

# Annual Review of Service Strategy and Improvement Plan for Children and Young People Looked After and Accommodated by the City of Edinburgh Council

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## Education, Children and Families Committee

13 September 2011

### 1 Purpose of report

- 1.1 To review and update the service strategy and improvement plan for children and young people looked after and accommodated by the City of Edinburgh Council.

### 2 Main report

- 2.1 The service strategy and improvement plan was designed to ensure that we can provide appropriate services and support for looked after and accommodated children and young people over the next 3 years. It:
- Provides a statement of intent and objectives for the service;
  - Describes the context in which services are provided, particularly the rising numbers of looked after and accommodated children;
  - Outlines how need is currently met and aspects that remain unmet; and
  - Outlines a detailed improvement plan describing how need will be met in the next three years.

The plan has the following components; areas of progress and current pressures includes:

- 2.2 Reducing the need for children to become accommodated; Numbers of Looked After and Accommodated children and young people continue to increase (1346 as of 31 July 2011), however, residential/residential school placements have decreased by 15%. This can be attributed, in part, to *The Edinburgh Families Project* and the excellent respite and outreach provision (88 referrals in 2011 to date). The completed expansion of *Family Group Decision Making* and *Integrated Community Support Service* teams has also contributed to this trend, however, a full evaluation of these services is now required.
- 2.3 Making timely decisions on appropriate placements; Resource panels, and related procedures, have been revised and provided with appropriate administrative support, including the Care and Education Referral Group and the Through Care After Care Housing and Resource panel. A Panel Co-ordinator post has been developed to increase the efficiency of the Fostering,

Permanency and Kinship panels. Work is about to conclude on the single reporting format.

- 2.4 Reducing the length of time that children are accommodated; Adoption approvals have remained consistently high (45 children are placed with prospective adopters and 9 have been adopted as of 31 July 2011). 52% of adoption enquiries progress to matching.
- 2.5 Improving availability and choice of placements and reducing per capita costs; the enhanced fostering recruitment campaign concluded at the end of July 2011. Enquiries increased by 300% (160 for May, June and July) compared to the same period last year. 11 are progressing to preparatory groups. SLAs are in place with 13 voluntary/independent fostering providers. Edinburgh Secure Services have been retained within the National Secure Care Commissioning strategy. Recommendation from the review of residential care were accepted in September 2010 increasing CEC capacity to provide respite and residential services for children and young people affected by disability. Numbers in kinship placements continue to rise (263 on 31 July 2011).
- 2.6 Improving the quality of placements; 84% of grades from Care Commission/SCSWIS inspections of residential services are good, very good or excellent (Appendix two). Edinburgh Secure Services were awarded an excellent grading from the Care Commission and scored "very good" from HMIE. Quality of the environment continues to be the lowest scoring element of inspections. A *Young People in Care Council* was established in September 2010. The group is vibrant and insightful as evidenced by the "Views on Corporate Parenting" DVD.
- 2.7 Improving the quality of through care and after care support; a review of Through Care After Care services was completed in July 2011. Following consultation, recommendations in relation to accommodation, finance, health and positive destinations will be reported to the Education, Children and Families Committee in November 2011.
- 2.8 Improving understanding of demand for services to ensure continuing responsiveness; SWIFT is now available throughout Looked After and accommodated children services. Performance Indicators are in place for implementation in August 2011. Placement usage dataset was established for residential/residential school services with implementation scheduled for 1 September 2011.
- 2.9 The updated service strategy and improvement plan are attached at Appendix One. The improvement plan is a detailed and robust attempt to design services that can meet the challenges.
- 2.10 The plan is reviewed on a quarterly basis by the Looked After Children Strategy Group where adjustments and revisions are made. It is monitored on a monthly basis by the Looked After and accommodated children management team. Progress will be reported as required to the Child Protection Board, to Heads of Service and to the Education, Children and Families Committee.

### **3 Equalities Impact**

- 3.1 The contents of this report contribute to the Equality Act 2010 public sector equality duty by advancing equality of opportunity for vulnerable children.

#### **4 Financial Implications**

4.1 It is the intention of the strategy and plan that costs will be reduced significantly from those that will occur if the plan is not put in place.

#### **5 Environmental Impact**

5.1 There is no significant environmental impact.

#### **6 Recommendations**











6.1 It is recommended that the amended service strategy and improvement plan for looked after and accommodated young people is accepted.










**Gillian Tee**  
Director of Children and Families

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Appendices	1) SLAA Progress Report 2) Summary of Care Commission inspection report
Contact/tel/Email	Scott Dunbar (469 3123, <a href="mailto:scott.dunbar@edinburgh.gov.uk">scott.dunbar@edinburgh.gov.uk</a> )
Wards affected	All
Single Outcome Agreement	National Outcome 8
Background Papers	



## Services for Looked After and Accommodated Children Progress report

1. To reduce the need for children to become accommodated						
Action Code	Action Title	Assigned To	Description	Status Icon	Due Date	Latest Status Update
CF-SLAACIP-1.1	1.1 Establish within the GIRFEC Implementation Plan an objective and associated actions to reduce the need for children to become accommodated.	Lynne Porteous	Establish within the GIRFEC Implementation Plan an objective and associated actions to reduce the need for children to become accommodated.		31-Mar-2012	Objective incorporated within GIRFEC and made explicit in all practice development work.
CF-SLAACIP-1.1A	A. Establish mechanism for measuring impact	Lynne Porteous	Establish mechanism for measuring impact		31-Mar-2012	Work in progress to analyse impact of GIRFEC early intervention activity.
CF-SLAACIP-1.2	1.2 Expand Preventative Services (no additional cost)	Donny Scott	Expand Preventative Services – (no additional cost)		01-Dec-2011	Dependent on delivery of 1.2 A-F
CF-SLAACIP-1.2A	A. Expand Family Group Decision Making Service (FGDMS)	Donny Scott	Family Group Decision Making Service (FGDMS)		28-Jun-2010	Expansion complete. <b>(Action Completed)</b>
CF-SLAACIP-1.2B	B. Establish suite of performance indicators to monitor service	Donny Scott	Establish KPI's		01-Sep-2011	Implementation of KPI scheduled for August 2011.
CF-SLAACIP-1.2C	Issue new FGDMS procedures to all social workers	Donny Scott	FGDS Procedures		28-Jun-2010	Guidance and instructions for use issued by Service Manager to relevant social workers. <b>(Action Completed)</b>
CF-SLAACIP-1.2D	D. Expand Integrated Community Support Service (ICSS)	Donny Scott	Integrated Community Support Service (ICSS)		28-Jun-2010	Recruitment completed all staff in post. <b>(Action Completed)</b>
CF-SLAACIP-1.2E	E. Establish a suite of performance indicators	Donny Scott	Establish a suite of performance indicators for the ICSS to demonstrate the service contribution to reducing the need for children to become accommodated		01-Sep-2011	Implementation of KPI scheduled for August 2011.
CF-SLAACIP-1.2F	F. Clarify the referral process to ICSS	Donny Scott	Ensure there is clarity of referral process to ICSS across social work teams. Revise and reissue procedures if required		01-Dec-2011	Interim process in place. Formal Departmental procedure for accessing ICSS to be approved.
CF-SLAACIP-1.3	1.3 Expand Preventative	Scott Dunbar	Expand Preventative Services –		01-Dec-2011	








Action Code	Action Title	Assigned To	Description	Status Icon	Due Date	Latest Status Update
	Services (additional cost)		(additional cost)			
CF-SLAACIP-1.3A	A. Scope requirements and, if justified, establish business case for expansion of Day Care capacity	Tricia Rosa	Scope requirements and, if justified, establish business case for expansion of Day Care capacity		01-Dec-2011	Work in progress to increase number of Day Carers by 5.
CF-SLAACIP-1.3B	B. Scope requirements and, if justified, establish business case for expansion of Respite Care capacity	Scott Dunbar	Scope requirements and, if justified, establish business case for expansion of Respite Care capacity		31-Mar-2010	Expansion of disability respite capacity actioned as part of the residential review. New facility (formerly the Edinburgh Family Support Centre) will be operational in January 2012. Demand for residential respite is being met by Edinburgh Families Project, FBC and ICSS. <b>(Action Completed)</b>
CF-SLAACIP-1.3C	C. Scope out requirements for research project reviewing the impact of Edinburgh Families Project (respite & outreach)	Scott Dunbar	Scope out requirements for research project reviewing the impact of Edinburgh Families Project (respite and outreach)		31-Aug-2009	Action not able to be progressed due to lack of funding for independent research. Alternative milestones created to scope and establish the necessary data collection required to review the impact of EFP. <b>(Action Completed)</b>
CF-SLAACIP-1.3D	D. Develop action plan for expansion of services	Scott Dunbar	Develop action plan for expansion of services		31-Jan-2010	Addressed via Residential Review <b>(Action Completed)</b>
CF-SLAACIP-1.4	1.4 Improve Support to Children Looked After on Home Supervision Requirements	Andy Jeffries	Improve Support to Children Looked After on Home Supervision Requirements		31-Dec-2011	
CF-SLAACIP-1.4A	A. Implement revised Looked After at Home procedure	Andy Jeffries	Implement revised Looked After at Home procedure		30-Nov-2009	Procedure implemented. <b>(Action Completed)</b>
CF-SLAACIP-1.4B	B. Ensure every child on a home supervision requirement is allocated to a named worker.	Andy Jeffries	Ensure every child on a home supervision requirement is allocated to a named worker.		31-Mar-2010	Weekly performance monitoring and management systems now in place to ensure all LAC are allocated to a social worker. <b>(Action Completed)</b>
CF-SLAACIP-1.4C	C. Ensure all children on home supervision requirements have a care plan which is reviewed on a regular basis	Andy Jeffries	Ensure all children on home supervision requirements have a care plan which is reviewed on a regular basis		31-Mar-2010	Procedure and system in place for reviewing LAC at Home. Performance monitored on a weekly basis. Reported to SWPMG and CP QA Sub Group <b>(Action Completed)</b>
CF-SLAACIP-1.4D	D. Establish a system to monitor the quality of care plans for children on home supervision requirements.	Andy Jeffries	Establish a system to monitor the quality of care plans for children on home supervision requirements.		30-Dec-2011	Workstream to be developed.







## 2. To make timely decisions on appropriate placements

Action Code	Action Title	Assigned To	Description	Status Icon	Due Date	Latest Status Update
CF-SLAACIP-2.1	2.1 Review Referral Panels system	Scott Dunbar	Review Referral Panels system		01-Mar-2012	
CF-SLAACIP-2.1A	A. Implement revised panel structure	Scott Dunbar	Implement revised panel structure		01-Apr-2010	Revised panel system in place including new Care and Education Referral Group <b>(Action Completed)</b>
CF-SLAACIP-2.1B	B. Develop and implement revised policy and procedure and standard report formats covering all referral panels	Scott Dunbar	Develop and implement revised policy and procedure and standard report formats covering all referral panels		01-Mar-2012	Benefits of single referral form based in Assessment of Need and Risk form agreed. Need to identify resource to develop and implement. Guidance on accessing revised panel structure to be incorporated into Looked After and Accommodated Departmental procedure.
CF-SLAACIP-2.1C	C. Identify administrative requirements of Referral Panel system and reconfigure existing resources business support	Mary McIntosh	Identify administrative requirements of Referral Panel system and reconfigure existing resources business support		30-Sep-2009	Panel Administration agreed. <b>(Action Completed)</b>
CF-SLAACIP-2.1D	D. Develop and implement systems to monitor the volume of work and performance of Panels.	Neil Bruce; Louise McRae	Develop and implement systems to monitor the volume of work and performance of Panels.		01-Mar-2012	Database developed to monitor panel activity. Further work required to produce management information.
CF-SLAACIP-2.2	2.2 Improve ability/capacity to respond to Emergency Admissions	Scott Dunbar; Donny Scott	Improve Ability/Capacity to respond to Emergency Admissions		01-Sep-2011	
CF-SLAACIP-2.2A	A. Monitor and report on use and impact of expanded Emergency Foster Carer service	Anne Boyd; Tricia Rosa	Monitor and report on a monthly basis use and impact of expanded Emergency Foster Carer service		29-Jan-2010	Monitoring indicates high usage of placements. Regular reporting of use is made to Team Manager - Family Based Care. Recruitment of emergency Carers is an ongoing process <b>(Action Completed)</b>
CF-SLAACIP-2.2B	B. Monitor and report on use of the Intensive Community Support Service (ICSS) flats	Vance Finnon; Donny Scott	Monitor and report on a monthly basis use of the Intensive Community Support Service (ICSS) flats		01-Sep-2011	Usage currently only monitored by Service Manager. Data to be included in monitoring of occupancy of residential units with implementation date of 1/9/11.
CF-SLAACIP-2.2C	C. Review and make recommendations on potential use of ICSS Service as an out-of-hours alternative to secure accommodation for decision makers.	Vance Finnon; Donny Scott	Review and make recommendations on potential use of ICSS Service as an out-of-hours alternative to secure accommodation for decision makers.		15-Dec-2009	The ICSS flats are available as an in and out of hours emergency resource. <b>(Action Completed)</b>
CF-SLAACIP-2.2D	D. Include Emergency Provision in scope of Residential Care Review	Scott Dunbar	Include Emergency Provision in scope of Residential Care Review		31-Dec-2009	Included in Residential Review consultation <b>(Action Completed)</b>







Action Code	Action Title	Assigned To	Description	Status Icon	Due Date	Latest Status Update
CF-SLAACIP-2.3	2.3 Ensure comprehensive use of Family Group Decision Making Service	Donny Scott	Ensure comprehensive use of Family Group Decision Making Service		01-Dec-2011	See 1.2A-C for further actions related to FGDM service
CF-SLAACIP-2.3A	A. Monitor and report on a monthly basis cases where Family Group Decision Making Service was not utilised as per procedure.	Donny Scott	Monitor and report on a monthly basis cases where Family Group Decision Making Service was not utilised as per procedure.		01-Dec-2011	Monitoring of use to be incorporated into suite of departmental KPI's

### 3. To reduce the length of time that children are accommodated



Action Code	Action Title	Assigned To	Description	Status Icon	Due Date	Latest Status Update
CF-SLAACIP-3.1	3.1 Improve Care Planning and Reviews	Andy Jeffries	Improve Care Planning and Reviews		01-Oct-2009	
CF-SLAACIP-3.1A	A. Ensure LAC Reviews take place within statutory timescales	Andy Jeffries; Paul Woolrich	Ensure LAC Reviews take place within statutory timescales		01-Oct-2009	Performance stabilised to acceptable levels. Performance Management system in place to monitor performance of LAC Reviews and reported to SWPMG and CP Quality Assurance Sub Group on regular basis. <b>(Action Completed)</b>
CF-SLAACIP-3.1B	B. Implement revised LAC Away from home procedure.	Andy Jeffries	Implement revised LAC Away from home procedure.		30-Sep-2009	Procedure Implemented in November 2009. <b>(Action Completed)</b>
CF-SLAACIP-3.1C	C. Provide recommendation to senior management regarding the most effective model for delivering LAC Reviews and Child Protection Case Conferences.	Neil Bruce; Paul Woolrich	Provide recommendation to senior management regarding the most effective model for delivering LAC Reviews and Child Protection Case Conferences.		01-Sep-2009	Recommendation to Senior Management agreed in November 2009. Consultation and Implementation stages to follow. <b>(Action Completed)</b>
CF-SLAACIP-3.2	3.2 Ensure all LAAC have an allocated Social Worker	Andy Jeffries	Ensure all LAAC have an allocated Social Worker		31-Jul-2009	Weekly performance monitoring and management systems now in place to ensure all LAC are allocated to a social worker <b>(Action Completed)</b>
CF-SLAACIP-3.3	3.3 Place more children more quickly for adoption	Scott Dunbar	Place more children more quickly for adoption		31-Mar-2012	<b>Note:</b> Adoption Plan agreed by Education, Children and Families Committee on 18/3/10.
CF-SLAACIP-3.3A	A. Implement concurrent planning as core element of social work practice	Neil Bruce	Implement concurrent planning as core element of social work practice		31-Mar-2012	Development of concurrent planning stalled during expansion of Permanence Team in early 2011. Lead Officer appointed and planning meeting scheduled for October 2010.







Action Code	Action Title	Assigned To	Description	Status Icon	Due Date	Latest Status Update
CF-SLAACIP-3.3B	B. Monitor and report performance quarterly - LAAC Strategy Group on meeting timescales re 7.5 month reviews, quality of decision making at LAC Reviews, ensuring 12 weeks between review and panel and timescale between permanence decision and matching.	Neil Bruce; Louise McRae; Tricia Rosa	Monitor and report performance quarterly to LAAC Strategy Group on meeting timescales re 7.5 month reviews, quality of decision making at LAC Reviews and adherence to 12 week timescale between review and panel and timescale between permanence decision and matching.		30-Oct-2009	SWIFT processes for monitoring 7.5 month timescale established and implemented in May 2010. SWIFT process to monitor Initial Registration Panel occurs within 12 weeks of LAC Review recommendation established and implemented in May 2010. <b>(Action Completed)</b>
CF-SLAACIP-3.3C	C. Update and issue guidance to social workers and panel members including good practice exemplar reports	Tricia Rosa	Update and issue guidance to social workers and panel members including good practice exemplar reports		31-Mar-2012	Achieving Permanence procedure updated and to be relaunched with briefings to relevant staff planned for October 2011.
CF-SLAACIP-3.3D	D. Review and report need for additional adoption panels	Tricia Rosa	Review and report need for additional adoption panels		31-Mar-2012	Proposal to establish new Team Leader post to coordinate of Adoption, Fostering and Permanence panels under consideration. Post will review capacity, efficiency and quality of panels and recommend improvements
CF-SLAACIP-3.3E	E. Initiate project to review reports and minutes where permanent fostering rather than adoption for children under 8 was recommended and report findings to LAAC Strategy Group	Tricia Rosa	Initiate project to review reports and minutes where permanent fostering rather than adoption for children under 8 was recommended and report findings to LAAC Strategy Group		31-Mar-2010	Review of Panel Minutes undertaken by K MacLean and findings reported to Panel Chairs. System in place for Permanence Team Manager/Leaders to observe panels and provide feedback. System established for Team Leaders to sample 10% of Form F's submitted to panel per month. <b>(Action Completed)</b>
CF-SLAACIP-3.3F	F. Scope and report to LAAC Strategy Group the most cost effective method of increasing the number and range of adopters	Neil Bruce	Scope and report to LAAC Strategy Group the most cost effective method of increasing the number and range of adopters		31-Mar-2012	Work in progress to develop an adopter recruitment strategy involving Permanence Team and Corporate Communications. Delivery model will differ from Foster Carer recruitment approach to reflect different motivating factors for adopters.
CF-SLAACIP-3.3G	G. Establish a Council target to increase children leaving care through adoption	Neil Bruce	Establish a Council target to increase children leaving care through adoption and monitor target		30-Dec-2009	SLAAC Management have agreed that it is not appropriate to use the term target in terms of adoption as this suggests that performance related measure. However, number of children registered, placed for adoption and adoption are monitored and used to inform future budget and resource requirements. <b>(Action Completed)</b>




















Action Code	Action Title	Assigned To	Description	Status Icon	Due Date	Latest Status Update
CF-SLAACIP-3.3H	H. Provide training on permanence to for key staff	Heather Smith	Provide training on permanence to for key staff		30-Nov-2009	Adoption and Children Act Training completed in December 2009 <b>(Action Completed)</b>
CF-SLAACIP-3.3I	I. Scope and implement a suite of Management Information for all aspects of adoption processes (e.g. waiting times, recruitment etc).	Neil Bruce; Louise McRae	Scope and implement a suite of Management Information for all aspects of adoption processes (e.g. waiting times, recruitment etc).		31-Mar-2012	Adoption data reported to CSWO on quarterly basis but further refinement to dataset is in progress. Work in progress to include data from Legal Services.
CF-SLAACIP-3.3J	J. Re-establish adoption allowance reviews and report outcomes annually to LAAC Strategy Group.	Neil Bruce	Re-establish adoption allowance reviews and report outcomes annually to LAAC Strategy Group.		29-Jan-2010	Procedure and annual review process implemented. <b>(Action Completed)</b>
CF-SLAACIP-3.3K	K. Implement system to monitor Adoption Panel postponements due to inadequate information to make decisions.	Neil Bruce; Louise McRae	Implement system to monitor Referral Panel postponements due to inadequate information to make decisions.		31-Mar-2010	Team Manager - Strategy, Quality and Permanence notified if panels postponed/unable to make a decision due to lack of information. Monthly reporting of panel usage including postponements in place. Data and monitoring to be further developed by Panel Coordinator post holder. <b>(Action Completed)</b> .
CF-SLAACIP-3.4	3.4 Scope potential for re-configuration of Practice Teams into short term and long term case work remits	Andy Jeffries	Scope potential for re-configuration of Practice Teams into short term and long term case work remits		31-Mar-2010	Decision taken on 21 January 2010 not to re-structure Practice Teams. A smaller group of workers in each neighbourhood team will however take more specialist role in joint interviews. <b>(Action Completed)</b> .
CF-SLAACIP-3.5	3.5 Speed up rehabilitation back to family	Andy Jeffries; Donny Scott	Speed up rehabilitation back to family		01-Sep-2011	This action refers to actions in Section 1 and 2 which refers to expanding FGDM, Care Plans and improvements to LAC Reviews.

#### 4. To improve availability and choice and reduce per capita cost of placements



Action Code	Action Title	Assigned To	Description	Status Icon	Due Date	Latest Status Update
CF-SLAACIP-4.1	4.1 Increase number of CEC Foster Carers	Tricia Rosa	Increase number of CEC Foster Carers		31-Mar-2010	<b>Note:</b> There was a net loss of 10 foster carers in 2010/11
CF-SLAACIP-4.1A	A. Use feedback provided from newly appointed and retiring carers to inform improvements to recruitment process.	Tricia Rosa	Use feedback provided from newly appointed and retiring carers to inform improvements to recruitment process.		31-Mar-2010	Feedback used to improve carer recruitment processes (e.g. preparation sessions). Carer exit interviews offered by zero take up. Workstream subject to ongoing refinement. <b>(Action Completed)</b>









Action Code	Action Title	Assigned To	Description	Status Icon	Due Date	Latest Status Update
CF-SLAACIP-4.1B	B. Explore opportunities for incentives based strategies to enhance recruitment and retention of carers and report recommendations to LAC Strategy Group	Tricia Rosa	Explore opportunities for incentives based strategies to enhance recruitment and retention of carers and report recommendations to LAC Strategy Group		31-Dec-2009	Fees enhanced for adolescent foster carers. Other financial initiatives explored but not progressed. Consideration of incentives considered on an ongoing basis within Foster Carer Recruitment Strategy. <b>(Action Completed)</b>
CF-SLAACIP-4.1C	C. Initiate project to establish CEC performance standard for average time between foster care application and approval including bench marking against other local authorities/providers and report recommendations for streamlining process.	Tricia Rosa	Initiate project to establish CEC performance standard for average time between foster care application and approval including bench marking against other local authorities/providers and report recommendations for streamlining process to LAAC Strategy Group.		29-Jan-2010	Agreement to monitor performance against National Standards timescales. SWIFT process developed and implemented within Recruitment Team to monitor performance. <b>(Action Completed)</b>
CF-SLAACIP-4.1D	D. Implement system to ensure that managing newly appointed carers does not restrict the capacity of the Fostering Recruitment Team to focus on recruiting new carers.	Tricia Rosa	Implement system to ensure that managing newly appointed carers does not restrict the capacity of the Fostering Recruitment Team to focus on recruiting new carers.		31-Dec-2009	FBC Team Workload Monitoring implemented. Team workloads reviewed on quarterly basis and reallocated as required. <b>(Action Completed)</b>
CF-SLAACIP-4.1E	E. Scope and implement a suite of Management Information for all aspects of foster care recruitment processes.	Neil Bruce; Louise McRae	Scope and implement a suite of Management Information for all aspects of foster care recruitment processes.		31-Mar-2010	Comprehensive data on recruitment activity and enquiries provided to Foster Carer Recruitment Steering Group used to inform future campaigns. <b>(Action Completed)</b>
CF-SLAACIP-4.2	4.2 Scope and report recommendations to LAC Strategy Group opportunities for collaboration with other local authorities to access spare foster care capacity, joint commissioning and sharing of resources or activities (e.g. training and recruitment)	Tricia Rosa	Scope and report recommendations to LAC Strategy Group opportunities for collaboration with other local authorities to access spare foster care capacity, joint commissioning and sharing of resources or activities (e.g. training and recruitment)		26-Feb-2010	Pilot recruitment campaign collaboration with other Lothian Councils completed. Conclusion was that shared learning was a positive outcome but actual number of foster carers attracted would not justify repeat in near future. <b>(Action Completed)</b>
CF-SLAACIP-4.3	4.3 Develop and implement strategy to improve procurement arrangements of:	Scott Dunbar	Develop and implement strategy to improve procurement arrangements of:		01-Dec-2011	











Action Code	Action Title	Assigned To	Description	Status Icon	Due Date	Latest Status Update
CF-SLAACIP-4.3A	A. Independent Foster Care Agencies	Tricia Rosa	Independent Foster Care Agencies		31-Mar-2010	Framework agreement in place for independent Foster Care Agencies <b>(Action Completed)</b>
CF-SLAACIP-4.3B	B. Residential Placements	Frank Phelan	Residential Placements		31-Mar-2010	National Secure contact in place <b>(Action Completed)</b>
CF-SLAACIP-4.3C	C. Residential Schools	Frank Phelan	Residential Schools		01-Dec-2011	Work in Progress and will be looked at as part of the new Council Commissioning Strategy in phase two. <i>(July 10 Update)</i>
CF-SLAACIP-4.3D	D. Adoption	Neil Bruce	Adoption		31-Mar-2010	Service level agreements in place with Scottish Adoption and St Andrews Children's Society <b>(Action Completed)</b>
CF-SLAACIP-4.4	4.4 Review opportunities for generating income and report findings to LAAC Strategy Group.	Scott Dunbar	Review opportunities for generating income and report findings to LAAC Strategy Group.		31-Mar-2010	Options for generating income incorporated in 'Review of Residential Care' <b>(Action Completed)</b>
CF-SLAACIP-4.5	4.5 Identify demand and explore opportunities for adapting/enlarging/supplying housing to foster carers/prospective foster carers to provide additional placements and report findings to LAAC Strategy Group	Scott Dunbar	Identify demand and explore opportunities for adapting/enlarging/supplying housing to foster carers/ prospective foster carers to provide additional placements and report findings to LAAC Strategy Group		31-Mar-2010	Potential expansion of properties has been explored. Application process for adaptations has been issued and proposals considered by the SLAAC Management Team. <b>(Action Completed)</b>
CF-SLAACIP-4.6	4.6 Complete a management review of residential provision and report findings to LAAC Strategy Group	Scott Dunbar	Complete a management review of residential provision and report findings to LAAC Strategy Group		31-Mar-2010	Management Review completed. Report to CFD Heads of Service on 24/6/10. <b>(Action Completed)</b>
CF-SLAACIP-4.6A	A. Establish current demand and usage of all provision	Scott Dunbar	Establish current demand and usage of all provision		29-Jan-2010	Data collection completed. Analysis and summary of data included in 'Review of Residential Care for Children and Young People'. <b>(Action Completed)</b>
CF-SLAACIP-4.6B	B. Recommend future usage options in line with projected demand, underpinned by no loss of placements unless at least commensurate cost saving.	Scott Dunbar	Recommend future usage options in line with projected demand (e.g. satellite flats, intake/assessment unit, increase respite provision, best options for under 12s, ensure availability of placements for children affected by disability etc) underpinned by no loss of placements unless at least commensurate cost saving.		26-Feb-2010	Options presented for consultation in 'Review of Residential Care for Children and Young People in Edinburgh'. <b>(Action Completed)</b>









Action Code	Action Title	Assigned To	Description	Status Icon	Due Date	Latest Status Update
CF-SLAACIP-4.6C	C. Identify refurbishments	Scott Dunbar	Identify refurbishments		31-Dec-2009	Refurbishments identified in Review <b>(Action Completed)</b>
CF-SLAACIP-4.6D	D. Identify uses for spare space in estate	Scott Dunbar	Identify uses for spare space in estate		31-Mar-2010	Proposed uses for spare estate included in 'Review of Residential Care for Children and Young People in Edinburgh' <b>(Action Completed)</b>
CF-SLAACIP-4.7	4.7 Ensure availability of suitable placements for children from BME backgrounds and with disabilities	Scott Dunbar	Ensure availability of suitable placements for children from BME backgrounds and with disabilities		29-Jan-2010	<b>Note:</b> Departmental policy is to endeavour to provide suitable placements for all children. At times it is not possible to meet these needs for all children accommodated.
CF-SLAACIP-4.7A	A. Undertake Equalities impact assessment for residential services.	Scott Dunbar	Undertake Equalities impact assessment for residential services.		29-Jan-2010	<b>Action Completed</b>
CF-SLAACIP-4.8	4.8 Increase Kinship Care Placements	Andy Jeffries	Increase Kinship Care Placements		31-Mar-2010	<b>Note:</b> This action is Linked to 1.2A
CF-SLAACIP-4.8A	A. Review and set target for % of Kinship placements within LAAC population based on projected demand.	Andy Jeffries	Review and set target for % of Kinship placements within LAAC population based on projected demand.		31-Mar-2010	This action has been revised on the basis that setting targets for the percentage of LAC in Kinship placements not meaningful. Action noted as completed on the basis that kinship options are considered in all cases when a child is accommodated. <b>(Action Completed)</b>
CF-SLAACIP-4.8B	B. Develop and implement Action Plan to achieve target	Andy Jeffries	Develop and implement Action Plan to achieve target		31-Mar-2010	Action marked as completed as per 4.8A
CF-SLAACIP-4.8C	C. Ensure Kinship options are considered throughout period child is accommodated	Andy Jeffries	Ensure Kinship options are considered throughout period child is accommodated		31-Mar-2010	Consideration of Kinship is made at point of accommodation and through LAC Reviews for all children. <b>(Action Completed)</b>








## 5. To improve the quality of placements

Action Code	Action Title	Assigned To	Description	Status Icon	Due Date	Latest Status Update
CF-SLAACIP-5.1	5.1 Aim for excellence in service delivery	Neil Bruce	Aim for excellence in service delivery		01-Mar-2012	
CF-SLAACIP-5.1A	A. All services within SLAAC will have a service improvement plan in place which is monitored on an	Neil Bruce	All services within SLAAC will have a service improvement plan in place which is monitored on an annual basis and will include aiming for excellence in		01-Mar-2012	Improvement plans in place for all SLAAC services except Day Care.




Action Code	Action Title	Assigned To	Description	Status Icon	Due Date	Latest Status Update
	annual basis and will include aiming for excellence in inspection reports.		inspection reports.			
CF-SLAACIP-5.1B	B. Monitor Care Commission inspection reports and ensure adherence to action plans. Report quarterly to LAC strategy group and annually to Education, Children and Families Committee.	Neil Bruce	Monitor Care Commission inspection reports and ensure adherence to action plans. Report quarterly to LAC strategy group and annually to Education, Children and Families Committee.		01-Apr-2010	Monitoring of Care Commission Inspection results for 2008/09 and 2009/10 completed. Performance has improved from 50% to 81% of the number (26) of inspections where the average grading was good or above. Across all services the average grading was Good-Excellent in 2009/10 and improvement from the previous year. <b>(Action Completed)</b>
CF-SLAACIP-5.2	5.2 Increase service user involvement in planning and feedback	Neil Bruce	Increase service user involvement in planning and feedback		01-Dec-2011	<b>Note:</b> Work ongoing to incorporate service user involvement into all aspects of service delivery.
CF-SLAACIP-5.2A	A. Establish a young people's forum facilitated by Who Cares (Scotland)?		Establish a young people's forum facilitated by Who Care (Scotland)?		30-Oct-2009	Group established in September 2010. Revised name of Young People in Care Council (YPiCC) adopted. <b>(Action Completed)</b>
CF-SLAACIP-5.2B	B. Monitor volume, type and trends of complaints made by service users against SLAAC services. Report outcomes and associated service improvements to LAC Strategy Group on a quarterly basis.	Alasdair Oliphant	Monitor volume, type and trends of complaints made by service users against SLAAC services. Report outcomes and associated service improvements to LAC Strategy Group on a quarterly basis.		30-Sep-2009	Complaints reporting scheduled for LAC Strategy Group <b>(Action Completed)</b>
CF-SLAACIP-5.2C	C. Monitor that Children's Rights Team and Who Cares Worker quarterly reports are used as a tool to improve services.	Neil Bruce	Monitor that Children's Rights Team and Who Cares Worker quarterly reports are used as a tool to improve services.		30-Sep-2009	Quarterly reports provided to SLAAC Management Team. Reports have been developed to include recommendations of which action against is tracked by the Children's Rights Office and Who Cares. <b>(Action Completed)</b>
CF-SLAACIP-5.2D	D. Review and recommend future use of Viewpoint system	Frank Phelan	Review and recommend future use of Viewpoint system		26-Feb-2010	Recommendation to decommission Viewpoint agreed in April 2010. Funding to be diverted to other activities (see 5.2A) <b>(Action Completed)</b>
CF-SLAACIP-5.2E	E. Implement system of exit interviews for children/young people leaving placements	Frank Phelan; Tricia Rosa	Implement system of exit interviews for children/young people leaving placements		01-Dec-2011	Revised plan to review and refresh use of exit interviews for care leavers to be developed.
CF-SLAACIP-5.3	5.3 Develop and implement	Neil Bruce; Louise	Develop and implement systems to		01-Jan-2012	

Action Code	Action Title	Assigned To	Description	Status Icon	Due Date	Latest Status Update
	systems to seek service user feedback to ensure increasing carer and adopter involvement in planning.	McRae	seek service user feedback to ensure increasing carer and adopter involvement in planning.			
CF-SLAACIP-5.3A	A. Seek feedback from newly approved carers post approval	Tricia Rosa	Seek feedback from newly approved carers post approval		01-Jan-2012	Processes in place but ongoing improvements required to collate, report and communicate impact. Consultation for model for seeking long term adopter/adopted child feedback in progress
CF-SLAACIP-5.3B	B. Develop and annual survey of foster carers	Neil Bruce; Louise McRae; Tricia Rosa	Develop and annual survey of foster carers		01-Jan-2012	Responsibility for survey assigned to Family Based Care Team Leader. Survey due for circulation in November 2011
CF-SLAACIP-5.3C	C. Exit interviews for carers leaving service	Tricia Rosa	Exit interviews for carers leaving service		31-Mar-2010	See Action 4.1A. Exit interviews offered but zero take up <b>(Action Completed)</b>
CF-SLAACIP-5.3D	D. Report findings to LAAC Strategy Group on a six monthly basis	Tricia Rosa	Report findings to LAAC Strategy Group on a six monthly basis		01-Jan-2012	System for reporting to LAC Strategy Group to be developed.
CF-SLAACIP-5.4	5.4 Reduce placement breakdown	Tricia Rosa	5.4 Reduce placement breakdown		30-Apr-2010	<b>Note:</b> <i>Criteria for placement breakdown for adoption and permanent fostering placements has been established.</i>
CF-SLAACIP-5.4A	A. Establish system for monitoring breakdowns	Neil Bruce; Louise McRae; Tricia Rosa	A. Establish system for monitoring breakdowns		01-Apr-2010	Adoption and permanent fostering breakdowns reviewed by a Disruption Review Meeting 6 to 8 weeks following ending of placements. Work underway to further develop process and procedure to also incorporate Kinship and settled residential placement breakdown. <b>(Action Completed)</b>
CF-SLAACIP-5.4B	B. Analyse outcomes and identify preventative actions	Tricia Rosa	B. Analyse outcomes and identify preventative actions		30-Apr-2010	Outcomes of Disruption Reviews are collated and reported to LAC Strategy Group, Panel Chairs and Agency Decision Makers on an annual basis. <b>(Action Completed)</b>
CF-SLAACIP-5.5	5.5 Improve education support for all looked after children	Moyra Wilson	Improve education support for all looked after children		31-Mar-2012	
CF-SLAACIP-5.5A	A. Review remit of LAC Education Team	Frank Phelan	Review remit of LAC Education Team		31-May-2010	Review completed revised service established <b>(Action Completed)</b>
CF-SLAACIP-5.5B	B. Develop common aims, protocols, roles and remits	Moira Wilson	Develop common aims, protocols, roles and remits for staff delivering		31-Mar-2012	Workstream task for Education Sub Group of Looked After Children Strategy Group






Action Code	Action Title	Assigned To	Description	Status Icon	Due Date	Latest Status Update
	for staff delivering services to LAAC children and report outcomes to LAAC Strategy Group.		education services to LAAC children and report outcomes to LAAC Strategy Group.			
CF-SLAACIP-5.6	5.6 Improve health support for children looked after away from home	Scott Dunbar	Improve health support for children looked after away from home		31-Mar-2012	Workstream requires to be developed.
CF-SLAACIP-5.6A	A. Negotiate with NHS Lothian implementation of LAC Nurse/health support for children looked after in kinship placements	Scott Dunbar	Negotiate with NHS Lothian implementation of LAC Nurse/health support for children looked after in kinship placements		31-Mar-2012	Workstream progressing.
CF-SLAACIP-5.7	5.7 Improve staff and carer training in LAC Section	Scott Dunbar	Improve staff and carer training in LAC Section		31-Mar-2011	
CF-SLAACIP-5.7A	A. Ensure that all staff in SLAAC have PRD reviews are held within timescale and training and development plans are in place for all staff and that requirements are collated and reported to SLAAC Management Team.	Scott Dunbar	Ensure that all staff in SLAAC have PRD reviews are held within timescale and training and development plans are in place for all staff and that requirements are collated and reported to SLAAC Management Team.		31-Mar-2011	Staff PRD reviews for 2011/12 completed <b>(Action Completed)</b>
CF-SLAACIP-5.7B	B. Ensure that carer reviews are held within timescale and training and development plans are in place for all carers and that requirements are collated and reported to SLAAC Management Team.	Tricia Rosa	Ensure that carer reviews are held within timescale and training and development plans are in place for all carers and that requirements are collated and reported to SLAAC Management Team.		28-Jan-2010	System established to schedule all foster carer reviews within statutory timescales. Performance reporting to LAC Strategy Group. <b>(Action Completed)</b>
CF-SLAACIP-5.8	5.8 Reduce levels of staff sickness absence	Scott Dunbar	Reduce levels of staff sickness absence		30-Apr-2010	
CF-SLAACIP-5.8A	A. Ensure all managers have sickness absence training	Scott Dunbar	Ensure all managers have sickness absence training		31-Mar-2010	All managers have received training/instruction on Council policy and procedure.
CF-SLAACIP-5.8B	B. Monitor and report quarterly levels of work related sickness and injury to SLAAC Management Team.	Scott Dunbar	Monitor and report quarterly levels of work related sickness and injury to SLAAC Management Team.		31-Mar-2010	Reports being received and where necessary discussed with individual managers <b>(Action Completed)</b>

Action Code	Action Title	Assigned To	Description	Status Icon	Due Date	Latest Status Update
CF-SLAACIP-5.8C	C. Develop and implement strategies to reduce sickness levels	Scott Dunbar	Develop and implement strategies to reduce sickness levels		31-Mar-2010	Council procedures for managing sickness absence implemented
CF-SLAACIP-5.9	5.9 Enhance Corporate Parenting role	Neil Bruce	Enhance Corporate Parenting role		31-Mar-2010	
CF-SLAACIP-5.9A	A. Ensure that Member Officer Group has a clear set of indicators to monitor outcomes for Looked After Children	Neil Bruce	Ensure that Member Officer Group has a clear set of indicators to monitor outcomes for Looked After Children		31-Mar-2010	Thematic Presentations are a standard agenda item in the annual programme of Corporate Parenting MOG's. Indicators are based in 'These are our Bairns' and Presentations cover Care and Protection (C & F), Housing (SfC), Education (C&F), Health (NHS Lothian), Employment and Training (City Development), Transition to Adult Care (H&SC/C & F). Ongoing development required to agree and report on a Council wide corporate parenting data set.
CF-SLAACIP-5.9B	B. Ensure multi-agency short life working groups deliver recommendations: Access to employment via Council, partners and suppliers; Access to leisure opportunities	Neil Bruce	Ensure multi-agency short life working groups deliver recommendations: Access to employment via Council, partners and suppliers; Access to leisure opportunities		31-Jan-2010	Access to Culture and Leisure sub group reported to CPMOG in 2010. Ongoing partnership with City Development established to identify a range of culture and leisure opportunities for looked after children. Access to training and employment sub group chaired by City Development was never established but report describing range of employability strategies reported to CPMOG in May 2011. Theme of access to employment and training for looked after children has now been subsumed into the Positive Destinations workstream led by Children and Families. <b>(Action Completed)</b>
CF-SLAACIP-5.10	5.10 Develop and implement communication strategy for Services for Looked After and Accommodated Children (LAC Section?)	Neil Bruce	Develop communication strategy for Services for Looked After and Accommodated Children (LAC Section?)		30-Jul-2010	<b>Note:</b> <i>Specific Communications Strategy not required. Information communicated through direct contact, e-mails, team and managers meetings etc</i>
CF-SLAACIP-5.10A	A. Ensure e-mail circulation lists are up to date	Mary McIntosh	Ensure e-mail circulation lists are up to date		30-Sep-2009	E-mail information updated during migration to new ORB. <b>(Action Completed)</b>
CF-SLAACIP-5.10B	Establish annual conference for staff/carers	Scott Dunbar	Establish annual conference for staff/carers		30-Jun-2010	Conference delivered in February 2011.Frequency agreed as every two years. <b>(Action Completed)</b>















Action Code	Action Title	Assigned To	Description	Status Icon	Due Date	Latest Status Update
CF-SLAACIP-5.11	5.11 Develop greater collaboration between previously separately managed parts of the SLAAC.	Scott Dunbar	Develop greater collaboration between previously separately managed parts of the SLAAC.		30-Jun-2010	
CF-SLAACIP-5.11A	A. Scope out capacity for greater flexibility of staff roles e.g. secondments, job shadowing, team around the child.	Scott Dunbar	Scope out capacity for greater flexibility of staff roles e.g. secondments, job shadowing, team around the child.		31-Mar-2010	A range of formal and informal opportunities are arranged through the SLAAC Management Meeting offering opportunities to work in other areas of the section <b>(Action Completed)</b>
CF-SLAACIP-5.11B	B. Identify a range of projects to be delivered jointly.	Scott Dunbar	Identify a range of projects to be delivered jointly.		31-Mar-2010	<b>Action Completed</b>






## 6. To improve the quality of throughcare and aftercare

Action Code	Action Title	Assigned To	Description	Status Icon	Due Date	Latest Status Update
CF-SLAACIP-6.1	6.1 Review and report to LAAC Strategy Group effectiveness of current Throughcare/Aftercare service provision	Scott Dunbar	Review and report to LAAC Strategy Group effectiveness of current Throughcare/Aftercare service provision		31-Mar-2012	
CF-SLAACIP-6.1A	A. Develop, implement and report performance of a plan to ensure all children who require a Pathways plans have one in place.	Scott Dunbar	Develop, implement and report performance of a plan to ensure all children who require a Pathways plans have one in place.		31-May-2010	Included in Throughcare/Aftercare Review <b>(Action Completed)</b>
CF-SLAACIP-6.1B	B. Identify need, develop plan and report to LAAC Strategy requirements for improving housing options for carer leavers.	Scott Dunbar	Identify need, develop plan and report to LAAC Strategy requirements for improving housing options for carer leavers.		31-May-2010	Included in Throughcare/Aftercare Review <b>(Action Completed)</b>
CF-SLAACIP-6.1C	C. Develop Mentoring/Befriending Scheme	Scott Dunbar	Develop Mentoring/Befriending Scheme		31-Mar-2012	Workstream to be developed.
CF-SLAACIP-6.2	6.2 Improve transitions to Health and Social Care services for young people affected by disability or mental ill health	Carol Chalmers	Improve transitions to Health and Social Care services for young people affected by disability or mental ill health		31-Mar-2012	Included in Throughcare/Aftercare Review. Implementation required.

7. To improve understanding of demand for services to ensure continued responsiveness

Action Code	Action Title	Assigned To	Description	Status Icon	Due Date	Latest Status Update
CF-SLAACIP-7.1	7.1 Increase Research and Information capacity to support development of management information for LAAC Services	Neil Bruce	Increase Research and Information capacity to support development of management information for LAAC Services		30-Sep-2009	
CF-SLAACIP-7.1A	A. Prepare business case for additional Research and Information Officer to support development of LAC management/performance information.	Neil Bruce	Prepare business case for additional Research and Information Officer to support development of LAC management/performance information.		30-Sep-2009	Decision taken not to pursue this action given current financial pressures. <b>(Action Completed)</b>
CF-SLAACIP-7.2	7.2 Improve Management Information	Neil Bruce; Louise McRae	Improve Management Information		30-Jun-2010	Draft KPI's developed, scheduled for completion and implementation August 2011. Additional Management Information Framework (MIF) developed, priority given to development of Family Based Care Management information (Carer Recruitment, Permanence timescales, Placement occupancy). Work ongoing to implement comprehensive dataset.
CF-SLAACIP-7.2A	A. Undertake Scoping exercise	Neil Bruce	Undertake Scoping exercise		31-Jul-2009	<b>(Action Completed)</b>
CF-SLAACIP-7.2B	B. Undertake gap analysis to identify information to be refined/developed	Neil Bruce	Undertake gap analysis to identify information to be refined/developed		21-Aug-2009	<b>(Action Completed)</b>
CF-SLAACIP-7.2C	C. Develop a management information development plan and reporting schedule	Neil Bruce	Develop an management information development plan and reporting schedule		04-Sep-2009	<b>(Action Completed)</b>
CF-SLAACIP-7.2D	D. Implement and monitor use of enhanced suite of management information.	Neil Bruce; Louise McRae; David Smith	Implement and monitor use of enhanced suite of management information.		31-Dec-2009	Implementation in progress for Carer Recruitment. Permanence, Carer Occupancy recording and reporting
CF-SLAACIP-7.3	7.3 Ensure all staff have access to SWIFT who require it	Neil Bruce	Ensure all staff have access to SWIFT who require it		30-Jul-2010	<b>Note:</b> All SLACC staff members have access to SWIFT

Action Code	Action Title	Assigned To	Description	Status Icon	Due Date	Latest Status Update
CF-SLAACIP-7.3A	A. Roll out SWIFT access and training to all residential units	Neil Bruce	Roll out SWIFT access and training to all residential units		30-Jul-2010	SWIFT now available to staff in all SLAAC services. Basic training provided for all relevant staff. <b>(Action Completed)</b>
CF-SLAACIP-7.4	7.4 Update research on future demand for LAAC services	Stuart Osborough	Update research on future demand for LAAC services		30-Apr-2010	Projection of LAC numbers revised and updated on an annual basis <b>(Action Completed)</b>
CF-SLAACIP-7.5	7.5 Develop and implement project to set benchmark for optimum capacity to workload for all services within LAAC section e.g. number of carers which a FBC social worker can effectively hold.	Neil Bruce; Louise McRae	Develop and implement project to set benchmark for optimum capacity to workload for all services within LAAC section e.g. number of carers which a FBC social worker can effectively hold.		01-Apr-2010	Caseload weighting system developed by K MacLean and used to inform FBC Workload monitoring implementation. <b>(Action Completed)</b>
CF-SLAACIP-7.6	7.6 Develop an approach to improve sharing of data within the Council and with Police and NHS	Neil Bruce; Louise McRae	Sharing data includes personal level data about clients as well as statistical data on needs, capacity and performance		31-Mar-2011	Data sharing system with LAC Nurses in place. Workstream developing information sharing with police in respect of absconders and support to residential units. <b>(Action Completed)</b>

Action Status	
	Cancelled
	Overdue; No longer assigned
	Unassigned; Not Started; Check Progress
	Resuming; In Progress; Assigned
	Completed

# SERVICES FOR LOOKED AFTER CHILDREN - SUMMARY OF CARE COMMISSION INSPECTION REPORTS 2010/11<sup>1</sup> (PROVISIONAL)

Key to Grading: **6 Excellent** **5 Very Good** **4 Good** **3 Adequate** **2 Weak** **1 Unsatisfactory** NI Theme not Inspected

ESTABLISHMENT	QUALITY THEME 1	QUALITY THEME 2	QUALITY THEME 3	QUALITY THEME 4	REQUIREMENTS	RECOMMENDATIONS	TYPE	DATE INSPECTION COMPLETED
	QUALITY OF CARE AND SUPPORT	QUALITY OF ENVIRONMENT	QUALITY OF STAFFING	QUALITY OF MANAGEMENT AND LEADERSHIP				
<b>YPC/CLOSE SUPPORT UNIT</b> – 12/15 (80%) OF INSPECTION REPORTS WHERE AVERAGE GRADINGS WERE GOOD OR ABOVE - 9/15 (60%) OF INSPECTION REPORTS WHERE AVERAGE GRADINGS WERE VERY GOOD OR ABOVE								
Drylaw YPC	5 ↑	NI	NI	NI	0	1	A	8/10/10
Drylaw YPC	5 ↑	NI	NI	NI	0	0	U	17/12/10
EFSC	4	3	NI	4 ↑	1	7	A	14/06/10
EFSC	4	3	NI	4 ↑	2	7	U	14/1/11
EFP	5 ↑	NI	5 ↑	NI	0	0	A	17/06/10
EFP	5 ↑	NI	NI	NI	0	0	U	14/12/10
Greendykes YPC	4 ↑	4 ↑	4	NI	0	4	A	07/07/10
Greendykes YPC	NI	NI	NI	NI	NI	NI	NI	NI
Moredun YPC	4 ↓	3 ↓	NI	4	1	5	A	02/06/10
Moredun YPC	NI	NI	NI	NI	NI	NI	NI	NI
Northfield YPC	5	NI	5	NI	0	1	A	03/06/10
Northfield YPC	5	NI	NI	NI	0	0	U	26/11/10
Oxgangs YPC	5 ↑	4	NI	NI	0	1	A	21/06/10

<sup>1</sup> Data extracted from inspection reports published on SCSWIS website at 18/4/11.

ESTABLISHMENT	QUALITY THEME 1	QUALITY THEME 2	QUALITY THEME 3	QUALITY THEME 4	REQUIREMENTS	RECOMMENDATIONS	TYPE	DATE INSPECTION COMPLETED
	QUALITY OF CARE AND SUPPORT	QUALITY OF ENVIRONMENT	QUALITY OF STAFFING	QUALITY OF MANAGEMENT AND LEADERSHIP				
Oxgangs YPC	5	↓ 3	NI	NI	1	0	U	13/12/10
Pentland View CSU	5 ↑	NI	NI	NI	0	2	A	7/10/10
Pentland View CSU	NI	NI	NI	NI	NI	NI	NI	NI
Southhouse CSU	5	NI	5 ↑	NI	0	2	A	27/05/10
Southhouse SCU	5	NI	NI	NI	0	1	U	23/11/10
<b>SECURE SERVICES – 4/4 (100%) OF INSPECTION REPORTS WHERE AVERAGE GRADINGS WERE GOOD OR ABOVE 2/4 (50%) OF INSPECTION REPORTS WHERE AVERAGE GRADINGS WAS EXCELLENT</b>								
ESS	5	4	NI	NI	1	2	A	11/10/10
ESS	6 ↑	NI	NI	NI	0	1	U	18/2/11
ESS CSU	5	4	NI	NI	1	1	A	11/10/10
ESS CSU	6 ↑	NI	NI	NI	0	1	U	18/2/11
<b>RESIDENTIAL SCHOOL CARE – 1/1 (100%) OF INSPECTION REPORTS WHERE AVERAGE GRADINGS WERE GOOD OR ABOVE</b>								
Wellington School Care	4	NI	NI	↓ 4			A	5/10/10
Wellington School Care	NI	NI	NI	NI	NI	NI	NI	NI
<b>FOSTERING AND ADOPTION – 2/2 (100%) OF INSPECTION REPORTS WHERE AVERAGE GRADINGS WERE GOOD OR ABOVE</b>								
Adoption Service	4	NI	NI	5	0	6	A	10/9/10
Fostering Service	4	NI	NI	4	1	4	A	10/9/10

Note: ↑ and ↓ symbols indicate an increase (↑) or decrease (↓) in scoring from 2009/10 corresponding inspection grades.

**Performance Summary 2010/11 ( Updated 18/4/11)**

**A. Average Grading**

Service Area	Total Number of Inspections	Average Grading Score	Grading Position	Highest Average Grading	Lowest Average Grading
YPC/CSU	15	4.57	Good-Very Good	5 – Drylaw, EFP, Northfield, Pentland View & Southhouse	3.67 – EFSC & Moredun
Secure Services	4	5.25	Very Good - Excellent	6 – Both	4.5 – Both
Residential School	1	4	Good		
Adoption and Fostering	2	4.25	Good-Very Good	4.5 – Adoption	4 – Fostering
<b>Total All Services</b>	<b>22</b>	<b>4.52</b>	<b>Good-Very Good</b>		

Total Number of Inspection Reports where Average Grading was:	Adequate or below	Good or Above <sup>2</sup>	Very Good or above	Excellent or above
	3/22 (14%)	19/22 (86%)	12/22 (55%)	2/22 (9%)

**B. Average Requirements and Recommendations**

Service Area	Total Number of Inspections	Average Requirements	Average Recommendations	Highest Average Requirements	Highest Average Recommendations
YPC/CSU	15	0.34	2.07	1- EFSC	7- EFSC
Secure Services	4	0.5	1.25	1- Both	2 - ESS
Residential School	1	3	2		
Adoption and Fostering	2	0.5	3.5	1- Fostering	1- Adoption
<b>Total All Services</b>	<b>22</b>	<b>1.09</b>	<b>2.21</b>		

**Summary of Key Themes identified via Requirement and Recommendations**

<sup>2</sup> Relevant KPI in respect of strategic objective set in LAC Improvement Plan of aiming for Excellence in Care Commission inspection reports

THEME	DESCRIPTION	REQUIREMENT
<b>YPC/Close Support Units</b>		
Care Planning	Care plans should be more accessible (not always complete or easy to understand)	No
Service User Involvement	Develop methods for effectively consulting with residents Communicate outcomes from residents meeting and publish written notes Involve young people in development of risk assessment process Include young people in accessing staff, management and leadership	No
Property Improvements	Timescale for building and kitchen improvements Premises to be maintained to suitable standards	Yes
Policies and Procedures	Develop child friendly complaints policy Improve incident recording process and practice Develop complaints leaflet into child friendly format.	No
Training and Development	Refresh staff understanding of Throughcare and Aftercare processes Food Hygiene First Aid Training	No
<b>Secure Services</b>		
Property	Ensure premises are well maintained	Yes
Food	Ensure varied menu	No
<b>Residential School Care</b>		
Service User Involvement	Develop system for feedback from pupils re food to be fed back to Domestic Supervisor	No
Policies and Procedures	Accurate records of medicine storage and supply Review systems for keeping foot suitably heated on trolleys	No
Training and Development	Training for staff regarding menu planning	No
<b>Fostering and Adoption</b>		
Service User Involvement	Develop consultation method with children, young people and families	No
Permanence Panel	Broaden panel composition membership Review work of Panels	No
Provision of information	Information for adopters	No
Tracking of children	Ensure effective admin systems are in place to track children requiring families	No

THEME	DESCRIPTION	REQUIREMENT
Statutory/Requirements	Foster Care Reviews to meet Regulations Notification of CP referrals to Care Commission	Yes
Training and Development	Ensure Learning and training needs of foster carers are met	No