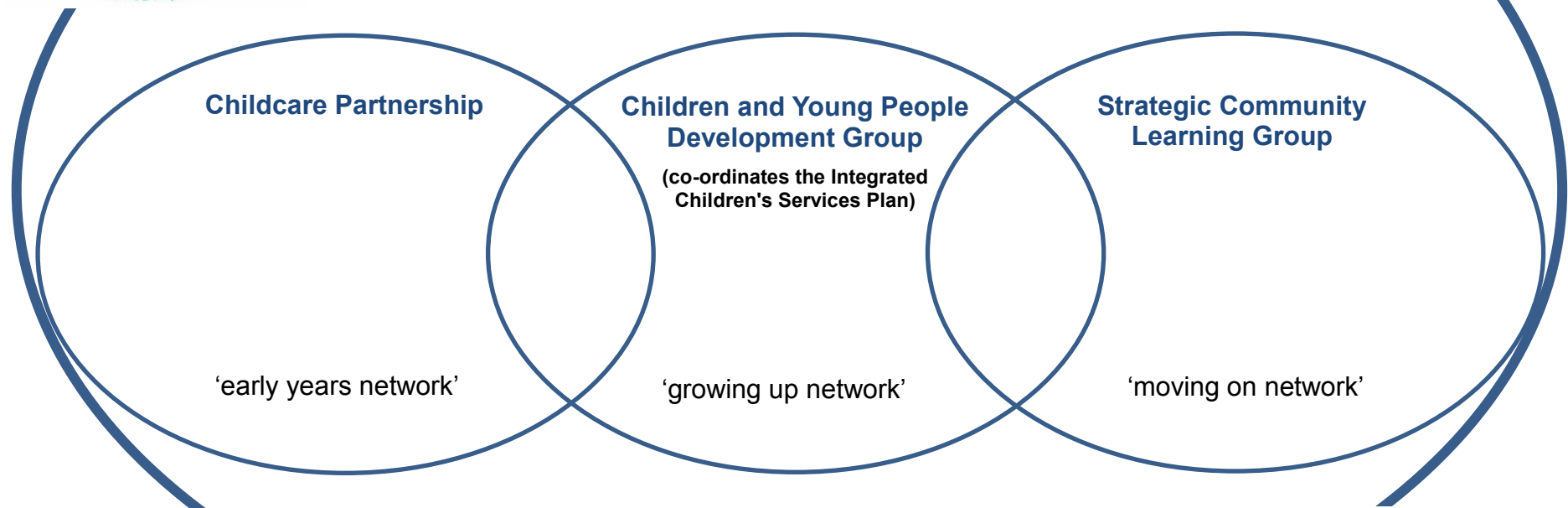




Orkney Community Planning Partnership  
**Integrated Children's Services Plan**  
 Orkney's Children's Services Network 2014-2016



'the right help, at the right time, in the right way'



...growing up in **Orkney**

The cover design for the Integrated Children's Services Plan is taken from the Third Sector 'Getting it Right Project. It illustrates the relationship between The Community Planning partnership and the thematic groups who develop and implement the Integrated Children's Services Plan.

## Foreword

*The inspection of integrated provision in Orkney, published in May 2013, confirmed that that the services provided had a 'very good' impact on children and were 'good' at providing help and support at an early stage. Our own internal evaluations continue to support this analysis and outcomes for nearly all the children and young people who grow up in Orkney are very good. There is however a concern over how well some of our most vulnerable children fare as they move into adulthood. The structure of the Integrated Children's Services Plan, using a 'growing up' model helps to ensure that support (the right help, at the right time, in the right way) can indeed be provided to everyone.*

*The plan for 2014-2016 places a new emphasis on planning for change in systems, culture and practice that come about as a result of the Children and young Peoples (Scotland) Act 2014.*

*Orkney's Integrated Children's Services Plan reflects the uniqueness of 'our place'. Consultation and engagement has been at the core of the construction of the plan. It is seen as an open, 'living' document and it is fully expected to change as it embraces new opportunities for collaboration and share, joint working to achieve the best possible outcomes for children and young people in Orkney.*

*It is hoped that at some point those who work together can indeed come together in a Family Centre – this would be a place where practice could be shared and well as a place where service could be delivered.*

*The Integrated Children's Services Plan builds on both our success and the challenges we face. Across all sectors, services and partners the commitment to ensuring children are well supported as they grow up is strong – as is the belief that Orkney is indeed the best place to grow up.*

**Steven Heddle**  
**Chair of Orkney Community Planning Partnership Steering Group**

## Introduction

The ambition for all of Scotland's children is that they are successful learners, confident individuals, effective contributors and responsible citizens. To achieve this every child and young person needs to be safe; healthy; achieving; nurtured; active; respected & responsible; and included.

Orkney's ambition for children and young people is that this is a place where service providers and community work together so that, as children and young people grow up, they get the right help, at the right time, in the right way. Planning and development for services for children and young people are linked to Orkney's Community Plan and the Single Outcome Agreement. In particular actions are aligned to National Outcomes 5, 4, 3 and 8, that is

- 'Our children have the best start in life and are ready to succeed'
- 'Our young people are successful learners, confident individuals, effective contributors and responsible citizens'
- 'We are better educated, more skilled and more successful, renowned for our research and innovation'
- 'We have improved the life chances for children, young people and families at risk'

The 'Services for Children and Young People Development Group'<sup>1</sup>, which is a thematic group of the Community Planning Partnership, is responsible for the co-ordinating the plan and monitoring the outcomes that result of the actions taken. Priorities and actions within the current plan reflect those ambitions and projects where collaboration between agencies and services is essential for success. The Integrated Children's Services Plan is not therefore a representation of the total activity undertaken by services teams and individuals who form an integral part of the children's services workforce and community provision for children and young people in Orkney

The plan is also drawn in a context of developing and strengthening partnerships as part of the wider agenda of building community capacity, early intervention and preventative spend.

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<sup>1</sup> This group is chaired by the Head of Children's Services and Criminal Justice. The other members of the group are: the Head of Schools, the Chief Executive of Voluntary Action Orkney, the Service manager (Children's Services), the Chair of the Childcare Partnership, the Vice-chair of the Childcare Partnership, the Locality Reporter Manager SCRA, the Area Commander (Police Scotland) and an Elected Member.

## Section 1 Focus and Outcomes for Universal and Targeted Services

These priorities are shared across all services and sectors and with all partners.

1a Prepare for (new) <sup>2</sup> integrated children's services planning process			
Outcome Focus	Outcome Indicators	Data Type	
<ul style="list-style-type: none"> <li>to ensure a joint strategic direction for service development</li> </ul>	<ul style="list-style-type: none"> <li>integrated children's services priorities agreed and understood by all</li> <li>practitioners enabled to connect personal actions with agreed priorities</li> <li>improvement and outcome focused working embedded across agencies and services</li> </ul>	<ul style="list-style-type: none"> <li>questionnaire feedback</li> </ul>	
Actions:		Lead	Milestone Date(s)
include quantifiable measures as part of ICSP action		MO'S	Apr 14
carry out sample dialogue meetings on relevance of ICSP (as part of 3 <sup>rd</sup> Sector Project)		MO'S/GA	Apr 14
share ICSP <sup>3</sup> with the Children's Services 'networks'		GA	Sep 14
review data sets (their relevance, meaning and use) currently included in SOA <sup>4</sup>		MO'S	Dec 14
carry out practitioner survey (questionnaire)		MS	Dec 14
hold inaugural annual ICSP 'event'		MO'S/PD/GA	Feb 15
consult with children, young people and families		GA	May 15

<sup>2</sup> The Children and Young People's (Scotland) Act 2014 places new requirement on local authorities in terms of planning and reporting.

<sup>3</sup> Integrated Children's services Plan

<sup>4</sup> Single Outcome Agreement

1b Revisit and review the implementation of Getting it Right for Every Child (systems, culture and practice)			
Outcome Focus	Outcome Indicators	Data Type	
<ul style="list-style-type: none"> <li>• to ensure Getting it Right for Every Child vision and values are be embedded in all areas children's services and other services as appropriate</li> <li>• to ensure practitioners, children and families are familiar with the systems, culture and practice of Getting it Right</li> <li>• to ensure there is a Named Person for every child and young person as appropriate</li> <li>• to ensure cross cultural understanding of the role of the named person</li> <li>• to ensure systems support early and effective information sharing</li> <li>• to ensure that there is a Childs Plan for every child and young person who is entitled to one</li> <li>• to ensure practice and planning around children focuses on long term outcomes and sustained improvement</li> </ul>	<ul style="list-style-type: none"> <li>• feedback from practitioners and service users</li> <li>• child's Plan in place for all children who need one</li> </ul>	<ul style="list-style-type: none"> <li>• questionnaire feedback</li> <li>• learning Event evaluations</li> <li>• sampling of assessment and planning carried out with respect to children in need</li> </ul>	
<b>Actions:</b>		<b>Lead</b>	<b>Milestone Date(s)</b>
consider the outcomes of the 3 <sup>rd</sup> Sector Project for the development of collaborative practice in Orkney		GA/MO'S/PD	May 14
evaluate the 'maturity' of Getting it Right culture, systems and practice within Orkney		GA/MO'S/PD	Oct 14
evaluate the impact on culture and practice of revised health documentation		WS	Oct 14
provide information and guidance to staff on the role and responsibility of the Named Person		CL/JH	Dec 14
establish Information Sharing Protocols agreed between all relevant parties, underpinned by a programme of awareness raising and multi-agency training and based on best practice exemplars.		CL/JH/EL	Sep 14

develop and agree a single planning process which includes the proportionate management of risk.	VW	Sep 14
deliver Orkney-wide training for those who will be required to take on the role of Named Person, and other groupings that are key to supporting implementation	CL/MS	Mar 15
clarify roles and responsibilities within the legal framework and establish clear protocols around where responsibility for the Child's Plan lies, including the role and function of the lead professional	JH	May 15
provide training on the role of the Lead Professional and how responsibility should be passed from one Lead Professional to another as the child's needs change.	CL/JH	Jun 15
establish simple and clear processes for resolving disagreements about the management of the Child's Plan.	MO'S/CS/PD	Jul 15
establish a communication strategy linked to implementation, which promotes consistent messages across all stakeholders and supports good quality engagement with children, young people and parents/carers.	MO'S	Dec 15
reflect the vision and values more widely in local strategies, policies, procedures, plans and workforce development programmes.	MO'S/PD/GA	Mar 16
ensure that all workforce development plans incorporate the definition of wellbeing and provide clarity on expectations of all staff, including where appropriate those in adult services, in relation to children's wellbeing	MS/CL	Mar 16

1c Develop a shared learning programme for the Orkney children's services 'workforce'			
Outcome Focus	Outcome Indicators	Data Type	
to ensure that 'people who work together have the opportunity to learn together'	<ul style="list-style-type: none"> <li>planned programme of learning available to the children's services workforce</li> </ul>	<ul style="list-style-type: none"> <li>programme evaluations</li> <li>reduction in 'unmet' training needs</li> </ul>	
Actions:		Lead	Milestone Date(s)
set up a cross agency training group		JH/CL/EL	May 14
consider the learning needs of the children's services workforce		MS/PD/GA	Sep 14
publish a 'short' learning programme to support the children's services workforce		JH/CL/EL	Sep 14
draft a shared learning programme to support development of Getting it Right		JH/CL/EL/MS	Jan 15
hold inaugural annual ICSP 'event' (see 1a)		MO'S	Feb 15
gather stakeholder feedback		MO'S/PD/GA	Mar 15
publish a learning programme to support the children's services workforce		JH/CL/EL	Apr 15
hold annual ICSP 'event'		MO'S	Feb 16



## Section 2 Focus and Outcomes for 'Early Years' (Pre-birth to 8)

National Outcome 5:

'Our children have the best start in life and are ready to succeed'

These priorities are shared across partners working in the early years (pre-birth to 8).

2a Implement a Parenting and Family Support Strategy			
Outcome Focus	Outcome Indicators	Data Type	
to recognise and celebrate the role of parents and to provide support for parenting	positive outcomes in self-reported family 'connectedness'	baseline to be identified	
Actions:		Lead	Milestone Date(s)
childcare Partnership to consider engagement outcomes		JA	Sep 14
draft strategy circulated for consultation		GA/MB	Oct 14
final strategy approved		GA/MB	Dec 14
introduce the 'Solihull approach'		GW	Dec 14
Explore how to ensure that 'every baby wanted & nurtured and every parent prepared & supported' (WAVE Trust <sup>5</sup> )		JA	June 15
monitoring and evaluation		GA/MB	Sep 15

<sup>5</sup> <http://www.wavetrust.org/>

2b Introduce 600 hours of early education and childcare			
Outcome Focus	Outcome Indicators	Data Type	
to increase opportunities for families to benefit from access to early education and child care	<ul style="list-style-type: none"> <li>comparison of uptake of hours against entitlement of hours</li> </ul>	<ul style="list-style-type: none"> <li>survey feedback</li> <li>uptake data</li> </ul>	
Actions:		Lead	Milestone Date(s)
monitor registrations		CD	March 14
work with settings to implement 600 hour provision		CD/KW	Aug 14
update early learning and childcare policy in line with new statutory requirements		CD	Sept 14
monitor uptake		CD	Oct 14
meet with larger settings to evaluate lunches and full days		CD	Oct 14
disseminate good practice and the Practice Guidance using a buddy cascade system		CD	Jan 15
develop and send out consultation questionnaires to parents as part of registration		CD/KW	Mar 15
prepare medium to long term provision plan		PD/CD	Mar 15
feedback results to all schools		KW	Jun 15
setting planning sessions for delivery of hours		CD/KW	Jun 15
partner provider discussions		CD	Jun 15
meet re increased uptake of meals		KW	Aug 15
evaluate provision		CD	June 16

### Section 3 Focus and Outcomes for 'Growing Up' (9-15)

National Outcome 4:

'Our young people are successful learners, confident individuals, effective contributors and responsible citizens'

These priorities are shared across partners working with children and young people who are growing up (9-15)

3a Develop a strategic plan for play in Orkney			
Outcome Focus	Outcome Indicators	Data Type	
to raise the profile of play and improve the use, play value and sustainability of play areas	<ul style="list-style-type: none"> <li>increased opportunities for open-ended play and risk and challenge</li> </ul>	<ul style="list-style-type: none"> <li>number of staff trained in scrapstore</li> <li>number of schools using loose part play</li> <li>number of playareas/scapes offering open-ended play opportunities</li> </ul>	
Actions:		Lead	Milestone Date(s)
roll out opportunities for children and young people to experience risk and challenge in a range of contexts, including using risk/benefit assessment, and supporting staff with training		CD/AT	Nov 14
evaluate the impact of scrapstores in Orkney		CD/AT	Nov 15

## Section 4 Moving On (16-25)

National outcome 3

'We are better educated, more skilled and more successful, renowned for our research and innovation'

These priorities are shared across partners working with young people who are moving on (16-25)

4a Improve the coordination of services for young people			
Outcome Focus	Outcome Indicators	Data Type	
to better match training to the needs of employers and, through the Employability Strategic Group (ESG) develop a Youth Employment Action Plan	<p>achievements as a result of participation in national training programmes</p> <p>employment/unemployment rate amongst under 25 year olds</p>	<p>information on courses/opportunities provided and uptake data</p> <p>participant feedback</p> <p>employer feedback</p> <p>unemployment statistics</p>	
Actions:		Lead	Milestone Date(s)
develop a user friendly Youth Employment Activity plan for young people to map the opportunities for training and obtaining skills to become work ready.		KG	March 2015
provide supported employment opportunities		KG	First group in place by Dec 2014
Skills Development Scotland, Orkney College and other education / training providers will continue to engage with employers to identify future skills needs in their sector		KG	Ongoing

4b Improve the outcomes for those leaving education			
Outcome Focus	Outcome Indicators	Data Type	
to improve the progression opportunities for school leavers in terms of both full-time Further Education and Higher Education programmes, apprenticeships and other training to help young people gain employment	<ul style="list-style-type: none"> <li>• destination outcomes from Activity Agreements</li> </ul>	<ul style="list-style-type: none"> <li>• data from Activity agreements</li> <li>• uptake on Employability Fund places</li> <li>• course information and uptake</li> </ul>	
Actions:		Lead	Milestone Date(s)
identify further opportunities for school leavers to access a place in learning or training through the Opportunities for All initiative.		PD/KG	Jan 15
provide opportunities for school leavers through the Employability Fund		KG	Mar 15
continue to offer Activity Agreements in partnership with CONNECT		PD/KG	Mar 15
provide opportunities to develop personal and employability skills through volunteering		LL/BC	Mar 16
continue to develop the senior phase and, through the schools/college partnership, identify courses and training which give opportunity for progression		GB	June 15
continue the work of the Employment Engagement Worker to identify work placements for young people with employers		ESG <sup>6</sup>	June 15

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<sup>6</sup> Employability Strategic Group

## Section 5 Focus and Outcomes for 'Improving Life Chances'

National Outcome 8:

'We have improved the life chances for children, young people and families at risk'

These priorities are shared by all partners and have a particular focus on children and families at risk

5a Provide opportunities for 'learning in' and 'learning through' social pedagogy			
Outcome Focus	Outcome Indicators	Data Type	
to develop and enhance practice and cross cultural awareness across the children's services workforce in Orkney	inter-agency and multidisciplinary teams have a better understanding of partners skills and how to ensure that the 'whole is greater than the sum of the parts' for the team around the child	HHH <sup>7</sup> reports practitioner feedback project publications	
Actions:		Lead	Milestone Date(s)
ensure key developments are communicated widely to create wider awareness and understanding locally		MG	Dec 14
Promote the concept of Head, Heart and Hands through the wider children's services network.		MG	Jan 15
continue the involvement of Social Pedagogue with foster families		MG	Jun 15
develop an Orkney Social Pedagogy Learning Pathway		MG	Aug 15
make a library' of social pedagogy materials accessible to the children's services network.		MG	Mar 16

<sup>7</sup> Head Heart and Hands (Project) [www.fostering.net/head-heart-hands/what-is-head-heart-hands](http://www.fostering.net/head-heart-hands/what-is-head-heart-hands)

5b Develop the arrangements for joint services for children and young people			
Outcome Focus	Outcome Indicators	Data Type	
to ensure that the most vulnerable children and young people are well supported and that services have the capacity to meet current and forecast pressures	local service provision is fit for purpose - providing appropriate, proportionate and least intrusive support for children, young people and families	service directory (or similar) provider focus group feedback (sample) case review analysis	
<b>Actions:</b>		<b>Lead</b>	<b>Milestone Date(s)</b>
complete the integrated children's service 'map' of local provision		MO'S	Dec 14
'publish' a directory of integrated children's services in Orkney		MO's	Feb 15

5c Develop appropriate and effective local alternatives to out of Orkney placements			
Outcome Focus	Outcome Indicators	Data Type	
to ensure children and young people remain connected to their community	'Off island' and other High Cost Packages are demonstrably proportionate and least intrusive solutions, support by fully integrated assessment and planning	report from Chief Social Worker anonymised case study material	
<b>Actions:</b>		<b>Lead</b>	<b>Milestone Date(s)</b>
extend dialogue to include 3 <sup>rd</sup> Sector Organisations		PD/MO'S/GA	Jun 15
explore extending local commissioning programme		MO'S	Jun 15
Introduce an intensive fostering service to Orkney		MO'S	Jun 15

## Who's Who

MO'S	Marie O'Sullivan	Head of Children's Services, Orkney Health and Care & Chair of SCYPDG
GA	Gail Anderson	Chief Executive, Voluntary Action Orkney
MS	Maureen Swannie	Children and Families Service Manager, Orkney Health and Care
PD	Peter Diamond	Head of Schools, Education Leisure and Housing
WS	Wendy Sinclair	Health Visitor, Orkney Health and Care
VW	Valerie Webster	Senior Educational Psychologist, Education Leisure and Housing
CL	Cathy Lyner	Principal Educational Psychologist, Education, Leisure and Housing
JH	James Henry	Principal Social Worker, Orkney Health and Care
EL	Edwina Lloyd	Training & Development Worker, Voluntary Action Orkney
MB	Manda Balfour	Home Link, Education Leisure and Housing
GW	Gudula Walker	Health Visitor
JA	Janice Annal	Elected Member & Chair of the Childcare Partnership
CD	Catherine Diamond	Principal Teacher (Early Years), Education Leisure and Housing
KW	Karen Walter	Education Resource Manager, Education Leisure and Housing
AT	Alastair Tait	Principal Teacher (Pupil Support), Education Leisure and Housing
KG	Karen Greaves	Head of Leisure and Lifelong Learning, Education Leisure and Housing
LL	Laura Leonard	Youth Development Worker, Voluntary Action Orkney
GB	Graham Bevan	Education leisure and Housing
MG	Manja Golobic	Social Pedagogue (Fostering and Adoption)



### Single Outcome Agreement Reference Data

Early Years	Growing Up	Priorities for Moving On (16-25)
<ul style="list-style-type: none"> <li>✓ Percentage of P1 children with no obvious decay in primary teeth</li> <li>✓ Number of children's Healthy Weight Interventions</li> <li>✓ Number of registered child-minders per 1000 population</li> <li>✓ Uptake of Healthy Start vouchers as a percentage of those eligible</li> <li>✓ Percentage of children who have reached all expected developmental milestones at their 27-30 month child health review</li> <li>✓ Percentage of children who have reached all expected developmental milestones at time of starting primary school</li> </ul>	<ul style="list-style-type: none"> <li>✓ Baseline Attainment in Literacy (entry to P1)</li> <li>✓ Attainment – Percentage of Primary pupils 'at or beyond' the expected Curriculum for Excellence level</li> <li>✓ Cumulative attainment of National Qualifications by all pupils in publicly funded secondary schools for S4-S6</li> <li>✓ Youth Achievement Awards</li> <li>✓ Number of youth volunteers</li> <li>✓ School Leaver Destinations (percentage of school leavers going into employment, further and higher education, volunteering or training)</li> </ul>	<ul style="list-style-type: none"> <li>✓ Percentage of achievements as a result of participation in national training programmes</li> <li>✓ Number of 18-24 year olds unemployed after 13 weeks on the register</li> </ul>
<b>Improving Life Chances</b>		
<ul style="list-style-type: none"> <li>✓ Percentage of looked after children in community placements</li> <li>✓ Percentage of young people who report positive experience of transition</li> <li>✓ Number of young people (aged 16-25) placed in temporary accommodation and accepted as homeless</li> <li>✓ Numbers enrolling on Pathways to Independence Course at Orkney College</li> <li>✓ Number of Scottish Welfare Fund community care grants/crisis grants awarded to families with one or more dependent children</li> </ul>		

### Other points of reference within the Single Outcome Agreement relating to children and young people:

- 2.6 Number of 18-24 year olds unemployed after 13 weeks on the register
- 9.5 Women, children and young people receiving Women's Aid Orkney outreach and refuge services
- 13.6 Number of children learning a musical instrument through the Orkney Schools Instrumental Service

## Summary of Priorities

Priorities for Universal and Targeted Services		
<ul style="list-style-type: none"> <li>• Prepare for (new) integrated children’s services planning process (page 4)</li> <li>• Revisit and review the implementation of Getting it Right for Every Child (systems, culture and practice) (page 5)</li> <li>• Develop a shared learning programme for the Orkney children’s services workforce (page 7)</li> </ul>		
Priorities for the Early Years	Priorities for Growing Up	Priorities for Moving On (16-25)
<ul style="list-style-type: none"> <li>• Implement a Parenting and Family Support Strategy (page 8)</li> <li>• Introduce 600 hours of early education and childcare (page 9)</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a strategic plan for play in Orkney (page 10)</li> </ul>	<ul style="list-style-type: none"> <li>• Improve the coordination of services for young people (page 11)</li> <li>• Improve the outcomes for those leaving education (page 12)</li> </ul>
Priorities for Improving Life Chances		
<ul style="list-style-type: none"> <li>• Provide opportunities for ‘learning in’ and ‘learning through’ social pedagogy (page 13)</li> <li>• Develop the arrangements for joint services for children and young people (page 14)</li> <li>• Develop appropriate and effective local alternatives to out of Orkney placements (page 14)</li> </ul>		