale 6 months 30 September 2021</p> <p>Development of project plan 30 April 2021</p>	Kirsten Adamson	<p>Identified though IMP025 and added after passing through the Partnership Self-evaluation Funnel 29 January 2021. Include 'materials explaining available services' element of IMP025</p> <p>Project Manager (Shaun Hourston-Wells) and multi-agency working group established including OCYPP young people.</p> <p>Next steps include:</p> <ul style="list-style-type: none"> <li>• Development of project plan</li> <li>• Website configuration and set-up</li> <li>• Development of website structure</li> </ul> <p>OCYPP young people will be involved from the start as key partners in the development of the website.</p>
IMP046	Policy, systems, process and procedure	Standard	Active	<p><b>Improvements to NHS Orkney Information Management System through the implementation of PARIS.</b></p> <p><b>Keys areas:</b></p> <ul style="list-style-type: none"> <li>• Development of new information management system <ul style="list-style-type: none"> <li>- Initial scope   Health Visiting and School Nursing</li> </ul> </li> <li>• Development of guidance</li> <li>• Training and implementation</li> </ul> <p><b>This will ensure the following outcomes:</b></p> <p>Outcomes relevant to those within scope.</p> <ul style="list-style-type: none"> <li>• NHSO have consistent robust systems and processes with PARIS at the core</li> <li>• Data is captured directly into PARIS</li> <li>• Real time management information is available from PARIS</li> <li>• PARIS supports practitioners in doing their job</li> <li>• Outcomes for children and young people are improved</li> </ul> <p><b>Partners:</b> NHS Orkney</p>	<p>Health Visiting and School Nursing Data 30 June 2021</p>	Maureen Swannie	<p>New Improvement Area added after passing through the Partnership Self-evaluation Funnel 29 January 2021.</p> <p>The scope of this area if focused on NHS Orkney Children's Services.</p> <p><b>Initial Scope:</b></p> <ul style="list-style-type: none"> <li>• Health Visiting and School Nursing</li> </ul> <p>Transfer to PARIS is underway for Health Visiting and School Nursing as a test of change.</p>