

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

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## Education, Children and Families Committee

9 October 2012 V05

### 1. Purpose of report

1.1 To review service provision for children looked after and accommodated by the City of Edinburgh Council and to introduce the range of associated service area improvement plans.

### 2. Main report

2.1 The service area improvement plans are designed to ensure appropriate services and support for looked after and accommodated children and young people during the financial year 2012/13.

2.2 The service area improvement plans for the following services are provided as appendices to this report:

- Residential Care (Appendix 1)
- Throughcare and Aftercare (Appendix 2)
- Family Based Care Fostering (Appendix 3)
- Family Based Care Permanence (Appendix 4)
- Children's Rights Office (Appendix 5)

#### Strategic Direction

2.3 Following the review of service priorities as part of the priority based planning exercise, service plans have been developed to shift the balance of resources from high cost, out of authority provision to high quality local services and consistent early and intensive intervention approaches, so that through time, fewer children and young people need to be accommodated and looked after out with the city boundaries.

2.4 Services for children looked after and accommodated are planned and delivered in the context of a long term trend of an increasing number of children requiring to be accommodated. One thousand and twenty three children were accommodated away from home at the end of August 2012. This represents a

68% increase since 2002. A summary of the numbers of looked after children and their placement type is provided in Appendix 6.

### Early Years Change Fund Improvements

2.5 The Early Years and Early Intervention Change Fund hopes to effect a transformational change programme that delivers effective early intervention and strengthens support to children and families in Edinburgh. All resulting actions will be consistent with the priorities of the Single Outcome Agreement, Integrated Plan for Children and Young People and the Children and Families Service Plan.

- By increasing the numbers of kinship carers and the support available to kinship carers more children can live within their wider family when their own parents are not able to care for them.
- Increasing the number of City of Edinburgh Council foster carers will provide more family-based care opportunities for children who cannot live with their own family.
- Providing foster carers in Edinburgh rather than purchasing foster carers on the open market also provides best value and releases substantial resources that could be used to provide more family-support services.
- Currently, the City of Edinburgh purchases approximately 40% of its foster care placements and support from independent and voluntary sector providers. There will continue to be the need for partnership provision in this respect but we want to increase our own capacity to offer high quality, supported foster care placements within the child's community.

2.6 The objectives include:

- Decreasing the length of time involved in progressing permanency arrangements for children for whom this is appropriate is also a priority.
- Improving the quality of care for children and young people who are accommodated by the Council in Edinburgh by increasing choice within placement specifications and enhancing our capacity to account for ethnicity, siblings and complex needs in placing decisions; This will be achieved by:
- Increasing the number of foster carers by 25 net places year on year for five years, increasing current capacity by 125 over a five year period.
- Increasing hours of day care available by 10% per year for the three years of this funding.
- Increasing the numbers of kinship carers to at least the Scottish average and practical and professional support to kinship carers to increase and sustain placements.
- Increasing and enhancing foster care recruitment and approval activity.

2.7 It is anticipated that

- The proportion of children in Council placements will increase
- More children will be in kinship placements and kinship care support services are strengthened.

- There will be increased choice, reduced multi-placements and the timely establishment of permanence plans.
- Young people are supported to remain in contact with family, community and education.
- There will be a significant reduction in costs.

### Corporate Parenting Action Plan

- 2.8 Corporate Parenting is the term used to describe the formal and local partnerships needed between all local authority departments and services, and associated agencies, who are responsible for working together to meet the needs of looked after children and young people.
- 2.9 In March 2012, the Council's Corporate Parenting Action Plan was launched. The plan sets out a range of actions intended to improve the lives of the Council's looked after children set out under the following themes:
- Leadership
  - Health and Wellbeing
  - Education
  - Employment and Training
  - Support and Protection
  - Accommodation
- 2.10 Many of the detailed actions contained within the Plan were formulated by looked after children through the forum of the Young People in Care Council. This is a group of looked after children who meet on a monthly basis to suggest improvements to the services that impact on their care.
- 2.11 The Corporate Parenting Leadership Group has responsibility for the implementation of the Acton Plan. This group is chaired by the Alistair Gaw, Head of Service for Support to Children and Young People and comprises membership of senior managers from all Council Departments plus NHS Lothian.

### Residential Care

- 2.12 The City of Edinburgh Council provides a range of residential care provision in order to meet the care and supervision needs of Looked After Children and Young People which includes:
- Five Young Peoples Centres across the city provide a total of thirty eight placements requiring short, medium and long term residential care.
  - Two Close Support Units provide a total of ten placements for young people with exceptional support needs and who usually require long term residential care.
  - The Edinburgh Families Project provide a mixture of outreach support to families and respite care for children to reduce the need for full time residential care. Approximately ninety families per annum are supported through this service.
  - Edinburgh Secure Services provide a total of twelve secure beds for children where it is deemed that they are a high risk of harm to themselves or others and require intensive support in a contained

environment. A further two Close Support Units attached to Edinburgh Secure Services provide secure specialist care for young people including those who no longer require to reside in the secure environment.

- Wellington School currently has capacity to provide twelve residential care placements. As a result of occupancy levels consistently being below fifty percent for a sustained period a plan is being implemented to reduce the number of placements provided to six by the November 2012.
  - The Dean and Cauvin Trust are commissioned to provide a total of nine placements for young people aged fifteen and a half.
- 2.13 The Children and Families Department previously provided nine placements for children under the age of twelve through the Edinburgh Family Resource Centre which has now been converted to provide respite care for children with disabilities and by commissioning the Barnardos RAFT service which ceased in July 2012. Specialist foster care was commissioned to provide family-based alternatives for younger children and additional accommodation options are under consideration.
- 2.14 Demand for residential care placements remains high despite the year on year increase in foster care and kinship care for children and young people. At the end of August 2012, ninety four children and young people were placed in residential care. Of these, one third are placed in out of authority residential establishments. During 2012, the Council's own residential resources, excluding Wellington School have been operating at full or very near full capacity at all times.
- 2.15 A comprehensive Asset Management Plan for the residential estate is scheduled to be submitted to the Education, Children & Families Committee in December 2012. This plan of which young people in residential care have assisted to formulate will make recommendations for significant improvements in the residential estate.
- 2.16 All residential units are inspected on a regular basis by the Care Inspectorate. The percentage of units graded Good or Very Good was eight one percent in 2012. A constant feature of the inspection reports was the Care Inspectorate's concerns about the quality of environment. The grading on this theme is lower than in other themes inspected. There is also a significant difference in grading between residential units which have been refurbished against those which have not. A summary of inspection grading is provided in Appendix 7.

#### Edinburgh Secure Services

- 2.17 Edinburgh Secure Services comprises of two secure units and two close support units spread located across the Howdenhall and St Katharine's campuses. A small Throughcare and Aftercare service is attached to Edinburgh Secure Services to prepare and support young people leaving the service.
- 2.18 Only young people whose behaviours at the point of admission make themselves a significant risk to themselves or others and those remanded by the Courts are admitted to the secure units. The profiles of young people admitted will include some who have experienced many forms of traumatic abuse including physical, emotional and sexual; some who may engage in self-harming behaviours; some who use drugs and alcohol in a destructive and

chaotic manner; and some who have acted out in an extremely aggressive manner in the community or their previous placements

- 2.19 On average, twenty percent of children are placed in secure accommodation on remand through the Courts. The remaining eighty percent are placed either on emergency basis on the authority of a senior manager in the Children and Families Department or through agreement to implement a secure warrant issued by a Children's Hearing.
- 2.20 During 2011/12 Edinburgh Secure Services worked with forty three young people within the secure provision and twenty three young people within the close support provision. Many of the young people admitted to the close support provision will have come through the secure provision and had the opportunity of close support as a step down placement to returning home or to a community based open placement.
- 2.21 The Throughcare and Aftercare provision attached to Edinburgh Secure Services provides a two residential placements and a respite placement. It maintains involvement with all young people who are 16 years+, contributing to their transition pathways into the community.
- 2.22 The demand for all secure placements and remand placements of Edinburgh young people has been met within the Council's provision reversing a position of a number of young people needing to be placed in secure units out with Edinburgh. In the period November 2011 to August 2012, two young people were placed in secure provision out with the Council's own units, but for very brief periods (< 1 week).
- 2.23 Reductions in the overall number of young Edinburgh young people placed in secure has enabled the Council to provide an average of five 5 placements to young people from other local authorities. This has extended the reputation of the service as a national resource and a secure provision of choice for a number of local authorities.
- 2.24 Overall, occupancy of the secure provision in 2011/12 has remained high at ninety six percent.
- 2.25 In June 2012, the secure units were inspected by the Care Inspectorate. The service was graded as; Very Good In the Quality of Care and Support and also Quality of Staffing, Good in Quality of Management and Leadership and Weak in Quality of Environment. An action plan is in place and is being implemented. Also in July 2012 the close support services were subject to a statutory inspection by the Care Inspectorate. The service was graded as; Very Good In the Quality of Care and Support, Quality of Staffing and Quality of Management and Leadership. It was graded as Good in Quality of Environment.
- 2.26 The Inspections of both provisions specifically noted the quality and skill of staff and leadership within the service, excellence in the engagement of service users and promotion of attachment, the promotion of young people's health and wellbeing. A summary of inspection gradings is provided in Appendix 7.

#### Wellington School

- 2.27 Wellington School, located in the Midlothian Council area south of Penicuik, is the Council's only residential school. The school provides educational placements for up to fifty young males aged between twelve and sixteen and residential care.

- 2.28 From January 2011, the school admitted 21 day placements and 10 residential placements. At present the school has capacity for 12 residential placements. Wellington School residential capacity has been below 50%, on a sustained basis, over time, and significantly lower during weekend periods, thereby presenting the opportunity to reduce residential capacity, without compromising the care of young people at Wellington School.
- 2.29 The school is inspected on a regular basis by the Care Inspectorate with the last inspection (unannounced) being completed in June 2012. The school achieved “good” grades in all aspects except the “quality of Care and Support” which was deemed “adequate”. An action plan has been agreed with Social Care and Social Work Improvement Scotland (SCSWIS) and the Team Manager for Specialist Residential Care to address this.

#### Throughcare and Aftercare Services

- 2.30 Throughcare and Aftercare Services is the generic term used in Edinburgh to describe the range of services which provide support to young people who are in the process of leaving care or have already left care. The range of services included the Councils own Throughcare and Aftercare Team located in the City Chambers, the Alison Unit team at Edinburgh Secure Services, Barnardos 16+ and Dean & Cauvin Aftercare service. All young people who are eligible for a service but are not able to be allocated a worker can access the duty service provided by the Throughcare and Aftercare Team.
- 2.31 To be eligible for throughcare and aftercare service a young person must be looked after or accommodated at or after their school leaving date and not yet reached their twenty first birthday. The Council has a statutory duty to provide certain services, including a Pathways assessment, planning and reviews, to eligible young people up until their nineteenth birthday and a power to assist them up to their twenty first birthday, or beyond, if they are in continuous full time further or higher education or training.
- 2.32 Twenty seven recommendations are in the process of being implemented following a comprehensive review in 2011 of Throughcare and Aftercare provision. It is anticipated that the recommendations will be fully implemented during 2013.
- 2.33 Significant improvements have been made towards ensuring that young people eligible for a Pathways Plan have one in place. Performance has improved from nine percent in 2010/11 to a current level of fifty six percent.
- 2.34 At the end of August 2012 the overall number of young people eligible for Through Care/After Care was seven hundred and three. Many will not need or will choose not to access the Throughcare and Aftercare provision and will only use the duty system for support. Of this total, four hundred and eleven young people currently receive a service through an allocated worker or through the duty system.

#### Family Based Care Fostering and Day Care

- 2.35 Family Based Care Fostering and Day Care services comprises of five team teams, Foster Care, Day Care and Respite, Specialist Fostering, Disability, and Recruitment. The sixth team, the Permanence team with responsibility for permanent fostering and adoption is described in more detail in the next section of this report.

- 2.36 At the end of August 2012, the carers managed by the fostering and day care teams provided placements for six hundred and nine children and young people, ranging in age from birth to twenty one years. Placements can last from a few days, to several months or years, or for some children, provide an alternative family for life.
- 2.37 The increase in numbers of children requiring to be looked after over recent years has led to a demand for foster placements that this Council has been unable to meet through our own recruitment processes. This has necessitated the use of Independent Fostering Agencies to provide placements. A Framework Agreement is in place with thirteen fostering agencies to ensure level of service and cost that is agreed. At the end of August 2012, two hundred and fifty nine (43%) foster care placements were provided by independent fostering agencies.
- 2.38 The recruitment of City of Edinburgh Foster Carers is a priority across Children and Families. The Recruitment Team supported by two dedicated communications officers ensure recruitment campaigns are delivered to a high standard to reach maximum number and range of potential foster carers and stand out in a competitive recruitment market. The Recruitment Team's role is to create awareness of the need for foster carers in addition to undertaking the process of recruitment, preparation and assessment of foster carers.
- 2.39 In 2011/2012 19 applicants were approved as foster carers. Set against the retirement and de-registration of 12 foster carers this resulted in a net increase of 5 foster carers in the period. The conversion rate of enquiries to those foster cares ultimately approved is 3%.
- 2.40 The Day Care and Respite services have responsibility for the provision of day carers and respite carer. These services are particularly valuable in supporting Kinship Carers as children can be looked after during the day, returning to their family late afternoon, or receive regular respite, usually a week-end with a foster carer on a fortnightly or monthly basis.
- 2.41 The Disability Team supports carers who offer a range of family based placements to children with a disability. Some children are accommodated on a full-time basis whilst others have blocks of respite, spending part of the week at home and part with a carer family. Again, this care can sustain a child, who might otherwise be accommodated, at home with their birth family.
- 2.42 The Specialist Foster Care Team supports thirty one foster carer families who look after 37 children with a range of complex social, emotional, and behavioural difficulties.
- 2.43 The Foster Care Team has a dual function of supporting mainstream foster carers as well as providing an Intake duty service. The Intake service acts as provides a gate keeping function to manage all referrals from Children's Practice Team social workers for placements for children, either with foster or day carers or residential units. On average the Intake service responds to 15 requests for a care resource per week. For non emergency placement requests the children being referred via the Intake service are then discussed at one of the weekly referral resource panels to agree what service is required to meet the particular needs of that child.
- 2.44 The City of Edinburgh Council has been chosen as a pilot site for Social Pedagogy. This approach which combines elements of social work with

education is co-funded by the Fostering Network will allow for the recruitment of two social workers who are specifically trained in social pedagogues.

- 2.45 In June 2012, the Fostering Service was subject to a statutory inspection by the Care Inspectorate. The service was graded as “Very Good” across all quality statements inspected, with no requirements placed on the service. The Inspection Report noted specifically the quality of staffing within the service, the engagement of service users and the promotion of “Attachment” within every aspect of the service.

#### Family Based Care Permanence

- 2.46 The Family Based Care Permanence Team has key responsibility for recruiting, training and supporting adopters and permanent foster carers in addition to tracking and finding families for all children who are registered as being in need of permanent care through adoption or permanent fostering.
- 2.47 During 2011/12, the Council’s nine Permanence Panels registered thirty one children for permanence with the legal route of adoption through a Permanence Order with Authority to Adopt (POAA), nine children for permanence with the legal route of adoption through Direct Petition and seventy four children for permanent foster care with the legal route of a Permanence Order (PO).
- 2.48 During the same time period thirty six children were placed with prospective adopters. It should be noted that these thirty six children placed with prospective adopters in 2011/12 comprise children registered during this time period and in the financial year prior.
- 2.49 Thirty one children ceased to be looked after by the Council as a result of being legally adopted in 2011/12.
- 2.50 Nineteen sets of adoptive parents and two sets of Permanent Foster Carers were recruited, trained and approved in 2011/12. The adopters were augmented through Service Level Agreement’s with Scottish Adoption and the St Andrew’s Children’s Society who provide an additional sixteen sets of adoptive parents plus spot purchases of placements for children who cannot be placed through these resources.
- 2.51 To meet the demand for adoptive placements the Permanence Team has increased the number of preparation courses from three to four in 2012/13. Currently, demand is high from prospective adopters with preparation courses filled several months in advance. The current level of interest in adoption negates the need for additional recruitment activity.
- 2.52 The Permanence Team supports seventy one adopters which have been recruited since the inception of the team in 2007. Planning is underway to develop and improve the quality of post adoption support provided to these families. This will involve a reconfiguration of post adoption support services currently commissioned from external agencies.
- 2.53 In June 2012, the Permanence Team was subject to a statutory inspection by the Care Inspectorate. The service was graded as “Very Good” across the three quality statements inspected. There were no statutory Requirements actions placed on the service. The Inspection specifically noted the quality of staffing within the service, the engagement of service users and promotion of attachment within every aspect of the service.



## Children's Rights Office

- 2.54 The primary function of the Children's Rights Office is to advocate on behalf of looked after and accommodated children to resolve any complaints or concerns they may have regarding their care or service they receive.
- 2.55 The Senior Children's Rights Officer and the Children's Rights Officer undertake regular scheduled visits to the Council's residential units as well as residential establishments out with Edinburgh where the Council has placed children. This includes visiting each child placed in secure accommodation to explain their rights within seven days of admission. In addition they respond to referrals from individual looked after and accommodated children in foster care and residential care as and when required. The Children's Rights Officer (Disability) undertakes scheduled visits to children with a disability placed in residential establishments. Additionally, the Children's Rights Officer (Disability) responds to direct referrals from children with disabilities residing in foster and residential care placements.
- 2.56 During 2011/12, the Children's Rights Office provided representation for an average of 10 children per month at formal meetings such as Looked After Children Reviews and Children's Hearings.
- 2.57 The Children's Rights Officers work in collaboration with Who Cares? Scotland's project worker to ensure looked after and accommodated children and young people receive a consistent quality of advocacy support. Quarterly reports detailing service delivery and salient issues of concern are provided by the Children's Rights Office and the Who Cares? Scotland project worker are provided to senior managers in the Children and Families Department as well as the multi-agency Looked After Children Strategy Group. To ensure children's rights are paramount in service delivery managers from both services meet regularly with the Head of Service for Support to Children and Young People.
- 2.58 The Children's Rights Office is not inspected by the Care Inspectorate.

### **3. Financial Implications**

- 3.1 The financial implications of the service area improvement plans are currently met by existing revenue budgets or from the Early Years Change Fund. 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.

### **4. Equalities Impact**

- 4.1 The contents of this report contribute to the Equality Act 2010 public sector equality duty by advancing equality of opportunity and fostering good relations and a full Equalities Impact Analysis was not required.

### **5. Environmental Impact**

- 5.1 There is no significant environmental impact.

### **6. Recommendations**

Members are asked to note the amended service strategy and improvement plan for looked after and accommodated young people.

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Appendices	1	Residential Care Service Improvement Plan
	2	Throughcare and Aftercare Service Improvement Plan
	3	Family Based Care Fostering and Day Care Service Improvement Plan
	4	Family Based Care Permanence
	5	Children's Rights Office Service Improvement Plan
	6	Looked After Children Placement Statistics
	7	Residential Care Service Improvement Plan - Last Inspection Grades
Contact/tel/Email		Scott Dunbar – Service Manager Looked After and Accommodated Children
Wards affected		All
Single Outcome Agreement		SOA 2 - Edinburgh's citizens experience improved health and wellbeing, with reduced inequalities SOA 3 - Edinburgh's children and young people enjoy their childhood and fulfil their potential
Background Papers		

**Appendix 1 – Residential Care Service Improvement Plan 2012/13 (including Secure Services, Edinburgh Families Project and Wellington School)**

No	Action	Lead Officer	Completion Date	Financial Implications	Comments
1.	Asset management plan to be completed regarding the Improvement of Residential Accommodation for Young People	Team Manager – Development Officer for Residential Care	31/12/12	Being costed as part of the Asset management plan	Plan will set out programme required to fully replace current residential care buildings within 10 years. The first part of this work is that a feasibility study investigating options of building a new Young Peoples Centre in the Greendykes area is taking place and is expected to report in October 2012.
2.	Improvement is needed from property services regarding the timeous response to maintenance issues of the physical environment.	Team Manager – Residential Care Throughcare and Aftercare	31/12/12	Cost to be contained within current Budget agreements	Identification of issues will be collated in preparation for the Team Manager – Residential Care Throughcare and Aftercare meeting with property services manager.
3.	Review the need for under 12s residential care provision.	Service Manager – Services for Looked After and Accommodated Children	31/12/12	Cost to be met from previous budget allocated to Barnardos Raft project.	Report will be written evidencing the need for this resource.
4.	To establish a crisis resource as part of the overall provision offered to vulnerable young people by Edinburgh Families Project	Team Manager – Residential Care Throughcare and Aftercare	31/03/13	Costs to be identified for accommodation and crisis staffing.	It has been agreed that Edinburgh Families Project will develop this provision. The work currently is to identify the aims and objective of this resource. Once this is done funding of the resource will be the next task prior to finding accommodation.
5.	Reduction of crisis admissions to residential care.	Service Manager – Services for Looked After and Accommodated Children	31/08/13	Costs linked to point 4	This action point is dependant on early intervention teams engaging earlier to prevent crisis admissions, Family Based Care increasing their provision of foster carers and the crisis resource being established within Edinburgh Families Project.

No	Action	Lead Officer	Completion Date	Financial Implications	Comments
6.	Review young people exiting residential care and current thresholds for young people leaving residential care.	Team Manager – Residential Care Throughcare and Aftercare	31/03/13	No significant costs anticipated	Engagement with practice teams is required to look at the needs of young people at the point of leaving residential care.
7.	Implement the Working Time Directive regulations	Team Manager – Specialist Residential Care	31/03/13	Costs identified and agreed	Current consultation process underway with staff and recruitment process just commencing. This is legislation that needs to be implemented.
8.	Edinburgh Families Project to improve links with Family Group Decision Making	Unit Manager Edinburgh Families Project	31/10/12	No significant costs anticipated	Discussion to be commenced to identify and agree a closer working relationship to prevent crisis admissions to foster care and residential care.
9	To have a fully registered staff team with the Scottish Social Services Council	Team Manager – Specialist Residential Care	31/03/13	No significant costs anticipated	Objective is to support staff to meet their condition to their Scottish Social Services Council registration.
10	To review the locum bureau following Human Resource's decision to cease this task and identify new accommodation for this service and worker.	Team Manager – Specialist Residential Care	31/03/13	Cost to be contained within current Budget.	Decision regarding location of this service is required and a review of how the staffing hours transferred to residential care will be used.
11.	Participation Strategy to be standardised and rolled out to all of residential care	Team Manager – Specialist Residential Care	31/03/13	Cost to be contained within current Budget	Currently there is good but differing practice across residential care. It is important that all parents and young people experience the best of what is provided. It is essential that there is one common model within residential child care.
12.	Consideration needs to be given to how Multi Systemic Therapy fits in to the Attachment Promoting model within residential care	Service Manager – Services for Looked After and Accommodated Children	31/03/13	Cost to be contained within current Budget	The different approaches need to dovetail together so that Children and Families agencies do not have different theoretical models.

No	Action	Lead Officer	Completion Date	Financial Implications	Comments
13.	Firstcare sickness absence pilot to be reviewed.	Amanda Tirvengadam HR Support Officer Human Resources	31/12/12	Cost to be contained within current Budget	Once reviewed this pilot may cease or need to be rolled out to all residential units.
14.	Increase the awareness and clarify the differing roles between Who Cares Worker and City of Edinburgh Council Children's Rights Officers for young people placed in residential care	Senior Children's Rights Officer	31/12/12	Cost to be contained within current Children's Rights Office budget	Distribute a Children's Rights leaflet to every child and young person placed in residential care.
15.	Review current practice and propose improvements to Children's Rights case recording and storage/retention of children's records	Senior Children's Rights Officer	31/12/12	No costs anticipated	Current practice will be reviewed and recommendations made to improve the processes around recording of Children's Rights support to service users which continue to distinguish between intervention and advocacy provision.
16	Create a model of Key Performance Indicators to measure outcomes for young people.	Team Manager – Specialist Residential Care	31/03/13	Cost to be contained within current Budget	Agreement needs to be reached as to the model to be taken forward. Once agreement reached Key Performance Indicators to be written up and introduced to Residential Sector.
17.	With regard to health improvement for Looked After young people all units to achieve Tier 1 status	Team Manager – Development Officer for Residential Care	31/12/12	Cost to be contained within current Budget	Most units have already achieved this status and all other units are well on their way to completion.
18.	With regard to health improvement for Looked After young people all units to achieve Tier 2 status and commence working towards Tier 3 status	Team Manager – Development Officer for Residential Care	31/08/13	Cost to be contained within current Budget	Most units are already working towards tier 2 status and all units will commence this immediately upon completion of tier 1.
19.	Undertake and complete a review of the Recruitment centre for Residential Care Officers and Night Residential Care Officers	Recruitment and Development Officer.	31/03/13	Cost to be contained within current Budget	Recruitment of Residential Care staff is a vital process in keeping vulnerable young people safe so it is important that this process is reviewed regularly.
20.	To review and update Policies and Procedures directly related to Residential care	Team Manager – Development Officer for	31/12/13	Cost to be contained within current Budget	Current review has commenced but the task is to take this forward to completion and then communicate these to unit

No	Action	Lead Officer	Completion Date	Financial Implications	Comments
		Residential Care			staff teams.
21.	Consider the issues for issues where it would be good for residential units to provide support foster carers	Team Manager – Family Based Care	31/03/13	Cost to be contained within current Budget	Currently there have been some adolescent young people foster care breakdowns. To support foster carers who have this client group it would be beneficial for them to be able to access support, advice and guidance from staff in residential units.
22.	In light of the residential review consider the current configuration of the residential sector and assess if there is scope to continue to reduce overall bed numbers.	Service Manager – Services for Looked After and Accommodated Children	31/08/13	Cost to be contained within current Budget	This action point is linked to Priority Based Planning and the ability of early intervention services being able to prevent children and young people admissions to care.
23.	To identify the issues where young people within residential care are not able to have an educational placement	Quality Development Officer for Education Looked After Children	31/03/13	Cost to be contained within current Budget	This is an ongoing issue for a very small group of Looked After Children and the issues need to be identified
24.	All residential units have individual team/development plans. These are to be taken forward to completion and review within agreed timescales	Team Manager – Development Officer for Residential Care	30/04/13	Cost to be contained within current Budget	These team/development plans run from April to March and are reviewed in March of each year with the exception of Wellington School and Edinburgh Secure Services as they provide education provision and need to link into an expected school development plan timescale.
25.	To take forward allowing young people access to lower cost leisure activities within Edinburgh.	Looked After Children Leisure Activities Co-ordinator.	31/08/13	This may be an additional cost to be identified by Looked After Children Leisure Activities Co-ordinator	Improvement in young people's health and wellbeing is work in progress and reducing barriers for access to leisure facilities is an essential part of this strategy.
26.	Continue to train staff in the Dyadic Approach and Social pedagogy linked to the attachment promoting model being followed.	Service Manager – Services for Looked After and Accommodated Children	31/08/13	Cost to be contained within current Budget	This is an ongoing training programme for staff.

No	Action	Lead Officer	Completion Date	Financial Implications	Comments
27.	Target health care training for foster carers, kinship carers and residential staff to better meet their needs	Team Manager – Development Manager for Residential Care	31/03/13	No significant costs anticipated	In recognition of the higher proportion of looked after children who are accommodated in Kinship and or Foster care, and the difficulties these carers have in attending whole day training events; this programme of training will move from taking place over a dedicated week to become a series of learning lunches and whole day events spread out across the calendar year.
28.	Partnership with Looked After Children Nursing Team and with Edinburgh Connect programme to be rolled out to a further 2 units	Team Manager – Development Manager for Residential Care	31/12/12	Cost to be contained within current Budget	Partnership with Looked After Children Nursing Team and with Edinburgh Connect has led to a pilot programme exploring how to improve the coordination and sharing of vital health information. This work has taken place in 3 units.
29.	Together with colleagues in Family Based Care, seek to identify a questionnaire collating the perceptions and views on the quality of service from both the young person's perspective and that of their parent/significant adult.	Team Manager – Development Manager for Residential Care	31/03/13	Cost to be contained within current Budget	This work is will identify how learning from these questionnaires will be collated
30.	Ensure that risk assessments are updated regularly and in response to particular incidents and/or occurrences. In addition ensure Individual records are detailed to evidence all work undertaken with young people.	Principal, Edinburgh Secure Services	31/10/12	Cost to be contained within current Budget	Service will change processes to make sure that risks are updated monthly and following significant occurrences and changes in risk. These will be monitored monthly as part of file audits. Service will continue working to improve the recording of work undertaken with young people. Care plan recording will be extended to encompass range and complexity of work undertaken and achievements

No	Action	Lead Officer	Completion Date	Financial Implications	Comments
31.	Unit staff are to be explicit with placing social workers and authorities to ensure the information required is provided upon and/or immediately after admission. The service should record non-compliance in this regard.	Principal, Edinburgh Secure Services	31/10/12	Cost to be contained within current Budget	The Initial Placement Agreement information is sought upon admission and within identified national contract timescales. The need for required information will be made explicit with practice teams and placing social workers. Non compliance in providing required information will be notified to Practice Team Managers and the Service Manager and recorded in young person's records.
32.	Edinburgh Secure Services will ensure that arrangements in Braid Unit are shared with Guthrie Unit to ensure newly admitted young people have "reasonable and appropriate" access to the gym and court yard.	Principal, Edinburgh Secure Services	31/10/12	Cost to be contained within current Budget	Guidance document on Admissions to Secure Units and Guidance document on Young People's Access to Gym and Court Yard have been revised to ensure reasonable and appropriate access. These have been shared with staff teams and will be monitored by Unit managers
33.	Edinburgh Secure Services will take forward that the child protection policy is revised to make clear the action staff must take if there is a disclosure, allegation or observation of abuse by a member of staff. The child protection policy must make a clear distinction between those matters which should be dealt with under the complaints procedures and those which should be dealt with under inter-agency child protection procedures.	Principal, Edinburgh Secure Services	31/10/12	Cost to be contained within current Budget	The Social Work Service Child Protection Policy has been revised to distinguish staff actions and procedures in relation to disclosures, allegations or observation of abuse. The policy will reflect Edinburgh Lothian Interagency Child Protection Procedures and Scottish Institute for Residential Child Care Guidance on How Agencies Should Respond to Allegations against Residential Workers.
34.	Edinburgh Secure Services through training of managers and staff will make sure the correct procedures are follow	Principal, Edinburgh Secure Services	31/10/12	Cost to be contained within current Budget	The service will provide training to managers and staff on necessary actions and procedures in relation to



No	Action	Lead Officer	Completion Date	Financial Implications	Comments
	when there is a disclosure, allegation or observation of abuse by a member of staff and of their responsibility to inform senior managers if these are not adhered to by either the service, the provider or the placing authority.				disclosures, allegations or observation of potential abuse.
35.	A review is required to ensure that all bedrooms are of an acceptable standard that reflects the valuing of young people.	Team Manager – Development Manager for Residential Care	31/03/13	Review cost to be contained within current Budget however finding of the review may have financial implications	A review will be undertaken and where appropriate costing of a programme of refurbishing bedrooms will be presented to Senior managers
36.	Edinburgh Secure Services should ensure that all staff are trained in Crisis and Aggression Limitation Management within 4 weeks of commencement of duties or in the lapsing of their accreditation date. The period prior to the training should be risk assessed and supports identified.	Principal, Edinburgh Secure Services	31/10/12	This may have cost implications due to the timescales involved	Edinburgh Secure Services will review the timescales for Crisis and Aggression Limitation Management training and re-accreditation to make sure staff are trained and re-accredited within the shortest periods possible. The service will endeavour to provide re-accreditation within 4 weeks of accreditation lapsing. The period prior to training will be risk assessed with identified supports put in place.
37.	Edinburgh Secure Services managers will make sure that effective systems for the safe storage, recording and administration of medication are consistent across the whole service.	Principal, Edinburgh Secure Services	31/12/12	This may have cost implications due to the timescales involved	Unit Managers in Edinburgh Secure Services close supports units will create a single system for the management and storage of medication and that a single and effective audit system is adopted in both units.
38.	Edinburgh Secure Services managers will make sure that records relating to young people and written records are detailed and clear throughout the service and are audited to ensure quality and consistency.	Principal, Edinburgh Secure Services	31/12/12	Cost to be contained within current Budget	Edinburgh Secure Services has commenced an audit of its recording in relation to young people and will take forward improving these to make sure that records have the detail required to ensure quality and consistency.

Appendix 2 – Throughcare and Aftercare (TcAc) Service Improvement Plan 2012/13

No	Action	Lead Officer	Completion Date	Financial Implications	Comments
1.	To take forward to completion all the recommendations from the Action Plan from the Review of Throughcare and Aftercare Services.	Team Manager – Residential Care Throughcare and Aftercare	01/03/13	Discussions ongoing between senior managers of Children and Families and other senior managers of City of Edinburgh Council departments.	Completion of Throughcare Aftercare Action Plan will improve the Service provided to this vulnerable group. This is a major task including
2.	To take forward initiatives to increase the housing provision for previous Looked After young people who are between the ages 16 - 21	Team Manager – Residential Care Throughcare and Aftercare	31/08/13	Cost to be contained within current Budgets and benefits received by young people	Plan will take forward this issue with City of Edinburgh Council Housing Providers.
3.	Increase the number of Care Leavers with Pathway plans at the date they cease to be Looked After Children to 75% by July 2014.	Team Manager – Residential Care Throughcare and Aftercare	31/07/13	Cost to be contained within current Budgets	Current agreements being taken forward with Practice teams and Throughcare Aftercare team.
4.	Review Looked After Children nursing provision in relation to other health developments.	Service Manager – Looked After and Accommodated Children	31/03/13	Cost to be contained within current Budgets	Improvement required to the service offered by the Throughcare Aftercare Looked After Children nurse.
5.	To take forward allowing Throughcare Aftercare young people access to lower cost leisure centres within Edinburgh.	Looked After Children Leisure Activities Co-ordinator.	31/08/13	This may be an additional cost to be identified by Looked After Children Leisure Activities Co-ordinator	Improvement in young people's health and wellbeing is work in progress and reducing barriers for access to leisure facilities is an essential part of this strategy.
6.	Recruit 2 mental health officers to be based at Throughcare Aftercare.	Team Manager – Residential Care Throughcare and Aftercare	31/03/13	Additional costs identified and ring fenced	Work is progressing on scoping out the job descriptions and it is planned to be able to advertise for these posts in October 2012.
7.	Take forward with City of Edinburgh Council housing department scoping out a Housing Development Officer post based in Throughcare Aftercare	Team Manager – Residential Care Throughcare and Aftercare	31/03/13	Additional costs identified and ring fenced by Head of Housing and Regeneration Services for Communities	Meeting is arranged to continue this process prior to taking forward scoping the Job Description.

No	Action	Lead Officer	Completion Date	Financial Implications	Comments
8.	Take forward scoping out a Literacy Officer post based in Throughcare Aftercare	Team Manager – Service Manager- Looked After and Accommodated Children	31/03/13	Additional costs to be identified	Meeting is planned to continue this process. In the mean time via the reading champion a temporary situation will be put in place so to continue to improve young people's literacy.

### Appendix 3: Family Based Care Fostering and Day Care Service Improvement Plan 2012/13

No		Lead Officer	Completion Date	Financial Implications	Comments
1.	Publish Family Based Care Service User Participation Strategy	Family Based Care Team Manager	31/03/13	Cost to be contained within Family Based Care budget	Draft document out for consultation end Sept.12 This document includes proposals for an annual carer survey and highlights the ways in which the views of carers and young people can impact on the Fostering service.
2.	Publish an annual training programme for foster carers	Family Based Care Team Leaders	01/12/12	Cost to be contained within Continuing Professional Development and Foster Care Budget	Programme will provide opportunities for carers to participate in council wide training events as well as providing more specific training tailored to children's needs.
3.	Publish an annual development plan for Adopter and Permanence Panel , and Foster Panel chairs and members	Panel Coordinator	31/03/13	Cost to be contained within current Permanence /Family Based Care Budget	Plan will set out development opportunities for Panel chairs and members.
4.	Review capacity, efficiency and quality of Foster panels.	Panel Coordinator	31/03/13	No significant costs anticipated	Review will consider capacity, efficiency and quality of Panels and make recommendations for improvements.
5.	Review forms and systems for Foster Panels	Panel Coordinator	31/03/13	No significant costs anticipated	Review will ensure all paperwork pertaining to carer reviews is congruent with our use of the British Association for Adoption and Fostering Form F.
6.	Provide ongoing training for all new Family Based Care staff and Foster Panel members in the use of the British Association for Adoption and Fostering Form F.	Panel Coordinator and Family Based Care Recruitment Team Leaders.	01/12/12	No significant costs anticipated	Regular in-house training opportunities will be provided.
7.	Establish Edinburgh as a Social Pedagogy Pilot site	Service Manager-Services for Looked After and Accommodated Children	31/01/13	Cost of two posts shared (50%) with Fostering Network and Early Years	Two social workers qualified as social pedagogues will be recruited in September '12. These workers will provide training for all Family Based Care staff and carers (£150K) as well as

No		Lead Officer	Completion Date	Financial Implications	Comments
				Change Fund	supporting a caseload of carers within the Specialist Foster Care Team .
8.	Provide compulsory training on revised <i>Achieving Permanence</i> procedures and best practice learning.	Service Manager – Services for Looked After and Accommodated Children	01/11/12	No significant costs anticipated	Compulsory training for all Practice Team and Family Based Care staff on revised <i>Achieving Permanence</i> procedure and elements of good practice drawn from research or experienced gained through the Permanence Team
9	Liaise with Children’s Panel Members to disseminate Council process in planning permanence	Team Manager – Permanence	01/12/12	No significant costs anticipated	Objective is to create a common understanding around the understanding of the purpose and assessment of the quality of contact between children their birth parents.
10	Publish a Council policy and procedure for contact between children and their birth families	Service Manager – Services for Looked After and Accommodated Children	31/03/13	Costs for external specialists.	Policy and procedure will be developed for use by staff involved with looked after children particularly those involved in permanence planning and will be shared with key external stakeholders (Children’s Panel Members, Curators, Sheriff etc)
11.	Review options for the recruitment, preparation, assessment and support for permanent foster carers	Team Manager – Permanence	01/12/12	Cost to be contained within current Permanence Team Budget	Review will make recommends about the model of service deliver for the recruitment and support of permanent foster carers.
12.	Report key performance indicators for Fostering to the Council’s Looked After Children Strategy Group	Team Manager – Family Based Care	31/01/13	No costs anticipated	Performance will be scrutinised by LAC Strategy Group
13.	In line with proposals from the Early Years Change Fund, recruit four social workers, two social work assistants and a Team Leader to Family Based Care.	Team Manager – Family Based Care	01/11/12	Funded by the Early Years Change Fund	These additional workers will allow work to be transferred from the Carer Recruitment Team to other Family Based care teams, thus allowing Recruitment staff to focus on recruitment activity.

No		Lead Officer	Completion Date	Financial Implications	Comments
14.	Increase number of City of Edinburgh Council Foster Carers	Team Manager Family Based Care	31/03/13	Early Years Change Fund and Demography monies	A LEAN event to be held, to include the participation of service users and a range of professionals, to review all carer recruitment processes and systems with the aim of streamlining procedures to ensure prospective carers are assessed within Care Inspectorate guidelines as a maximum(6months) . The Carer Recruitment Team is being expanded with one additional social worker and a social work assistant.
15.	Share learning gained from Adoption Disruption Reviews	Permanence Team Leader	01/12/12	No costs anticipated	Seminar to be provided for all staff involved in permanence planning to highlight the learning gained from the analysis of issues identified in adoption disruption reviews.
16	Increase the number of City of Edinburgh Council Day Carers	Team Leader, Family Support Team	31/03/13	Recruitment Cost contained within Family Based Care Budget. Ongoing costs through Early Years Change Fund	Specific recruitment activity Spring -Summer '12 to recruit Day Carers and Respite Carers .
17	Seek feedback from newly approved carers post approval.	Team Leaders Recruitment Team	31/01/13	No costs anticipated	The outcome of carer feedback has impacted on the recruitment process/presentations. A support/training group for new carers has also been established.
18	Review Family Based Care Intake service	Service Manager – Services for Looked After and Accommodated Children, and Family Based Care Team Manager, Fostering	01/12/12	No costs anticipated	As a result of reviewing the Intake service it was agreed that four team leaders would service the Management rota, three from the Foster Care team and the other being shared between the team leaders for the Disability team and the Specialist Foster Care team. It was also agreed that social workers from the Specialist Foster care team and all newly appointed Family Based Care social workers would participate in the rota. This will allow all workers to gain experience of the Duty system thus enhancing

No		Lead Officer	Completion Date	Financial Implications	Comments
					their understanding of core Family based Care tasks.
19	Complete Training Frameworks for Family Based Care social workers , Senior Practitioners and Team Leaders	Family Based Care Team Manager	31/03/13	Early Years Change Fund	Training Frameworks for social workers and Senior practitioners completed. Team leader with responsibility for staff and carer training to be appointed from recruitment in June '12.

## Appendix 4 – Family Based Care Permanence Service Improvement Plan 2012/13

No	Action	Lead Officer	Completion Date	Financial Implications	Comments
1.	Commission external specialist to provide permanence focused attachment promoting skills training for Permanence Team staff.	Team Manager – Permanence	01/10/12	£3000	Training is intended to increase the skills and knowledge of Permanence Team staff to support adopters and permanent foster carers.  TASK COMPLETE
2.	Publish an annual development plan for adopters and permanent foster carers	Permanence Team Leader.	01/12/12	Cost to be contained within current Permanence Team Budget	Plan will set out development opportunities for adopters pre and post adoption.
3.	Publish an annual development plan for Adopter and Permanence Panel chairs and members	Panel Coordinator	31/03/13	Cost to be contained within current Permanence Team Budget	Plan will set out development opportunities for Panel chairs and members.
4.	Review capacity, efficiency and quality of Adopter and Permanence Panels.	Panel Coordinator	01/02/13	No significant costs anticipated	Review will consider capacity, efficiency and quality of Panels including the effectiveness of Medical Advisor usage and make recommendations for improvements. This will include recommendations for improving the performance of completing Permanence Panels within 12 weeks of a Looked After Child Review decision to refer for Permanence.
5.	Review role and capacity of adoption coordinators	Panel Coordinator	01/10/12	No significant costs anticipated	Review will consider the most effective model for delivering adoption coordination. TASK COMPLETE
6.	Fully implement service user framework for adopters and permanent foster carers recruited by the Permanence Team	Permanence Team Leaders	01/12/12	No significant costs anticipated	Service user framework to inform improvements to service provision will be fully integrated into Permanence Team processes.



No	Action	Lead Officer	Completion Date	Financial Implications	Comments
7.	Publish revised Achieving Permanence procedure	Team Manager – Permanence	01/11/11	No costs anticipated	The revised procedure will set out in clear terms all processes regarding permanence planning for children.
8.	Provide compulsory training on revised <i>Achieving Permanence</i> procedures and best practice learning.	Service Manager – Services for Looked After and Accommodated Children	01/12/12	No significant costs anticipated	Compulsory training for all Practice Team and Family Based Care staff on revised <i>Achieving Permanence</i> procedure and elements of good practice drawn from research or experience gained through the Permanence Team
9	Liaise with Children's Panel Members to disseminate Council process in planning permanence	Team Manager – Permanence	01/12/12	No significant costs anticipated	Objective is to create a common understanding around the understanding of the purpose and assessment of the quality of contact between children and their birth parents.
10	Publish a Council policy and procedure for contact between children and their birth families	Service Manager – Services for Looked After and Accommodated Children	01/12/12	Costs for external specialists.	Policy and procedure will be developed for use by staff involved with looked after children particularly those involved in permanence planning and will be shared with key external stakeholders (Children's Panel Members, Curators, Sheriff etc)
11.	Review options for the recruitment, preparation, assessment and support for permanent foster carers	Team Manager – Permanence	01/12/12	Cost to be contained within current Permanence Team Budget	Review will make recommendations about the model of service delivery for the recruitment and support of permanent foster carers.
12.	Report key performance indicators for permanence to the Council's Looked After Children Strategy Group	Team Manager – Permanence	31/12/12	No costs anticipated	Performance will be scrutinised by Looked After Children Strategy Group
13.	Review Adoption Allowance Scheme	Team Manager – Permanence	01/12/12	Additional cost to be identified through review process	Current Adoption Allowance will be reviewed and improvements implemented. Levels of allowances will be reviewed.
14.	Implement Concurrent Planning pilot	Team Manager – Permanence	31/03/13	To be costed	Pilot will explore potential for placing children on a concurrent basis alongside an intensive assessment of

No	Action	Lead Officer	Completion Date	Financial Implications	Comments
					potential for rehabilitation home.
15.	Share learning gained from Adoption Disruption Reviews	Permanence Team Leader	01/12/12	No costs anticipated	Seminar to be provided for all staff involved in permanence planning to highlight the learning gained from the analysis of issues identified in adoption disruption reviews.
16	Audit quality of Post Adoption support Plans	Team Manager – Permanence	31/03/13	No costs anticipated	Audit will examine the quality of posts adoption support plans and identify areas for improvement.
17	Transfer responsibility for inter country adoption from Scottish Adoption to the Permanence Team	Permanence Team Leader	01/10/12	No costs anticipated	Responsibility for all aspects of inter country adoption will transfer to the Permanence Team.  TASK COMPLETE

## Appendix 5 – Children's Rights Office Service Improvement Plan 2012/13

No	Action	Lead Officer	Completion Date	Financial Implications	Comments
1.	Raise Awareness amongst relevant professionals and foster carers of the role and remit of the Children's Rights service	Children's Rights Officer CRO (Disability)	31/03/13	No costs anticipated	This will be achieved by providing inputs to Children's Practice Teams, Foster Care Development Groups etc.
2.	Support the development of children's views informing foster carer reviews.	Children's Rights Officer	31/03/13	No significant costs anticipated	This will be achieved by contributing to discussions with colleagues in Family Based Care and other relevant professionals to develop departmental practice in this area.
3.	Review current practice and propose improvements to Children's Rights case recording and storage/retention of children's records	Senior Children's Rights Officer	31/12/12	No costs anticipated	Current practice will be reviewed and recommendations made to improve the processes around recording of Children's Rights support to service users which continue to distinguish between intervention and advocacy provision.
4.	Develop a website providing information on the rights of Looked After and Accommodated children that residential staff can access	Children's Rights Office (Disability)	31/12/12	No significant costs anticipated	This resource will be developed in consultation with staff in residential care to provide an accessible resource to share understanding of children's rights.
5.	Develop a framework for seeking feedback from service users	Senior Children's Rights Officer	31/12/12	No significant costs anticipated	A framework setting out a range of activity to gather feedback from the range of children who have used the service will be established.
6.	Increase the awareness of children and young people placed in foster care aged 5 years and older	Senior Children's Rights Officer	31/12/12	Cost to be contained within current Children's Rights Office budget	Distribute a Children's Rights leaflet to every child and young person placed in foster care aged 5 years and older. Pilot a rights based 'fun session' event for children under 12 years old who are placed with foster carers.

## Appendix 6- Summary of Looked After Children Numbers and Placement Type

August 2012

	Apr-12	May-12	Jun-12	Jul-12	Aug-12
<b>Number of Looked After Children</b>	1385	1406	1399	1396	1418
<b>Number of Looked After Children at home</b>	370	379	374	370	395
<b>Number of Looked After Children away from home</b>	1015	1027	1025	1026	1023
<b>of which Foster Care</b>	582	599	601	595	595
<b>Residential</b>	86	91	94	94	90
<b>With Kinship Carers, Friends/Relatives</b>	290	281	276	283	281
<b>With Prospective Adopters</b>	43	44	43	41	41
<b>Secure<sup>1</sup></b>	11	7	7	7	10
<b>Other</b>	3	5	4	6	6

<b>Currently Looked After Children by Ageband</b>	0-4	5-10	11-15	16+	Total
<b>Number of Looked After Children at home</b>	83	130	154	28	395
<b>Number of Looked After Children away from home</b>	244	305	393	81	1023
<b>of which Foster Care</b>	138	193	223	41	595
<b>Residential</b>	1	7	63	19	90
<b>With Kinship Carers, Friends/Relatives</b>	71	96	99	15	281
<b>With Prospective Adopters</b>	33	8	0	0	41
<b>Secure<sup>1</sup></b>	0	0	8	2	10
<b>Other</b>	1	1	0	4	6

<b>Year to date figure for LAC ceasing by adoption</b>	20
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**Appendix 7 – Residential Care Service Improvement Plan 2012/13 – Last Inspection Grades**

Residential Care Establishment	SCSWIS Inspection Areas			
	Quality of Care and Support	Quality of Environment	Quality of Staffing	Quality of management and Leadership
Alison Unit – part of Edinburgh Secure Services	5	4	5	5
Close Support Units – Average between 4 Units	5	4.5	5	4.75
Edinburgh Families Project	5	4	5	4
Edinburgh Secure Services	5	2	5	4
Wellington School	3	4	4	4
Drylaw Young People Centres	4	4	4	4
Greendykes Young Peoples Centre	4	4	4	3
Moredun Young Peoples Centre	3	3	4	4
Northfield Young Peoples Centre	5	4	5	4
Oxgangs Young Peoples Centre	3	3	3	3
Average over all of Residential and Specialist Residential Care	4.6	3.65	4.4	4

**Key: Grade 1 – Poor**  
**Grade 2 – Weak**  
**Grade 3 – Adequate**  
**Grade 4 – Good**  
**Grade 5 – Very Good**  
**Grade 6 – Excellent**