

Item: 9

Special General Meeting of the Council: 11 June 2020.

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

Improvement Plan – Progress Update.

Joint Report by Chief Executive and Executive Director of Orkney Health and Care.

1. Purpose of Report

To update the Council on implementation of The Orkney Partnership Child Protection Improvement Plan in response to the findings of the Joint Inspection of Services for Children and Young People in need of Care and Protection in Orkney.

2. Recommendations

The Council is invited to note:

2.1.

The Orkney Partnership Child Protection Improvement Plan Register prepared in response to the Joint Inspection of Services for Children and Young People in need of Care and Protection in Orkney, attached as Appendix 1 to this report.

2.2.

That, although additional resources to support work associated with the Improvement Plan have been allocated by Orkney Islands Council and NHS Orkney, challenges remain in filling key vacancies and in management capacity, with the situation continuing to be exacerbated as a result of the coronavirus pandemic and through associated shielding.

2.3.

That the Chief Officer Group (COG) monitors progress on the actions contained within The Orkney Partnership Child Protection Improvement Plan and is currently meeting on a regular fortnightly basis.

3. Background

3.1.

Between 26 August and 4 October 2019, the Orkney Community Planning Partnership (OCP) was inspected in respect of its services for children and young people in need of care and protection. On 25 February 2020, the report of the inspection was formally published.

3.2.

Work began to develop an improvement plan to address the findings in October 2019. This plan was reviewed at the time of publication of the report to ensure it addressed all areas identified for improvement in full. Additional resources to support this work have been allocated by Orkney Islands Council and NHS Orkney.

3.3.

The improvements fall into 4 main themes:

- Policy, systems, process and procedure.
- Corporate Parenting.
- Getting it Right for Every Child.
- Governance and interlinks between Chief Officer Group, Public Protection Committee and Orkney Community Planning Partnership.

3.4.

The plan and processes will support the improvements required to bring Children's Services to the required standard to protect and improve the lives of children and young people in Orkney. A multi-disciplinary short life working group was established and meets weekly to progress and monitor the improvement plan.

4. Progress to Date

4.1.

The Orkney Partnership Child Protection Improvement Plan Register is attached as Appendix 1 to this report. Progress on the improvement areas identified is recorded in this Plan and the most recent updates are highlighted in blue.

4.2.

External support from Care Inspectorate, Centre for Excellence for Children's Care and Protection (CELCIS), Healthcare Improvement Scotland, Her Majesty's Inspector of Children's Services and Who Cares Scotland is being provided to the Orkney Partnership and is either underway or in the process of being agreed.

4.3.

The Chief Officer Group is reviewing progress on the items within the plan on an ongoing basis and is meeting formally every two weeks in the prevailing circumstances.

4.4.

Progress on The Orkney Partnership Child Protection Improvement Plan has been, and will continue to be, reported to the Integration Joint Board, the Council's Orkney Health and Care Committee and the NHS Orkney's Clinical Care and Governance Committee.

5. Corporate Governance

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

6. Financial Implications

There are significant financial implications associated in the delivery of services to ensure appropriate and effective services for children and young people in need of care and protection. The improvement planning actions and outcomes required as a result of this inspection will involve identifying additional, or reprioritising existing resources.

7. Legal Aspects

Implementation of the actions contained within the Orkney Partnership Child Protection Improvement Plan will support compliance by the partner organisations with their legal duties in relation to the provision of services for children and young people in need of care and protection.

8. Contact Officers

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9. Appendix

Appendix 1: The Orkney Partnership Child Protection Improvement Plan Register.

Orkney Partnership Child Protection Improvement Plan Register



| Updated area | * RAG status assessment by Alex Rodwell | | | | |
|--------------|---|---------|---|---|--|
| Item | Theme | Status | Improvement area | Supporting action | Timescale |
| IMP000* | Governance, assurance and data | Active | Urgently review all looked after children's files to ensure that robust safeguarding plans are in place. | <p>Complete a files reading audit of all children's social care files / plans:</p> <ul style="list-style-type: none"> • start with LAC files • throughcare and after care young people. <p>Quick review of files / dip sampling to be completed by Robert Newlands as an interim assurance measure.</p> <p>Follow up actions based on audit findings.</p> | <p>End June 2020</p> <p>End April 2020</p> |
| IMP001 | Policy, systems, process and procedure | Active | <p>Develop an updated Orkney suite of procedures based on national guidance. This will include the publication of, and training of staff on, the updated procedures.</p> <p>To include:</p> <ul style="list-style-type: none"> • inter-agency child protection procedure • child protection in remote isles and out of hours • information sharing and inter-agency reference discussion (IRD) procedure | <p>Develop suite of procedures, based on national guidance, with cross agency and practitioner contribution. This activity should include approval by the PPC.</p> <p>Develop training materials and training delivery plan.</p> <p>Delivery of training.</p> <p>Evidence staff and read and understood procedures.</p> | <p>End June 2020</p> <p>End June 2020</p> <p>End Aug 2020</p> <p>End July 2020</p> |
| IMP003 | GIRFEC | Backlog | Address the lack of procedure for pre-birth parenting assessments and child protection case conferences. | <p>Review the model and approach to identifying and responding to neglect.</p> <p>Review the tools which support practitioners to measure need and risks where there are concerns about neglect within families.</p> | End July 2020 |
| IMP006 | GIRFEC | Active | Addressing the lack of Named Lead Nurse for Public Protection. | Recruit and appoint Lead Nurse for Public Protection. | End June 2020 (Unable to appoint, date at risk) |
| IMP007* | Policy, systems, process and procedure | Active | Improving how the partnership recognises and responds to concerns around neglect. | <p>Review the model and approach to identifying and responding to neglect.</p> <p>Review the tools which support practitioners to measure need and risks where there are concerns about neglect within families.</p> <p>Development and implement a tiered training plan for all levels of staff.</p> | <p>End July 2020</p> <p>End September 2020</p> |

| Item | Theme | Status | Improvement area | Supporting action | Timescale |
|---------|--|---------|--|--|--|
| IMP008 | GIRFEC | Backlog | Complete partnership review and options appraisal on arrangements for trauma informed approach to providing forensic medical examinations and comprehensive medical assessments. | Complete review and options appraisal. Align with work already ongoing regarding forensics within NHS Orkney. Further work required based on findings of the options appraisal. | End July 2020 |
| IMP009 | Policy, systems, process and procedure | Active | Improvement in process for 'Responding to young people reported missing to the Police'. | Review process and procedures for reporting and responding too children who go missing. Develop and implement a multi agency approach when responding children who go missing. Design and implement robust risk management tools . Provide multi agency training. | End May 2020 End July 2020 End July 2020 End August 2020 |
| IMP010* | Policy, systems, process and procedure | Active | Improving ICT to support staff in keeping children safe through improved remote and out of hours access. | Review current access to PARIS for out of ours and remote working, assess requirements and complete an options appraisal. Delivery of short term remote access through PARIS mobile and an interim remote desktop connection solution. Delivery of remote access to PARIS from controlled devices. | End April 2020 End June 2020 End September 2020 |
| IMP013* | Policy, systems, process and procedure | Backlog | Improve process for keeping at risk new born babies safe upon discharge from hospital. Current stage to focus on delivery of an options appraisal to IJB exploring commissioning options. | Options appraisal to be developed and presented to the IJB exploring what it wants to commission. • Flat at Aurrida considered as a potential longer term option Further improvement will come out of the approved option. | Options appraisal submission: June 2020 Date at risk, may need to move a cycle. |
| IMP014* | GIRFEC | Backlog | Commitment to embedding GIRFEC across all children's services with it reflected within each of our organisations and role modelled in our leadership. | Multi-agency GIRFEC Implementation group to be established which will focus on: • Identifying gaps in current procedures, policy and strategy • Agree and identify action work streams with leads | End May 2020 End June 2020 End August 2020 |
| IMP015* | Governance, assurance and data | Active | Establish an independent chair of child protection case conferences and LAC Reviews. There is no independent oversight of child protection plans and care planning process. | Appointment of Interim officer for 6 month period. Develop and established long terms system (processes, documentation, roles and responsibilities etc) | End April 2020 End October 2020 |

| Item | Theme | Status | Improvement area | Supporting action | Timescale |
|---------|--|---------|---|--|---|
| IMP016* | Policy, systems, process and procedure | Backlog | There is no clear continuum of care pathway or defined thresholds for vulnerable children in need of support and services and children in need of protection. | <p>Review:</p> <ul style="list-style-type: none"> Review the continuum of care and associated thresholds Review our early help and intervention offer. <p>Develop coherent delivery model, processes and procedures.</p> <p>Implementation and training</p> | End September 2020 |
| IMP017* | Corporate parenting | Active | Understanding our responsibilities as Corporate Parents and are able to identify and respond to the needs of looked after children. | <p>Revise and update corporate planning strategy and plan for the next three years (with Who Cares? Scotland).</p> <p>Develop and implement Chief officers and members corporate hand book.</p> <p>Review and revise our training offer for staff up to Chief Officers and Members.</p> <p>Identify opportunities for actively seeking the views of children and young people through the development of a children's in care council.</p> <p>Corporate parenting board.</p> | <p>End July 2020</p> <p>End July 2020 After recess</p> <p>End July 2020</p> <p>After recess</p> |
| IMP018* | GIRFEC | Active | Develop the approach and support arrangement that are in place in order to improve the use of kinship and foster care as alternatives to residential care. | <p>Develop recruitment three year strategy.</p> <p>Review and revise offer to kinship and foster carers including remuneration support packages.</p> <p>Update the policy and procedure around kinship and foster carers across the partnership.</p> <p>Design and delivery of media and community events to increase awareness of kinship and foster carers and the revised offer.</p> | End October 2020 |
| IMP019* | Policy, systems, process and procedure | Active | Developing a flexible crisis response services to prevent children and young people becoming looked after. | <p>Discovery to explore other models in existence and good practice examples from other local authorities. (Edinburgh City identified as one such LA)</p> <p>Complete options appraisal that includes cost in terms of resource implications.</p> | <p>End July 2020</p> <p>End August 2020</p> |

| Item | Theme | Status | Improvement area | Supporting action | Timescale |
|---------|--|---------|---|--|---|
| IMP021* | Policy, systems, process and procedure | Backlog | There is a need to improve our care planning procedures and practice in relation to our regulated services including the children's residential services and adoption and fostering services. | <p>Complete a needs and gap analysis of our residential provision and our fostering and adoption services.</p> <p>Review staffing requirements around the identified needs and standard of service delivery.</p> <p>Review and update policies and procedures in these areas.</p> <p>Register an adult placement service - policy and procedures</p> <p>Development and implementation of required systems, policies and procedures.</p> <p>Through care after care - financial policy creation.</p> | End October 2020 |
| IMP022 | GIRFEC | Active | Comprehensive health assessments are undertaken to ensure health needs of looked after children and young people are identified and met. | <p>Review all children looked after case files and ensure there is an up to date health assessment (link to IMP000); action out of audit and guidance on how kept up to date.</p> <p>Guidance to cover a system for alerting and arranging health assessments across the partnership</p> | <p>End June 2020 interim assessment through 'contact me'</p> <p>End September 2020 Full completed assessment into new academic year</p> |
| IMP023 | GIRFEC | Active | Ensuring that looked after children and young people have an appropriate, documented, learning offer that is directed to the development of their personality, talents and mental and physical abilities. | <p>A) Review and 'RAG' all the case files held by Education, Leisure and Housing for children looked after by the local authority and ensure that the Child's Plan includes the relevant and appropriate information, targets and outcomes in relation to education and learning (i) (linked to IMP000).</p> <p>B) Publish guidance on the application and use of an alternative curriculum approach; this should include guidance on when its use might be deemed appropriate for children and young people who are looked after or who are on the edge of care and how the offer relates to a standard week (25 hours, primary and 27.5 hours, secondary) (ii)</p> <p>C) Review and implement a system for tracking and monitoring children who are missing from education or missing out on education across the partnership</p> | <p>May 2020 – October 2020</p> <p>May 2020 – August 2020</p> <p>June 2020 – August 2020</p> |
| IMP025* | GIRFEC | Active | Developing and maintaining a rights based service for care experienced young people. | <p>Review Who Cares Scotland SLA who were commissioned to support this area from 04 November 2019 to assess if fit for purpose.</p> <p>Inform them of their rights and entitlements and ensure aftercare is readily available through media outlets and apps.</p> | <p>End May 2020</p> <p>End August 2020</p> |

| Item | Theme | Status | Improvement area | Supporting action | Timescale |
|---------|--------------------------------|---------|--|---|--|
| IMP026 | GIRFEC | Active | Urgently provide supported housing locally for care leavers with complex and enduring disabilities. | <p>Ensure assessment re previous cases is undertaken to determine issues which arose;</p> <p>Ensure Housing for Particular Needs Policy is followed. Ensure appropriate information sharing between partners within appropriate timescales. Ensure procurement processes are operated accordingly. Ensure appropriate transition plan is in place.</p> <p>Ensure robust transition plans in place</p> | End June 2020 |
| IMP027 | GIRFEC | Backlog | Improve accessibility of health services for care leavers who are experiencing emotional and mental ill health and addiction | <p>Complete a needs and gap analysis</p> <p>Review out of hours provision and mental health officer resource</p> <p>Complete options paper</p> <p>Review social media campaign advertising serviced and how to access them.</p> <p>Agree system for priority access to services for care experienced young people and their carers</p> | |
| IMP031* | Governance, assurance and data | Active | There is no agreed and embodied vision for the children of Orkney. | <p>Review the current vision and agree the vision going forward for the children of Orkney which provides a golden thread through and across partner organisations.</p> <p>Dissemination of the agreed vision across the partnership at all levels.</p> | <p>End May 2020</p> <p>End June 2020</p> |
| IMP033* | Governance, assurance and data | Backlog | Strengthening governance and accountability and function of the PPC. | <p>Review the governance, structures, frameworks and outputs of the PPC.</p> <p>PPC to progress the development of a business plan, terms of reference and quality assurance framework.</p> <p>This should include how resourcing will be addressed.</p> <p>Development and publications of a Members handbook which will include an outline of roles, responsibilities and expectations.</p> | End August 2020 |
| IMP036 | Governance, assurance and data | Active | There is a need to ensure that there is regular self assessment of the board and independent validation of its work in carrying out and meeting its core functions and responsibilities. | <p>Create a detailed measurement plan and assurance framework to measure performance. These will be monitored and validated through a biennial cross agency self assessment.</p> <p>This will include 'minimum data set' reports in respect of our child protection processes.</p> <p>Develop a programme of peer review of how effectively the PPC delivers its core functions and responsibilities.</p> | End August 2020 |

| Item | Theme | Status | Improvement area | Supporting action | Timescale |
|--------|--|---------|--|--|-----------------|
| IMP037 | Policy, systems, process and procedure | Backlog | Review and up-date procedures for children who receive short-breaks care, ensuring reviews are consistent with LAC regulations and best practice guidance in relation to multi-agency transitions planning. | New item, supporting action to be scoped. | |
| IMP038 | Policy, systems, process and procedure | Active | Improvements to our processes around information and the use of PARIS. Delivered through the Social Work Information Management (SWIM) project. | Project scoping and initiation. | End August 2020 |
| IMP039 | Policy, systems, process and procedure | Scoping | The variability of support networks and supervision for staff across children's services increase the likelihood that practitioner confidence and competence will be undermined making it difficult to intervene effectively with children. | New item, supporting action to be scoped. | |
| IMP040 | GIRFEC | Scoping | There is a lack of coordination across children's health, education and social work services making it more likely that staff will not consider the wider circumstances which impact on a child's safety, health and wellbeing. | New item, supporting action to be scoped. | |
| IMP041 | Policy, systems, process and procedure | Scoping | In cases where there is either dispute or complexity, the children's hearing and court processes designed to protect children are not always child-centred and can be protracted and adversarial which impacts on early and effective decisions made about a child's life. | New item, supporting action to be scoped. | |
| IMP042 | GIRFEC | Scoping | New item Transition form children's services into adults' services | Ensure planned health transitions for all vulnerable children and young people from children's services into adults' services in Orkney are happening effectively and are person centred | |
| IMP043 | Policy, systems, process and procedure | Scoping | New item Provision of Paediatric Support on island | Scope the needs of Orkney to develop paediatric support on island | |