

Notice of meeting and agenda

Corporate Policy and Strategy Committee

10.00am, Tuesday, 6 November 2012

Dean of Guild Court Room, City Chambers, High Street, Edinburgh

This is a public meeting and members of the public are welcome to attend

Contact

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1. Order of business

- 1.1 Including any notices of motion and any other items of business submitted as urgent for consideration at the meeting.

2. Declaration of interests

- 2.1 Members should declare any financial and non-financial interests they have in the items of business for consideration, identifying the relevant agenda item and the nature of their interest.

3. Deputations

- 3.1 If any

4. Minutes

- 4.1 None.

5. Business bulletin

- 5.1 Corporate Policy and Strategy Committee Business Bulletin 6 November 2012 (circulated)

6. Key decisions forward plan

- 6.1 Corporate Policy and Strategy Key Decisions Forward Plan November 2012 to February 2013 (circulated)

7. Executive decisions

- 7.1 Sustainable Edinburgh 2020 and Edinburgh Food For Life Pilot Project – report by the Director of Corporate Governance (circulated)

8. Routine decisions

- 8.1 Quality Assurance for Care Provided in People's Home and in Residential Care – report by the Chief Social Work Officer (circulated)

9. Motions

- 9.1 The Future Management and Ownership of Easter Craiglockhart Hill Local Nature Reserve (LNR) - by Councillor Burns – submitted in terms of Standing Order 16.1

9.2 .

“Committee:

- 1) Notes that, an opportunity has arisen to transfer ownership and management of the woodland and open space within the ‘Craighouse site’ to the Council (or appropriate body in the community) to create a single woodland and open space.
- 2) Agrees that, in principle, it would be desirable, for the first time in the city, to consider community ownership and management of the woodland and open space in the area for the longer term.
- 3) Calls for a report, within four cycles, that describes how this might be achieved, with ownership transferring to the Council as an interim measure, with a view to the eventual transfer of ownership and management, to a community organisation.
- 4) That report to explore, as a secondary option, joint ownership between Council and community, with community and Council working together.
- 5) That report to include the results of a wider community consultation, on the various options, to be undertaken via the Edinburgh South West Neighbourhood Partnership Office and with the ‘Parks and Greenspace’ Team. That consultation to be conducted in a transparent manner with all relevant stakeholders consulted, and with strong local community involvement including Common Ground Association and The Friends of Craighouse, and all documentation made available to the public.
- 6) That report to address funding and liabilities issues that a community organisation in the future would have to address, as well as an analysis of potential community capacity, and what benchmarks and quality controls would need to be in place to ensure confidence that the land could be managed to the appropriate standard for the wider benefit of the people of Edinburgh.
- 7) Notes that this motion and any transfer of land shall not affect in any way the existing planning designations and protections on the site, whether under community or private ownership.”

Carol Campbell

Committee Members

Councillors Burns (Convener), Cardownie (Vice-Convener), Buchanan, Burgess, Chapman, Child, Nick Cook, Edie, Godzik, Ricky Henderson, Hinds, Lewis, Mowat, Rankin and Rose.

Information about the Corporate Policy and Strategy Committee

The Corporate Policy and Strategy consists of 15 Councillors and is appointed by the City of Edinburgh Council. The Corporate Policy and Strategy Committee usually meets every four weeks.

The Corporate Policy and Strategy Committee usually meets in the Dean of Guild Court Room in the City Chambers on the High Street in Edinburgh. There is a seated public gallery and the meeting is open to all members of the public.

Further information

If you have any questions about the agenda or meeting arrangements, please contact Louise Williamson, Committee Services, City of Edinburgh Council, City Chambers, High Street, Edinburgh EH1 1YJ, Tel 0131 529 4830, e-mail louise.p.williamson@edinburgh.gov.uk .

A copy of the agenda and papers for this meeting will be available for inspection prior to the meeting at the main reception office, City Chambers, High Street, Edinburgh.

The agenda, minutes and public reports for this meeting and all the main Council committees can be viewed online by going to www.edinburgh.gov.uk/cpol.

Item No 5.1 Business bulletin

Corporate Policy and Strategy Committee

10am, Tuesday, 6 November 2012

Dean of Guild Court Room, City Chambers, High Street, Edinburgh

Corporate Policy and Strategy Committee

Convener:	Members:	Contact:
<p>Councillor Andrew Burns</p>  <p>Vice Convener: Councillor Steve Cardownie</p> 	<p>Councillors: Burns (Convener), Cardownie (Deputy Convener), Buchanan, Burgess, Chapman, Child, Nick Cook, Edie, Godzik, Ricky Henderson, Hinds, Lewis, Mowat, Rankin, Rose</p>	<p>Allan McCartney Committee Manager Tel: 529 4246</p> <p>Kirsty-Louise Campbell Lead Officer Tel: 0131 529 3654</p>

Recent news	Background																
<p>Governance Review: Political Management Arrangements Update:</p>																	
<p>E-Petitions website launched on 8 October 2012. First meeting on 3 December 2012 will be web cast.</p>	<p>www.edinburgh.gov.uk/petitions</p>																
<p>Web Casting Council 20 September 2012 – viewing statistics:</p> <table border="1"> <thead> <tr> <th>Period</th> <th>Hits</th> <th>Live</th> <th>Archive</th> </tr> </thead> <tbody> <tr> <td>Sep 2012</td> <td>1690</td> <td>623</td> <td>1067</td> </tr> <tr> <td>Oct 2012</td> <td>96</td> <td>0</td> <td>96</td> </tr> <tr> <td></td> <td>1786</td> <td>623</td> <td>1163</td> </tr> </tbody> </table>	Period	Hits	Live	Archive	Sep 2012	1690	623	1067	Oct 2012	96	0	96		1786	623	1163	<p>http://www.edinburgh.public-i.tv/core/</p>
Period	Hits	Live	Archive														
Sep 2012	1690	623	1067														
Oct 2012	96	0	96														
	1786	623	1163														

Recent news

Cooperative Capital – Cooperative Development Unit launched on 25 October 2012

Background

Contact: Nick Croft, Policy & Equalities Manager Email: nick.croft@edinburgh.gov.uk

Item No 6.1 Key decisions forward plan

Corporate Policy and Strategy Committee

November 2012 to February 2013

Item	Key decisions	Expected date of decision	Wards affected	Director and lead officer	Coalition pledges and Council outcomes
1.	Welfare Reform	4 December 2012	All	Director: Alastair Maclean Director of Corporate Governance Lead officer: Danny Gallacher Head of Corporate and Transactional Services 0131 469 5006 Danny.gallacher@edinburgh.gov.uk	CO24, 25 & 26
2.	Work Programme Overview: Policy Development and Review Sub-Committees	4 December 2012 and 22 January 2013.	All	Director: Alastair Maclean Director of Corporate Governance Lead officer: Kirsty-Louise Campbell Corporate Governance 0131 529 3654 Kirstylouise.campbell@edinburgh.gov.uk	CO26
3.	Care at home / home care service standards and quality assurance mechanisms.	4 December 2012	All	Director: Peter Gabbitas Director of Health and Social Care Lead officer: Michelle Miller Chief Social Work Officer 0131 553 8520 Michelle.miller@edinburgh.gov.uk	P37, CO10-14

Item	Key decisions	Expected date of decision	Wards affected	Director and lead officer	Coalition pledges and Council outcomes
4.	ICT Strategy	4 December 2012	All	Director: Alastair Maclean Director of Corporate Governance Lead officer: Steve Langmead Corporate Programme Office 0131 529 6162 Steve.langmead@edinburgh.gov.uk	CO24-26
5.	Edinburgh transformation programme	22 January 2013	All	Director: Alastair Maclean Director of Corporate Governance Lead officer: Karen Kelly Head of Corporate Programmes 0131 469 3674 Karen.kelly@edinburgh.gov.uk	CO24-26

Corporate Policy and Strategy Committee

10am, Tuesday, 6 November 2012

Sustainable Edinburgh 2020 and Edinburgh Food for Life Pilot Project

Item number	7.1
Report number	
Wards	All

Links

Coalition pledges	P27; P43; P50
Council outcomes	CO10; CO18; CO25; CO26
Single Outcome Agreement	NO2; NO3

Alastair Maclean

Director of Corporate Governance

Contact: Marianne Paget, Policy Officer

E-mail: marianne.paget@edinburgh.gov.uk | Tel: 0131 469 3584

Executive summary

Sustainable Edinburgh 2020 and Edinburgh Food for Life Pilot Project

Summary

The purpose of this report is to seek approval to progress a project developed in partnership with NHS Lothian and Edinburgh University to pilot the Soil Association's Food for Life (FFL) Catering Mark as a standard for public sector catering in Edinburgh and to support the development of Edinburgh as a sustainable food city.

Recommendations

To recommend that the Corporate Policy and Strategy Committee

- approves participation and funding for the Edinburgh FFL pilot project;
- notes the range of Council services required to deliver the pilot project and to contribute to developing a sustainable food city strategy;
- approves the work of the Carbon Climate and Sustainability Team to progress the development of Edinburgh as a sustainable food city, and
- considers the opportunity for elected members to attend a conference in Copenhagen demonstrating a sustainable food city model.

Measures of success

The measure for the success of the Edinburgh FFL pilot project is to attain the FFL Catering Mark Gold standard for pilot locations by October 2015.

Financial impact

The financial implications arising from these proposals include

- for the FFL pilot project, a partnership funding contribution of £21,000 (twenty one thousand pounds) for the three consecutive years of 2012-2015 inclusive, and
- should elected members wish to attend the Copenhagen conference in November 2012, all travel costs and conference costs of £420 per delegate, etc. would need to be met from existing budgets.

Equalities impact

There are no adverse impacts arising from this report.

Sustainability impact

The recommendations in this report support implementation of the Sustainable Edinburgh 2020 framework and action plan.

Consultation and engagement

The developments outlined in this report have been informed by

- the city-wide Sustainable Edinburgh 2020 engagement exercise in 2011 involving briefings, presentations, and a surveys;
- three seminars to explore and share good practice, and
- ongoing development work with the Edinburgh FFL Partnership involving the Council NHS Lothian, Edinburgh University, Nourish Scotland, Transition Edinburgh and the Soil Association Scotland.

Further consultation and engagement details are outlined in appendix 1.

Should the recommendation to develop Edinburgh as a sustainable food city be approved, a programme of further consultation and engagement will be developed to specifically inform this and to develop partnerships for delivery.

Background reading / external references

A summary of the FFL standards is provided in appendix 2.

Sustainable Edinburgh 2020 and Edinburgh Food for Life Pilot Project

1. Background

Food for Life

- 1.1 The Sustainable Edinburgh 2020 action plan asserts the Council's commitment to developing a sustainable food policy and strategy including an evaluation of the Soil Association's Food for Life (FFL) Catering Mark standards (Appendix 2).
- 1.2 FFL provides an independent endorsement for caterers supplying healthy, sustainable food. Evaluations of FFL demonstrate outcomes such as a social return on investment of 3:1 on FFL menus, positive impacts on children's behaviour and educational attainment, and carbon emissions reductions.
- 1.3 An Edinburgh FFL partnership has been established involving the Council, NHS Lothian, Edinburgh University, the Soil Association Scotland, Nourish Scotland and Transition Edinburgh.

2. Main report

Edinburgh Food for Life Pilot Project

- 2.1 The partnership has devised a three year pilot project to test the FFL standards as a sustainable approach to public sector catering. Delivery involves separate locations managed respectively by the three public sector partners including St. John's Hospital and Pollock Halls.
- 2.2 Currie High School is keen to participate in the pilot and, if approved, Buckstone Primary will also be approached as Currie supplies their catering. Clovenstone Care Home has also agreed to participate in the pilot.
- 2.3 The scope of this pilot involves a wide range of Council services in Children and Families, Health and Social Care, Edinburgh Catering and Corporate Procurement. All have been briefed and management agreement obtained on the basis that the pilot incurs no additional service costs. Further, support from Economic Development could help with the development of local supply chains.

- 2.4 The pilot will help inform the development of a sustainable food strategy with input from the above service areas using a Prince 2 approach. In turn, this will support the work of the Council and its partners in developing Edinburgh as a sustainable food city in line with the Sustainable Edinburgh 2020 framework.
- 2.5 Models of good practice for developing Edinburgh as a sustainable food city are being investigated (Appendix 1). Sustainable food cities recognise food as a key driver for positive change. Features include collaboration between the community, public and private sectors to develop a reliable, resilient and equitable system for producing and distributing healthy food in a way which enhances the environmental, social and economic wellbeing.
- 2.6 A representative from the municipality of Copenhagen recently met with several elected members and Council staff to share information on Copenhagen's ambitious targets for transforming public sector catering to an organic model. The opportunity to attend a conference in Copenhagen in November 2012 was highlighted (Appendix 1) allowing exploration of a sustainable food city model.

Partnership Funding

- 2.7 The Scottish Government has approved funding for a three year Edinburgh FFL pilot project on the basis that the three public sector partners involved each contribute £21,000 over the three years of 2012-2015. This funding will contribute to employing a full time supply chain coordinator for the project who will be employed by the Soil Association Scotland to support partners.
- 2.8 Funding for the Council's contribution to the pilot is available from the Sustainable Edinburgh 2020 action plan budget approved by the Council in February 2012.

3. Recommendations

- 3.1 To recommend that the Corporate Policy and Strategy Committee
- approves participation and funding for the Edinburgh FFL pilot project;
 - notes the range of Council services required to deliver the pilot project and to contribute to developing a sustainable food city strategy;
 - approves the work of the Carbon Climate and Sustainability Team to progress the development of Edinburgh as a sustainable food city, and
 - considers the opportunity for elected members to attend a conference in Copenhagen demonstrating a sustainable food city model.

Alastair Maclean

Director of Corporate Governance

Sustainable Food City Developments and Opportunities

Background – Sustainable Edinburgh 2020 Consultation and Engagement

A consultation exercise in 2011 identified food related issues as key to implementing the Council's framework for a Sustainable Edinburgh 2020 (SE2020), including:-

- food poverty - affordability, access, equality;
- wellbeing and health, in particular the issue of obesity;
- community land ownership, local decision-making, asset transfers, land-banks;
- land use – allotments, biodiversity, brown-field use for local growers, etc;
- responsible consumption, e.g. food/packaging waste, and
- economy - supporting local growers, retailers, markets and employment.

Building local economic resilience. Local food production was one of the top 4 indicators suggested for measuring a sustainable city.

A priority action to develop a sustainable food policy and strategy was therefore included in the Council's SE2020 Action Plan and work initiated with partners to:-

- develop the capacity of Edinburgh's public sector to lead by example in progressing Edinburgh as a sustainable food city (the Edinburgh FFL pilot), and
- examine a range of strategic models for developing a sustainable food city.

Research and Collaboration - Models of Good Practice

In September 2011 in partnership with the Soil Association Scotland, the Carbon Climate and Sustainability Team (CCST) held a city seminar to consider the potential of a food charter for Edinburgh based on the Plymouth model. The starting point for Plymouth's Charter was the adoption of the Soil Association's FFL Catering Mark by the City Council's school catering service. Significant public engagement followed, establishing the Food Plymouth Partnership which launched the Charter and action plan *'to help healthy and sustainable food drive and support a thriving local economy'*.

In March 2012, the CCST supported the Soil Association Scotland in hosting a national seminar to network interest in sustainable food cities. Keynote speaker Professor Morgan from Cardiff University presented an international perspective, stressing that successful models integrated food policy with broader sustainability policy, such as in Malmo where they have committed to 'lead by example'. He advocated a 'Food Policy Council' model developed by cities such as Toronto.

The Copenhagen Experience – Organic Food Conversion of Public Meals

In September 2012, a delegate from Copenhagen's 'House of Food' (Madhus) met with several Council staff and elected members to share details of the work that is being carried out in Copenhagen to convert public sector meals to organic food. Over 75% of food on the 'public plate' is now organic and the aim is for 90% by 2015. The new Danish government has agreed to roll out the Copenhagen model with a national target of 60% organic public meals by 2020.

Elected members have been invited to a conference at Copenhagen's Madhus from 27-28 November involving lectures, workshops, debates and visits detailing how the city is converting public sector catering by managing the 'transition in heads and pans'. It provides an opportunity to identify transferable benefits for Edinburgh. More details are available from the Carbon Climate and Sustainability Team.

Food for Life Standards – Summary

The Soil Association's FFL standards aim to transform food culture by supporting the production and enjoyment of good food that is healthy, sustainable and accessible to all. Key to achieving this aim is the FFL Catering Mark, a UK-wide certification scheme recognising a caterer's commitment to serving good, healthy and sustainable food whether in public institutions or restaurants. Over 100 million Catering Mark meals are served in schools, hospitals, universities and restaurants every year in the UK.

There are three levels of Catering Mark standards – bronze, silver and gold. Bronze is a fixed set of 12 standards providing a guarantee that all accredited menus offer meals which are freshly prepared, seasonal, free from trans-fats and controversial additives. The silver and gold Catering Mark Standards are based on a points system, which rewards every penny spent on ethical, environmentally friendly and local ingredients and recognises steps to offer healthier menus. The points system offers flexibility in recognising food providers' different strengths and priorities. Some gold Catering Mark holders will serve almost exclusively organic menus, others will prioritise local sourcing or healthy eating. All will show strong commitment to serving high levels of healthy, local, free range and organic food.

Bronze Standard

- Meals contain no undesirable food additives or hydrogenated fats
- 75% of dishes are freshly prepared
- Meat is from farms which satisfy UK welfare standards
- Eggs are from cage-free hens
- Menus are seasonal
- Training is provided for all catering staff
- No GM ingredients are used
- Free drinking water is prominently available.
- No fish are served from the Marine Conservation Society (MCS) 'fish to avoid' list.
- Information is on display about food provenance.
- All suppliers have been verified to ensure they apply appropriate food safety standards.
- Caterers in schools, early years and residential care settings can demonstrate their compliance with national standards or guidelines on nutrition.

Silver and Gold Standards

To achieve silver, you need at least 150 points, including a minimum of:

- 40 for sourcing ethical and environmentally friendly food
- 20 for championing local food producers
- 20 for making healthy eating easier
- 70 points from any of these categories

To achieve gold, you need at least 300 points, including a minimum of:

- 100 for sourcing ethical and environmentally friendly food
- 50 for championing local food producers
- 50 for making healthy eating easier
- 100 points from any of these categories

Further details can be found online at <http://www.soilassociation.org/>

Corporate Policy and Strategy

10am, Tuesday, 6 November 2012

Quality Assurance for Care Provided in People's Home and in Residential Care

Item number	8.1
Report number	
Wards	All

Links

Coalition pledges	Reducing poverty, inequality and deprivation Ensuring Edinburgh, and its residents, are well cared for
Council outcomes	CO10 Improved health and reduced inequalities CO11 Preventative and personalised support in place CO12 Edinburgh's carers are supported CO13 People are supported to live at home CO25 The Council has efficient and effective services that deliver on objectives CO26 The Council engages with stakeholders and works in partnership to improve services and deliver on agreed objectives
Single Outcome Agreement	Edinburgh's citizens experience improved health and wellbeing, with reduced inequalities in health

Michelle Miller

Chief Social Work Officer

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Executive summary

Quality Assurance for Care Provided in People's Home and in Residential Care

Summary

This report describes the current quality assurance mechanisms in place for the provision of social care, with a particular emphasis on care in people's home and residential care for adults. It restates the mechanisms, which were in place and reported to Policy and Strategy Committee in August 2012 in the Chief Social Work Officer's Annual Report 2011-2012.

Quality assurance and improvement are a continuous process, and activities are added to the system, as and when these are identified as adding value. This report includes further developments.

Recommendations

Corporate Policy and Strategy Committee is asked to note the content of this report.

Measures of success

Quality assurance of social work and social care services is a key priority for the Council. To reflect this commitment to improving the quality of care for people in Edinburgh, a range of mechanisms has been developed.

These mechanisms are kept under regular review and are updated or extended as new issues become known.

Financial impact

The arrangements in place to assure the quality of services are funded from existing budgets. However, there are very significant financial implications to the rising volume of demand and the need to reduce spend on public services. There is evidence that the downward pressure on cost is leading to serious recruitment and retention issues, challenges in terms of staff training, and problems with capacity to meet needs and review provision – all of which impact negatively on quality. The financial implications of the work described at 2.4.2 will be included in future reports to members.

Equalities impact

The quality assurance arrangements in place for social work and social care services are consistent with the Council's equalities duties.

Sustainability impact

There is no sustainability impact from this report.

Consultation and engagement

Service User Surveys and Feedback

As well as surveying users of internal home care and commissioned care at home services on a quarterly basis, services regularly seek the views of service users at a local level, e.g. in residential care homes for older people and residential child care. Results of these surveys are analysed and presented at the relevant management meetings and improvement plans are updated accordingly. Improvements have been made to the commissioned care at homes surveys, based on feedback received from service users in 2011/12.

To supplement existing arrangements, service user and carer focus groups have been introduced to enable them to share their views on the quality of the service provided and how it could be improved.

Background reading / external references

Quality Assurance for Care Provided in People's Home and in Residential Care

1. Background

Volume of Demand

- 1.1 There has been a steady rise in the number of people requiring support to help them live independently and safely in their own home, and in those for whom residential accommodation is necessary. This volume of demand is growing across all service user and age groups.
- 1.2 The Council either provides directly (12,780) or ensures the provision of (39,125) a total of 51,905 hours of support per week to 4,217 people in their own home.
- 1.3 The Council also provides (590) or purchases (2,466) a total of 3,056 care home places per week across all service user and age groups.

2. Main report

Quality Assurance

- 2.1.1 There is a wide range of quality assurance activity taking place within the service. This varies from day-to-day quality assurance at a local level by managers of services, to broader self evaluation activity, involving practitioners and service users.

Considerable efforts have been made to supplement existing quality assurance arrangements since 2011. Developments include:

- launch of a Care Service Feedback process for Council employees
- creation of two multi-agency quality assurance groups, the membership of which includes the Care Inspectorate, NHS Lothian and the City of Edinburgh Council
- creation of a quality assurance overview group, which has considered and approved new quality assurance mechanisms
- implementation of a new approach to reviewing service users placed within residential care homes for older people

- strengthening of adult protection procedures in care homes for older people; and
- introduction of electronic monitoring of commissioned care at home agencies.

2.1.2 Social work services are also subject to external scrutiny by the Care Inspectorate. External scrutiny is not included in significant detail within the scope of this report.

All staff are required to comply with the Scottish Social Services Council (SSSC) Code of Conduct, the National Care Standards and legislation. To enable staff to work to these standards and ensure that they continue to comply, there is a range of assurance arrangements in place, which apply irrespective of whether a service is provided directly or purchased.

Quality Assurance Arrangements

2.1.3 Case File Audits

There is a well established case file audit programme for both children and adult social work services. This involves selecting a sample of case files for the main service user groups and arranging for trained file readers to audit the files, highlighting good practice and areas for improvement. At the end of each audit, a report with recommendations is drafted by the lead Quality Assurance Officer and presented to the relevant management team. An action plan is then developed and is monitored through existing performance management arrangements. During 2012/13, we have introduced a more qualitative aspect to these audits. The audit programme is flexible to respond to identified practice issues, as necessary.

2.1.4 Self Evaluation

There is a wide range of self evaluation activity taking place across Health and Social Care and Children and Families. Managers of services registered by the Care Inspectorate complete an annual self assessment and submit this to the regulatory body. Case file audits are also a form of self evaluation. There were seventeen self evaluations of social work services facilitated by Quality Assurance Officers, during the financial year 2011/12. These evaluations were carried out using the Edinburgh Improvement Model (EIM), which is based on the Public Service Improvement Framework (PSIF). Improvement plans were developed for each service. Discussions have been taking place within the Council Management Team to enable a more flexible approach to the preferred self evaluation model to ensure it meets the needs of each service most effectively. The model(s) chosen by services must reflect the European Foundation for Quality Management (EFQM) framework. During 2012/13, self evaluation exercises will be carried out in a range of social work services, using the Care Inspectorate Performance Improvement Model (PIM).

2.1.5 Service User Surveys and Feedback

As well as surveying users of internal home care and commissioned care at home services on a quarterly basis, services regularly seek the views of service users at a local level, e.g. in residential care homes for older people and residential child care. Results of these surveys are analysed and presented at the relevant management meetings and improvement plans are updated accordingly. Improvements have been made to the commissioned care at homes surveys, based on feedback received from service users in 2011/12.

To supplement existing arrangements, service user and carer focus groups have been introduced to enable them to share their views on the quality of the service provided and how it could be improved.

2.1.6 Quality Assurance Sub-groups of Public Protection Committees

Quality Assurance sub groups of the Adult and Child Protection Committees and the Offender Management Committee meet on a bi-monthly basis. These sub-groups monitor a broad range of key performance indicators and local improvement plans, and commission detailed quality assurance activity for services, such as multi-agency self evaluation, including staff focus groups, service user interviews and case file audits. Specific services also convene quality assurance themed meetings, e.g. for Mental Health and Substance Misuse and Residential Child Care. This helps to embed quality assurance throughout the social work service. In addition, the main public protection committees commission multi-agency significant case reviews, as appropriate. The outcome of these reviews is reported to the multi-agency Chief Officers' Group (public protection) and fed back to practitioners as part of their professional development.

2.1.7 Reviews of Service User Needs

Reviews of the needs of service users are carried out routinely. This is part of the broader quality assurance of the services provided and commissioned by the Council. Performance for reviews has improved during the last two years, however, this remains an area of significant challenge to resource comprehensively, and there is a need for further improvement in our performance across adult and children's services.

2.1.8 In 2011/12, a range of improvements was made to the way in which the needs of service users are reviewed. This includes prioritising reviews of all residents in care homes presently graded as a 1 and 2 for care and support, and the introduction of the 'whole care home' reviewing model by the Council's residential review team, in association with the Care Inspectorate. The high number of people receiving social care services places significant pressure on capacity to review cases regularly. Individuals are prioritised according to measures of vulnerability and known service quality.

2.1.9 Complaints Monitoring

Service users have access to contact numbers in their Personal Plan to enable them to contact the Home Care Co-ordinator with any issues they may have. In addition, there is a number to call in an emergency. The service user also has face to face communication with the front line staff who can feedback to their line manager, thereby advocating on behalf of the service user.

2.1.10 Service users have access to the formal complaints procedure. This feedback enables managers to deal with the issue and where appropriate use this to inform a staff member's future practice.

2.1.11 Following a disciplinary investigation or the outcome of a complaint investigation, the service takes action to ensure that poor practice is responded to and policies and procedures are amended to provide guidance and clarity of expectation.

2.1.12 The integrated Advice and Complaints Service coordinates and monitors complaints relating to all of the Council's social work services. The service reports to both Children and Families and Health and Social Care performance management and quality assurance meetings on a quarterly basis, and highlights learning points, which are then integrated into improvement plans. The Council receives an annual report on social work complaints. In addition, any adult service, which receives repeated complaints is subject to consideration at the multi-agency quality assurance group for that service. These groups meet bi-monthly (see 2.1.16 below).

2.1.13 Care Service Feedback

To enable Council employees to feedback any concerns or positive comments they may have about the quality of a care service in Edinburgh, a new quality assurance procedure was launched earlier this year. Following consultation with a range of employees, this was entitled 'Care Service Feedback'.

2.1.14 The intention over time is to extend this system to other agencies and members of the public.

2.1.15 All feedback is collated and used to assist in targeting improvement activity. This development does not replace or duplicate the formal complaints process, nor the Care Inspectorate's role; nor does it replace adult and child protection procedures. It is intended as a positive tool in support of continuous improvement and will be used for this purpose.

2.1.16 Multi Agency Quality Assurance Groups

In 2011/12, two multi-agency quality assurance groups were established for adult services. These groups meet every two months and bring together officers from the Council, the Care Inspectorate, NHS Lothian and any other relevant agency. The groups consider those care homes and care at home services

where the quality of care and support provided has been identified as falling below required standards as follows:

- fails to meet national care standards and is the subject of a Care Inspectorate enforcement/improvement action notice
- has Care Inspectorate grades of 1 or 2
- has been the subject of one or more complaints to the Care Inspectorate and/or the Council's Advice and Complaints Service
- has been the subject of one or more Care Service Feedback concerns
- has service users who have been or are likely to be affected by adult support and protection procedures
- is identified by the Council Contracts Team as failing to meet specified service standards
- has been the subject of investigation by any other agency
- has been or is likely to become the subject of media interest, which requires a co-ordinated multi-agency response.

2.1.17 The remit of the groups includes the Council's own care provision as well as provision purchased from the voluntary and private sectors.

2.1.18 External Scrutiny

The Care Inspectorate carried out an initial assessment of social work services in Edinburgh in 2011/12 and published the report of its findings in February 2012. In comparison to the previous scrutiny, when the Care Inspectorate made 17 recommendations for improvement, only 4 recommendations were made in 2011/12 and an action plan has been developed to monitor progress.

2.1.19 Both domiciliary and residential care are inspected by the Care Inspectorate. Since the Health and Sport Committee Inquiry into the Regulation of Care for Older People, published in November 2011, the frequency of inspection for care services is informed by a risk-based, targeted inspection regime, however, the minimum is one annual inspection, which must be unannounced. Each Care Inspectorate report leads to an associated action plans developed by the service. These plans are analysed, and performance reported to appropriate management meetings and Council committees.

2.1.20 Responsibility to Report Concerns (Whistle Blowing)

The service has a clear expectation on staff to report any concerns, which come to their attention and this is articulated in policies and procedures. Staff are aware that should a service user tell them of any negative incident involving another member of staff, this must be passed on to their supervisor, who will follow up and act on the information received.

2.2 Additional Quality Assurance Arrangements for the Council's Home Care Service

2.2.1 Staff Recruitment and Induction

As part of internal recruitment processes, new staff are required to provide two references and a Protecting Vulnerable Groups Certificate.

2.2.2 New staff are required to participate in local induction and shadowing. They are provided with an induction pack, which includes:

- a confidentiality statement
- key values
- advice and guidance on how to deal with specific situations, such as health emergencies
- the Scottish Social Services Council code of practice and National Care Standards to reinforce their responsibility
- details of the Council's policies and procedures relevant to their service area, i.e. Protection of Adults at Risk

2.2.3 Training and Guidance for Staff

All home care staff are required to undertake training from the Essential Learning 5 day Programme. This includes training on:

- Manual Handling
- Foot Care
- Catheter Care
- Stoma Care
- Food Hygiene
- Administration of Medication
- Infection Control
- Hoist Awareness
- Personal Care
- Coping in an Emergency
- Principles of Care
- Adult Support and Protection
- Safe Caring and Restraint

- Dementia Awareness
- Palliative Care
- Confident Care Plans
- Risk Assessment

2.2.4 Supervision and Performance Review

One-to-one supervision is carried out by the manager with individual staff members. Agendas are used to ensure all relevant topics are addressed. During supervision, the manager and staff member have the opportunity to discuss any issues or concerns they may have, as well as giving an opportunity for positive feedback and constructive criticism. Managers discuss best practice, National Care Standards and legislation.

2.2.5 Performance Review and Development meetings (PRDs) are carried out with all staff. PRDs enable managers and staff to focus on the objectives relevant to their role, any training required, the National Care Standards, legislation and best practice.

2.2.6 Observations

Home Care Co-ordinators carry out direct observation and quality assurance visits with frontline staff and service users in their home, with their agreement, to ensure good practice and to evaluate quality.

2.3 Additional Quality Assurance Arrangements for External Care at Home

2.3.1 The Council has a contract with 18 independent sector providers. It is also necessary at times to purchase additional services outwith the contract to respond to demand pressures.

2.3.2 When tendering for care at home providers, bidders are assessed on the basis of 70% quality and 30% cost. They must also be able to deliver the Council's strategic outcomes and objectives for a care at home service. Quality criteria are set out in the tender documents and tested throughout the evaluation process.

2.3.3 Over the past few years, in response to identified need, Health and Social Care's Contracts Team has developed an increasingly systematic process to support the management of contract creation, execution and analysis.

2.3.4 A contracts Risk Register has been developed, which captures:

- key third party contract details

- service user/other stakeholder complaints
- care quality alerts
- care Inspectorate grades awarded to providers
- variations in service cost benchmarks

2.3.5 Regular scrutiny of the Register allows for early identification, assessment and prioritisation of risk, and the application of resources to minimise, monitor and control the probability and/or impact of untoward events. A rise in complaints may, for example, provide early warning of potential adult protection risks, while a fall in Care Inspectorate grades can signal the need to intervene to address weaknesses in provider management capacity, before these become the subject of regulatory intervention.

2.3.6 A review of contracting activity followed the restructuring of Health and Social Care, aligning the Contracts Team with the Quality Assurance and Performance and Information functions under the Chief Social Work Officer. This arrangement allows for cross referencing of a range of indicators, e.g. complaints, quality concerns and contract compliance – to provide the best picture of a provider's performance.

2.3.7 Changes to contract templates have introduced greater detail to allow for more meaningful contract compliance monitoring, focused on quality.

2.3.8 Key performance indicators designed to mitigate risks identified as part of the Contracts Team review have been agreed for the period 2010/2013. These are listed below, together with progress:

- **Adult Protection:** Contracts Team involvement in 100% of adult protection matters arising from service user interaction with a third party provider, in order that any necessary immediate, medium and longer term contract related corrective action is taken. 90% engagement achieved in 2011/12. Work is ongoing to raise awareness among social work staff of the need to alert the Contracts Team to all issues.
- **Regulatory Intervention:** the aim of this indicator is to reduce the number of providers subject to regulatory intervention. A reduction in the number has been achieved from 14% of regulated services in 2010 to 5% in 2011/12.
- **Service Failure:** intervention is intended to prevent the disorderly failure or withdrawal of service by a provider. A Care Home Closure Contingency Plan is in place. This was implemented in respect of the failure of Southern Cross. Contract novation and other procedures are

in place to ensure the speedy transfer of service users to alternative providers in the event of business failure.

- **Interruptions to Business Continuity:** Business Continuity Plans are in place for weather, health, security and market related events. These were subject to specific scrutiny as part of the Council's successful efforts to secure Business Continuity Accreditation in 2011.
- **Reputation:** to improve Council/provider relations and reduce the number of untoward events among third party providers, providers' view of their relationship with the Council is to be the subject of a survey in November this year. 'Lessons learned' reviews have taken place in respect of six issues involving contract compliance failures since 2010.

2.3.9 Electronic Monitoring

In addition to its own provision of services, the Council contracts with a range of voluntary and independent agencies to provide care at home services to older people and adults with disabilities. After consultation with service users in October 2011, it was agreed that the Council would collect information regarding the things people told us are important to them.

For every visit an agency provides, the Council records the start time, the finish time and which care worker(s) attended. Every 12 weeks, these records are used to score and give a ranking to each care at home provider. The standards being monitored are as follows:

- a) punctuality: workers should arrive at a person's house within 15 minutes of the time arranged
- b) staying for the agreed time: care workers should stay for most of the planned time, that is, at least 8.5 minutes of every 10 minutes planned for each person
- c) consistency of care workers: providers must try to allocate regular care workers to service users

2.3.10 The Council combines scores for these 3 criteria to give an overall score with each agency. Performance is monitored and required improvements discussed with the relevant provider.

2.3.11 During 2012/13, the Council will publish this information on its website and will extend the use of electronic monitoring to cover the internal home care service.

2.3.12 Contract management is carried out by the Contracts Manager and Contracts Officers. Contract Officers make regular visits to providers.

2.3.13 Sector Practice Team social workers are encouraged to raise any issues and difficulties regarding providers.

2.3.14 Recently reported issues include:

- carers not arriving for visits or arriving at the incorrect time
- agencies sending the incorrect gender of carer when stipulated that personal care should be undertaken by female/male
- adult protection concerns relating to a carer

2.4 Workforce Issues

2.4.1 The delivery of high quality social care services depends on a motivated, trained and committed workforce, irrespective of the employing sector. Consistency, reliability and continuity of relationships are as important as training and supervision. A consequence of continued downward pressure on costs is the potential destabilisation of the capacity of the Council and provider agencies to meet both the volume of demand and the expected standards.

2.4.2 This issue is being addressed by a range of initiatives, involving cross-Council services and partner organisations. Developments and their implications will be reported at a later date.

2.5 Conclusions

2.5.1 Quality assurance of social work and social care services is a key priority for the Council. To reflect this commitment to improving the quality of care for people in Edinburgh, a range of mechanisms has been developed.

2.5.2 These mechanisms are kept under regular review and are updated or extended as new issues become known.

2.5.3 The longer term service quality implications of the financial constraints facing public services, together with actions associated with mitigating these are the subject of detailed work from services across the Council and partner organisations and will be reported at a later stage.

3. Recommendations

3.1 Corporate Policy and Strategy Committee is asked to note the content of this report.

Michelle Miller

Chief Social Work Officer