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Agenda Item: 12

Integration Joint Board

Date of Meeting: 27 October 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, 21 April and 30 June 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 30 June 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, 21 April and 30 June 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:

- Improvement Area IMP007: **Neglect Tool Kit:**
 - The initial training session was held on 30 September 2021 with representatives from Education, Health and Social Work in attendance. The feedback from that training session has been overwhelmingly positive and a further training session is scheduled for October 2021. Partners are identifying representatives from each agency to participate in train-the-trainer to ensure a sustainable, rolling programme can be embedded. The Getting it Right Strategic Group has proposed that the training becomes mandatory.
- Improvement Area IMP015: **Getting it Right:**
 - Chronology Guidance is now completed and to be shared with the Getting it Right Strategic Group prior to ratification.
 - Data Sharing agreement is completed and in the final stages of review and approval.
 - A three-month review has been undertaken of Integrated Assessment and Plan template. Next stage to be agreed by review group and presented to Improvement Delivery Group for endorsement.
 - Terms of reference for the 'Getting it Right' Strategic Group completed.
- Improvement Area IMP105: **Establish an independent chair of looked after children reviews:** Completed.
 - Chair appointed on 13 September 2021.
- Improvement Area IMP045: **Development of the OCYPP website:** In progress.
 - Content development progressed further by partners.
- Improvement Areas IMP000 and IMP035: **Self-evaluation:**
 - File reading completed 19 August 2021. The education-lead will now submit findings and lessons for evaluation by the Leadership Group through the approved self-evaluation approach.

6. Progress Review Update

6.1. The Care Inspectorate Progress Review was published on 25 August 2021. The Review recognised 'we have made considerable progress and recognise we still have work to do'. Some of the individual comments are very weighty in their own right e.g. page 14 second paragraph: "strong-decision making and robust planning for children and young people linked to their needs rather than to the availability of resources. In addition, not only were case conferences being independently chaired but senior managers were also more closely involved in reviewing more complex cases".

6.2. Our 5 Key Improvement Areas to take forward:

- Recognising and responding to neglect.
- Developing practice supporting Chronologies of Significant Events.
- Further developing the approach to Initial Referral Discussions (IRDs) for greater consistency.
- Strengthening the approach to receiving, recording and responding to the voice of the child, including independent advocacy.
- Strengthening the approach to receiving, recording and responding to the views of parents, carers and families.

7. Contribution to quality

Please indicate which of the Orkney Community Plan 2021 to 2023 visions are supported in this report adding Yes or No to the relevant area(s):

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

8. Resource implications and identified source of funding

8.1. 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.

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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: 27 September 2021
IMP000	Governance, assurance and data	High	Active	<p>Assurance we have key Child Protection processes in place.</p> <p>Key areas: Complete a 'multi-agency' file audit of children and young people re: <ul style="list-style-type: none"> • Looked After Children (LAC) • Through Care After Care (TCAC) • Child Protection (CP) </p> <p>This will ensure the following outcomes: <ul style="list-style-type: none"> • Children are safe • Plans and assessments are in place • Identification of improvement areas </p> <p>Findings and our experience in implementing this approach will inform our 'multi-agency' self-evaluation model.</p> <p>Partners: Education, NHS Orkney, Police Scotland, Social Work</p> <p>At this stage we have not included Scottish Children's Reporter Administration (SCRA).</p>	<p>Four audits proposed for 2021</p> <p>File reading completed: 23 – 25 February 17 – 19 August</p> <p>Further dates proposed as: 23 – 25 November</p>	Jim Lyon	<p>The proposed 25-27 May file reading did not take place due to separate file reading being completed as part of the Inspection Progress Review.</p> <p>File reading completed 17-19 August 2021. Findings and lessons being submitted by Education Lead for evaluation by Leadership Group through the approved self-evaluation approach.</p> <p>Next file reading will be completed 23 – 25 November</p>
IMP007	Policy, systems, process and procedure	Critical	Active	<p>Improve recognition and response to neglect.</p> <p>Key areas: <ul style="list-style-type: none"> • Early intervention service with Action for Children (AFC) identified • Identify, distribute and embed 'neglect toolkit' across partnership </p> <p>This will ensure the following outcomes: <ul style="list-style-type: none"> • The signs of neglect are recognised • Officers consistently respond to neglect </p> <p>Partners: Action for Children, Education, NHS Orkney, Social Work</p>	<p>Publication of neglect toolkit target 17 September 2021 Completed 16 September 2021</p> <p>Initial training session 30 September 2021</p> <p>Programme of training Estimated Oct-Nov</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. Action for Children recruitment complete. Post holder started on 1 April 2021</p> <p>Scoping with Action for Children in progress. Development of AFC neglect toolkit implementation plan completed (26 July 2021). Neglect toolkit issued to pilot group.</p> <p>Implementation plan key areas: <ul style="list-style-type: none"> • Identify, agree and deliver toolkit (forms and guidance) - completed • Deliver initial training pilot and feedback session - scheduled • Review and revision before further roll out • Develop and deliver programme of training on the neglect toolkit • Initial embedding • Measures and reporting • Training programme and materials • Evaluation and scoping of further required improvement </p>

Item	Theme	Priority	Status	Improvement Area	Timescale	Partnership Lead	Update & Evidence as at: 27 September 2021
IMP008	GIRFEC	Standard	Active	<p>Consider provision of Local Service for Forensic Medical Examinations.</p> <p>Key areas:</p> <ul style="list-style-type: none"> • Complete partnership review to identify gaps • Complete options appraisal • Respond to approved recommendation <p>This will ensure the following outcomes:</p> <ul style="list-style-type: none"> • We consider local arrangements for a trauma informed approach to providing Forensic Medical Examinations and comprehensive medical assessments for those affected by trauma <p>Partners: NHS Orkney, Police Scotland, Social Work</p>	<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. Development of options appraisal in progress</p> <p>Seminar held on 28 January 2021 attended by Lead Public Protection Nurse.</p> <p>Separate work has been undertaken by the Lead Public Protection Nurse to look at options locally. No changes at present.</p>
IMP013	Policy, systems, process and procedure	High	Active	<p>Improve process for keeping 'at risk' new born babies safe upon discharge from hospital.</p> <p>Key areas:</p> <ul style="list-style-type: none"> • Develop guidance • Circulation, training and embedding • Complete provision options appraisal <p>This will ensure the following outcomes:</p> <ul style="list-style-type: none"> • New born babies are safe upon discharge from hospital • Provision of a modernised approach to support and parenting assessments after the closure of Richmondhill House in Aberdeen <p>Partners: NHS Orkney, Social Work</p>	<p>Options appraisal / benchmarking Complete</p> <p>Development of early intervention pathway Original date 31 May 2021 Revised date 30 July 2021 Further revision 30 September 2021</p>	Jim Lyon	<p>Current safety measure use off-island arrangements. 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>Principles of parallel planning (Health, Social Work and Third Sector) and early intervention are central to the pathway. Multi-agency working group established. 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>We have been unable to reach Agreement as to the best way to integrate the partnership pathways and have this reflected in the guidance. This will now require the intervention of Heads of Service.</p> <p>Status changed from Amber to Red.</p> <p>Next step</p> <ul style="list-style-type: none"> • Develop early intervention pathway - complete • Integration with established health pathway - agreement not reached • Relevant reviews and approvals • Launch of guidance and pathway <p>Linkage to 'IMP014 - Getting it Right'</p>

Item	Theme	Priority	Status	Improvement Area	Timescale	Partnership Lead	Update & Evidence as at: 27 September 2021
IMP014	GIRFEC	Critical	Active	<p>Embedding 'Getting it Right' throughout children's services.</p> <p>Key areas:</p> <ul style="list-style-type: none"> • Refresh of 'Getting it Right' Guidance • Selection of 'Integrated Assessment and Child's Plan' model • Practice Model • Chronology guidance and training (new key area) • Circulation, promotion and embedding • Training <p>This will ensure the following outcomes:</p> <ul style="list-style-type: none"> • Families are supported by children and young people receiving the right help, at the right time, from the right people • 'Getting It Right' becomes a mindset and is evidenced in what we do • Consistent approach to children's plans and chronologies <p>Partners: Education, NHS Orkney, Police Scotland, Social Work</p>	<p>Review and refresh of data sharing' Draft complete Final review and approvals 30 November 2021</p> <p>Terms of Reference Completed</p> <p>Chronology guidance Complete on target date</p> <p>Revised scheduling of training to late 2021 so as not to overload practitioners on top of neglect training.</p>	Kirsten Adamson	<p>Finalised version of 'Integrated Assessment and Child's Plan' model, launched at the 27 April 2021 training event. Three month post launch review in progress. Second workshop scheduled for 28 September 2021.</p> <p>Practitioner Information Sharing Guidance completed and launched at 27 April 2021 training day. Review and refresh of data sharing agreements in progress. Target for completion 31 August 2021. Issued 3 September 2021 for review and approval by partnership Information Security Officers before being distributed for final partnership review. Target for final approval 30 November 2021.</p> <p>Development of draft Terms of Reference for the 'Getting it Right' strategic completed 26 August 2021 (Target 31 August 2021). Resource group paused to tie in with the implementation of the neglect toolkit.</p> <p>Post event review and re-prioritisation next steps are focused on:</p> <ul style="list-style-type: none"> • Finalisation of Chronology Guidance and training • Review and refresh of partnership Data Sharing Agreement <ul style="list-style-type: none"> ◦ Consultation with key stakeholder including GPs • Three month review of integrated assessment and child plan template and guidance • Alignment with Adult Support and Protection chronology work. <p>Partnership is part of national review of Getting it Right guidance.</p>
IMP015	Governance, assurance and data	Standard	Active	<p>Establish an Independent Chair of look after children reviews.</p> <p>Key Areas:</p> <ul style="list-style-type: none"> • Appointment of Independent Chair • Independent review of care planning • Establish interim post in permanent structure <p>This will ensure the following outcomes:</p> <ul style="list-style-type: none"> • Robust and independent oversight of looked after children reviews <p>Partners: Social Work</p>	<p>Temporary post holder started 13 September 2021</p>	Jim Lyon	<p>New Independent Reviewing Officer (IRO) stated Monday 13 September 2021. Post is unfunded and held against unmapped General Fund balances to the end of financial year. Post being considered under restructure.</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>Note: Current employee experienced enough to chair Child Protection meetings thus providing additional resource.</p> <p>Status moved from Amber to Green.</p>

Item	Theme	Priority	Status	Improvement Area	Timescale	Partnership Lead	Update & Evidence as at: 27 September 2021
IMP017	Corporate parenting	High	Active	<p>Improving approach to being 'Good Parents' (Corporate Parents) for Care Experienced children, young people and Care Leavers.</p> <p>Key areas:</p> <ul style="list-style-type: none"> • Development of 'Orkney's Good Parenting Plan 2020-2025' • Deliver the plan • Ensure the views of Care Experienced children are understood and are at the heart of what we do <p>This will ensure the following outcomes:</p> <ul style="list-style-type: none"> • Officers understand their role as a 'good parent' • The voice of Care Experienced children is heard and informs our approach • That our Care Experienced children can say 'we grow up loved, safe, and respected so that we realise our full potential' <p>Partners: Education, NHS Orkney, Police Scotland, Social Work, Third Sector, Who Cares? Scotland</p> <p>The Good Parenting Plan is, like the whole improvement plan, organic. It will become the partnership self evaluation improvement plan as self-evaluation is embedded.</p>	<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 led by Education Services.</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> <p>Third review started within Social Work.</p> <p>Link to the Promise (IMP047)</p>
IMP018	GIRFEC	Standard	Active	<p>Improve kinship and foster care as alternatives to residential care.</p> <p>Key areas:</p> <ul style="list-style-type: none"> • Recruitment and retention strategy (foster care) • Review and refresh of existing kinship care guidance • Review and refresh pathways to maximise use of kinship care • Develop a Continuing Care Policy • Distribution, training and embedding <p>This will ensure the following outcomes:</p> <ul style="list-style-type: none"> • Children and young people having the right care at the right time • Kinship and foster carers receive the correct support • Staff have the correct training and understanding to explore the right pathways for the child <p>Partners: Social Work</p>	<p>Review and refresh kinship care guidance (draft) 30 September 2021.</p>	Jane Beckwith	<p>Kinship assessment tracking tool completed and in use by Operational Manager June 2020. Operational Kinship carer overview tool being developed to ensure compliance with statutory requirements and reviews. This will completed and brought into use by 22 October 2021.</p> <p>Updated Continuing Care Policy draft completed and going through final review and approval.</p> <p>Recruitment of Foster Carers in progress with three currently being assessed.</p> <p>Review and refresh of existing kinship care guidance in progress but will not be completed by 30 September 2021 target. Update needs linked with refreshed of fostering and adoption guidance.</p>

Item	Theme	Priority	Status	Improvement Area	Timescale	Partnership Lead	Update & Evidence as at: 27 September 2021
IMP019	GIRFEC	High	Active	<p>Reduce crisis response by early intervention.</p> <p>Key areas:</p> <ul style="list-style-type: none"> • Explore approaches for early support and assistance • Develop and implement with training <p>This will ensure the following outcomes:</p> <ul style="list-style-type: none"> • More responsiveness at an early stage to help reduce crisis • A better coordinated approach out of hours <p>Partners: Action for Children (AfC), Education, NHS Orkney, Police Scotland, Third Sector, Social Work</p>	CSWO engagement with the Chief Officer and Head of HR and Performance (by 30 September 2021) to devise effective strategy.	Jim Lyon	<p>Action for Children currently working with 9 families (which includes 11 children) with and 2 pending referrals. The delivery of this new service is already having an impact on improving early intervention in Orkney.</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 completed 29 July 2021 by revised target date (30 July 2021). Learning from recent file reading (17-19 August 2021: IMP000) to be considered for next steps.</p> <p>Serious staffing issues for Out of Hours (OOH) due to 42% (at height) staff signed off by Occupational Health as unable to undertake OOH duty. Critical staffing level impacting on remaining staff available.</p> <p>For this reason this improvement area is being moved to status red. Chief Social Work Officer writing to Chief Officer and Head of HR and Performance.</p>
IMP027	GIRFEC	Standard	Active	<p>Improve accessibility of health services for Care Leavers experiencing emotional & mental ill health and addiction.</p> <p>Key areas:</p> <ul style="list-style-type: none"> • Review current provision for Care Leavers as part of the Draft Mental Health Strategy • Strengthen links with Through Care After Care Service • Promote available services with Care Leavers and partners <p>Additional key areas</p> <ul style="list-style-type: none"> • Assess the effectiveness of work to date and identify next steps • Complete discovery of available mental health and wellbeing services across the partnership to promote a coordinated approach to delivery • Link findings to a review of the Mental Health Strategy <p>This will ensure the following outcomes:</p> <ul style="list-style-type: none"> • Safe, effective, person-centred Mental Health services for children and young people are available and actively promoted <p>Partners: NHS Orkney, Social Work</p>	<p>Pathway finalisation 26 February 2021 Revised target 30 June 2021 Completed July 2021</p> <p>Assess impact of work to date 30 September 2021</p>	Maureen Swannie	<p>A pathway for mental health support has been completed July 2021 (revised target 30 June 2021).</p> <p>Presentation to be delivered to CMHT / CAMHS on Throughcare / Aftercare included the views of care experienced young people.</p> <p>With the completion of the original key areas, additional key areas have been added.</p> <p>Next steps:</p> <ul style="list-style-type: none"> • Assess impact of work to date - 30 September 2021 • Next steps based on findings

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IMP036	Governance, assurance and data	Critical	Active	<p>Develop and embed a Partnership Self-evaluation model and Continuous Improvement approach.</p> <p>Key areas:</p> <ul style="list-style-type: none"> • Develop Self-evaluation model and Improvement Framework, and develop Partnership Measurements Plan • Implementation and training • Embedding within structure and function of partnership, COG and PPC <p>This will ensure the following outcomes:</p> <ul style="list-style-type: none"> • Self-evaluation becomes embodied in our thinking and action • A culture of 'support and challenge' • Robust Self-evaluation drives Continuous Improvement • The Public Protection Committee (PPC) and the Chief Officers Group (COG) have the data and assurance they need to deliver their key functions and responsibilities • Outcomes for care experienced children continue to improve <p>Partners: COG, Education, NHS Orkney, Police Scotland, PPC, Social Work, Third Sector</p>	<p>Develop model Complete</p> <p>Improved use of data proposal 31 August 2021 Revised date 30 November 2021</p>	Jim Lyon	<p>Development of the Partnership Self-evaluation and Continuous Improvement Approach completed and approval by the Leadership Group (18 December 2020).</p> <p>The model is underpinned by the Care Inspectorate's Quality Improvement Framework.</p> <p>Range of issues passed through the Partnership Self-evaluation Funnel 4 June 2021. Embedding of the Promise (IMP047) added to the Improvement Plan.</p> <p>Use of data identified as key development area. Training session provided by CELCIS on the Minimum Dataset Indicators for Public Protection Committees (8 June 2021).</p> <p>Proposal to be established for improved use of data and reporting had a target of 31 August 2021. Additional time is required to assess options due to the system limitation and resource challenges.</p> <p>Status moved from Green to Amber.</p> <p>First annual review of approach planned for Q3 2021/22.</p>
IMP038	Policy, systems, process and procedure	Critical	Active	<p>Improvements to Social Work systems, processes and the recording and use of data through PARIS.</p> <p>Delivery through the Social Work Information Management (SWIM) project.</p> <p>Key areas:</p> <ul style="list-style-type: none"> • Systems thinking approach to be taken (people, process and items) • Interim data capture 'safety net' tool • Develop a staged Project Plan <ul style="list-style-type: none"> - Stage One Stabilisation (complete) - Stage Two Child Protection (complete) - Stage Three Scoping in progress • Deliver plan <p>This will ensure the following outcomes:</p> <ul style="list-style-type: none"> • Social work have consistent robust systems and processes with PARIS at the core • Data is captured directly into PARIS • Real time management information is available from PARIS • PARIS supports practitioners in doing their job • Outcomes for children and young people are improved <p>Partners: Education, NHS Orkney, Social Work</p>	<p>Stage One Complete</p> <p>Stage Two Complete</p> <p>Establishment of OHAC system development governance and planning approach 30 July 2021 Draft completed 28 July 2021</p>	Jim Lyon	<p>Data requirements</p> <p>Data requirements for Scottish Government Child Protection return and CELCIS Minimum Dataset captured.</p> <p>'Safety Net' tool</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>Stage One Stabilisation - complete</p> <p>Stage Two Child Protection - complete</p> <p>Establishing holistic governance of OHAC system development being prioritised. The scope of governance is to cover all OHAC system developments (across the partnership, both Children's and Adult Service).</p> <p>Draft governance and planning approach completed (28 July 2021). This approach covers both proximate developments and strategic items. Currently under review by the Chief Officer prior to implementation.</p> <p>Work progressing to prioritise next group of Children's Social Work developments requirements based on practitioner feedback. Target 17 September 2021. Completed by target.</p> <p>Status moved from Green to Amber due to significant resource challenge and governance difficulties.</p>

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IMP040	GIRFEC	Standard	Active	<p>Holistic Assessments of Children's needs, Outcomes Focus and Effective Transitions.</p> <p>Key areas:</p> <ul style="list-style-type: none"> • Coordination across services to ensure holistic assessment including complex cases • Transitions between Primary and Secondary Care • Review other transitions (e.g. Children's to Adults' services) • Review Grant Funding / Service Level Agreements (SLA) to ensure outcomes focus • Inter-island benchmarking and learning <p>This will ensure the following outcomes:</p> <ul style="list-style-type: none"> • Coordination across Children's Health, Education and Social Work services • Full consideration of the holistic needs of children within their family circumstances • Effective transitions • Effective SLA monitoring of outcomes • Wider benchmarking and shared learning from neighbouring islands <p>Partner: Education, NHS Orkney, Social Work</p>	Review of Who Cares? Scotland advocacy service 14 January 2022.	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"> • IMP014 - Getting It Right • IMP042 - Planned Transitions • IMP036 - Self Evaluation <p>Underlying cultural practice issues identified to be presented to COG.</p> <p>Independent advocacy for children highlighted in Progress Review and review of Who Cares? Scotland advocacy service underway. Timescale 14 January 2022.</p>
IMP041	Policy, systems, process and procedure	Standard	Active	<p>Adopt a Child-centred approach to the court process in cases with either dispute or complexity.</p> <p>Key areas:</p> <ul style="list-style-type: none"> • Address adversarial approach to court process • Adoption of SCRA case management protocol (already adopted in other areas of Scotland) <p>This will ensure the following outcomes:</p> <ul style="list-style-type: none"> • Child-centred approach to court processes • Improved early and effective decision making about a child's life <p>Partners: Police Scotland, SCRA, Social Work</p>	Scoping Complete	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 approached.</p> <p>There are links to the 'Culture Change in Orkney' working group that came out of SCR Recommendations.</p> <p>Recent examples of cultural challenge including Children's Safe guarder, GPs, A&E, CAMHS and the involvement of Advocates in Proof Hearings further support this link.</p>

Item	Theme	Priority	Status	Improvement Area	Timescale	Partnership Lead	Update & Evidence as at: 27 September 2021
IMP043	Policy, systems, process and procedure	Standard	Active	<p>Scope the needs of Orkney to develop Paediatric Support on island.</p> <p>Keys areas:</p> <ul style="list-style-type: none"> • Review current provision and complete gap analysis • Develop options appraisal <p>This will ensure the following outcomes:</p> <ul style="list-style-type: none"> • Provision of safe, effective, person centred health services for children and young people <p>Partners: NHS Orkney</p>	Joint strategic needs assessment 31 March 2022	Maureen Swannie	<p>Child Protection Service Level Agreements (SLAs) complete and ready for review and approval. Chief Officer to review all Orkney Health and Care SLAs. Review of paediatric related SLAs will inform future paediatric provision.</p> <p>SLAs with NHS Grampian are finalised and pending director sign off as a working model until the scoping work is complete.</p> <p>GAP analysis complete. Scoping and SBAR (Situation, Background, Assessment and Recommendations) complete with practitioners feedback. Following discussion with the Chief officer and Chief Exec NHSO, a report was completed and went to NHS SMT on 12 April 2021.</p> <p>Discussion with NHS Shetland clarified that they would be keen to link in with us but they do not have capacity to help with this at present. Further discussions will take place with the Chief Officer to see how this can be progressed.</p> <p>A joint strategic needs assessment currently being undertaken will further inform local need and gaps. This is to be completed by 31 March 2022.</p>
IMP044	GIRFEC	High	Active	<p>From file audit of 16 June 2020 delays in Permanency Planning.</p> <p>Key areas:</p> <ul style="list-style-type: none"> • Review process, meet with managers, understand reasons and identify improvement actions <p>This will ensure the following outcomes:</p> <ul style="list-style-type: none"> • Reduction in Permanency Planning delays <p>Partners: 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"> • Significant Children and Families staffing issues • Gaps in key management and leadership roles • Lack of accurate data and recording on PARIS <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: 27 September 2021
IMP045	GIRFEC	Standard	Active	<p>Development of the Orkney Children's and Young People's Partnership (OCYPP) website.</p> <p>Key areas:</p> <ul style="list-style-type: none"> • Website set-up and structure development • Development of content and links • Development of young person's interaction elements • Promotion and launch <p>This will ensure the following outcomes:</p> <ul style="list-style-type: none"> • Information for Young People, including about services, is available in a way and format that is accessible to them, when it is needed • Central location is available for all partnership practitioner information, procedures, guidance and forms <p>Partners: Education, NHS Orkney, OCYPP young people, Police Scotland, Social Work, Third Sector</p>	<p>Original timescale 30 September 2021</p> <p>Following scoping and additional work required new timescale 20 December 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>Website structure agreed. Web developer progressing core build.</p> <p>Next steps include:</p> <ul style="list-style-type: none"> • Website configuration and set-up - in progress • Development of website content - in progress <p>OCYPP young people have been involved from the start as key partners in the development of the website.</p> <p>Through partnership engagement the requirements of what is needed from the website have gone beyond the historical brief (not related to this improvement area). To deliver on this the web developer requires additional time. Launch moved from 30 September 2021 to 20 December 2021.</p> <p>While progress is positive the change of target date has moved this improvement area from Green to Amber.</p>
IMP046	Policy, systems, process and procedure	Standard	Active	<p>Improvements to NHS Orkney Information Management System through the implementation of PARIS.</p> <p>Keys areas:</p> <ul style="list-style-type: none"> • Development of new information management system <ul style="list-style-type: none"> - Initial scope Health Visiting and School Nursing • Development of guidance • Training and implementation <p>This will ensure the following outcomes:</p> <p>Outcomes relevant to those within scope.</p> <ul style="list-style-type: none"> • NHSO have consistent robust systems and processes with PARIS at the core • Data is captured directly into PARIS • Real time management information is available from PARIS • PARIS supports practitioners in doing their job • Outcomes for children and young people are improved <p>Partners: NHS Orkney</p>	<p>Establishment of OHAC system development governance and planning approach 30 July 2021 Draft completed 28 July 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 is focused on NHS Orkney Children's Services.</p> <p>Initial Scope:</p> <ul style="list-style-type: none"> • Health Visiting and School Nursing <p>Transfer to PARIS is underway for Health Visiting and School Nursing as a test of change. PARIS account setup for all Health Visitors.</p> <p>Establishing holistic governance of OHAC system development being prioritised. The scope of governance is to cover all OHAC system developments (across the partnership, both Children's and Adult Service).</p> <p>Draft governance and planning approach completed (28 July 2021). This approach covers both proximate developments and strategic items. Currently under review by the Chief Officer prior to implementation.</p>

Item	Theme	Priority	Status	Improvement Area	Timescale	Partnership Lead	Update & Evidence as at: 27 September 2021
IMP047	GIRFEC	High	Scoping	<p>Embed the vision and outcomes of the Promise.</p> <p>Key areas:</p> <ul style="list-style-type: none"> • Establish a 'Promise Board' • Complete scoping and develop project plan <p>This will ensure the following outcomes:</p> <ul style="list-style-type: none"> • Details of outcomes to be scoped • The five foundations of the promise will be addressed <ul style="list-style-type: none"> ◦ Voice, Family, Care, People and Scaffolding • Children can say that "We grow up loved, safe, and respected so that we realise our full potential." <p>Partners: Education, NHS Orkney, Police Scotland, Public Protection Committee, Social Work, Third Sector</p>	<p>Establish Promise Board</p> <p>31 August 2021</p> <p>Date under review</p> <p>Revised date</p> <p>30 November 2021</p>	Jim Lyon	<p>Initial priorities include:</p> <ul style="list-style-type: none"> • Improve educational attainment of all care experienced young people • Establish a Promise Board <ul style="list-style-type: none"> ◦ This includes establishing terms of reference <p>Project plan to be developed.</p> <p>Linkages to:</p> <ul style="list-style-type: none"> • Getting it Right (IMP014) • Corporate Parenting (IMP017) <p>Date for establishment of Promise Board under review. Having reviewed the proposed structure for the board it has been established that the membership is likely to be in line with other groups and boards. To avoid overload rationalisation is required before this board is established.</p>