

Education, Children and Families Committee

10am, Tuesday, 8 October 2013

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

Item number	7.10
Report number	
Wards	All

Links

Coalition pledges	P1
Council outcomes	CO1-CO6
Single Outcome Agreement	SO2, SO3

Gillian Tee

Director of Children and Families

Contact: Scott Dunbar, Service Manager, Looked After and Accommodated Children

E-mail: scott.dunbar@edinburgh.gov.uk | Tel: 0131 469 3123

Executive summary

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

Summary

This report provides an overview of service provision for children looked after and accommodated by the City of Edinburgh Council and details the range of associated service area improvement plans.

Recommendations

To recommend that the Education, Children and Families Committee:

- 1 Note the positive progress made on services for looked after and accommodated children.
- 2 Note the service strategy and improvement plans for looked after and accommodated children and young people.

Measures of success

Success measures are set out in the Service Area Improvement Plans appended to this report.

Financial impact

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.

Equalities impact

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.

Sustainability impact

There is no significant environmental impact.

Consultation and engagement

There is regular and extensive consultation and engagement activity with children and young people who are Looked After. This area of practice was identified by the Care Inspectorate as very good in the recent Children's Inspection.

Background reading / external references

[Annual Review of Service Strategy for Children and Young People who are Looked After and Accommodated by CEC – Report to Education, Children and Families Committee 8 October 2013](#)

[Inspection of Children's Services in Edinburgh - Report to Education, Children and Families Committee 21 May 2013](#)

[Early Years and Early Intervention Change Fund – Report to Education, Children and Families Committee 21 June 2012](#)

[Corporate Parenting Action Plan – Report to Education, Children and Families Committee 8 March 2012](#)

[Council Budget Strategy – The Importance of Infrastructure – Report to Policy Development and Review Sub-Committee of the Finance and Budget Committee, 18 December 2012](#)

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

1. Background

- 1.1 The service area improvement plans are designed to ensure high quality services and support for looked after and accommodated children and young people during the financial year 2013/14 and beyond.
- 1.2 The improvement plans for the following services are provided as appendices to this report:
- Residential Care
 - Residential Care: Care Inspectorate Gradings
 - Throughcare and Aftercare
 - Family Based Care Fostering
 - Family Based Care Permanence
 - Children's Rights Office

2. Main report

Strategic Direction

- 2.1 The primary strategic objective in 2013/14 continues to be to shift the balance of resources for Looked After and Accommodated Children (LAAC) from relatively high cost, out of authority provision to high quality local services and to deliver consistent early and intensive intervention approaches so that fewer children and young people need to be accommodated and looked after and, where they do, to make sure they are accommodated within the city boundaries.

Inspection of Children's Services in Edinburgh

- 2.2 Feedback from the recent inspection of children's services in Edinburgh was very encouraging. The inspectors found that services are working well together and having a positive impact on outcomes for children in Edinburgh. The inspectors commented:

"The well-being of children and young people who are unable to remain within the care of their parents is supported in high quality foster placements and kinship care placements which are meeting their holistic needs. Children and young people are benefiting from stable and

nurturing placements and very positive relationships. Children and young people are helped to maintain progress in their overall well-being when plans are made for them to return home.”

- 2.3 Child protection services, the commitment of staff, engagement with children and families, partnership working and leadership were highlighted as particular strengths. The Care Inspectorate published their report on 29 April 2013.

Early Years and Early Intervention Change Fund Improvements

- 2.4 The Early Years and Early Intervention Change Fund has provided the opportunity to effect a transformational change programme to deliver effective early intervention and strengthen support to children and families in Edinburgh.
- 2.5 The change programme is consistent with the priorities of the Single Outcome Agreement, Integrated Plan for Children and Young People and the Children and Families Service Plan.
- 2.6 A proportion of the Early Years and Early Intervention Change Fund has been utilised within the Family Based Care service area to:
- Increase the number of City of Edinburgh Council foster carers
 - Establish a Kinship Carer Support Team.

These measures if successful will release resources for further early intervention initiatives.

- 2.7 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. Recruiting more Council foster carers rather than purchasing foster carers on the open market provides best value and releases substantial resources that can be used to provide more family-support services.
- 2.8 By providing focused support for kinship carers it is anticipated that more new placements can be established and existing kinship placements can be sustained to ensure more children live within their family networks when their own parents are not able to care for them.
- 2.9 The progress of these initiatives is incorporated in the Family Based Care services updates and associated appendices sections of this report.

Corporate Parenting Action Plan

- 2.10 The Corporate Parenting Action Plan was approved by the Committee in March 2012. The plan has 38 actions points under six key themes – Leadership; Health and Wellbeing; Education; Employment and Training; Support and Protection; and Accommodation.
- 2.11 The Corporate Parenting Member/Officer Group plays a key role in development, scrutiny and delivery of the plan. Since the launch work has progressed positively. Successes include:
- High level buy-in across the council and partner agencies
 - Increased resources to improve outcomes e.g. Housing services investment
 - A Looked After and Active Coordinator appointed to Edinburgh Leisure

- Free access to Edinburgh Leisure facilities for looked after children and their carers
- Health Promoting Units programme expanded
- Case management arrangements to improve the coordination of support
- Attendance tracking and new Child's Plans in place
- Ring fenced training opportunities and apprenticeship opportunities through Edinburgh Guarantee
- A long term programme of planned rebuild and refurbishments
- Housing Policy amended to recognise fostering as a factor in determining house size to increase choice in fostering placements within Edinburgh.

2.12 Findings from the recent inspection of children's services in Edinburgh concluded:

"There is a strong commitment from leaders to improving the lives of looked after children and embedding the responsibilities of the corporate parent across the Council and its partners. A very comprehensive Corporate Parenting Action Plan is monitored by a recently revitalised Leadership Group and there are some tangible results for children and young people who are or have been looked after."

2.13 A number of consultation and engagement events are planned to refresh our Corporate Parenting Action Plan to be delivered in 2014/15.

Residential Care

2.14 The City of Edinburgh Council provides a range of residential care provision:

- Five Young Peoples Centres in Drylaw, Oxbgangs, Moredun, Northfield and Greendykes - offer a total of 38 placements.
- Two Close Support Units in Southhouse and Pentland View, each offer five placements for young people with exceptional support needs who may require long term residential care.
- The Edinburgh Families Project, located in Ferniehill, provides outreach support and respite care for approximately 90 families per annum.
- Edinburgh Secure Services provides 12 secure and ten close support placements.
- Wellington School has the capacity to offer six residential placements and two respite places.
- The Council commissions 9 placements from the Dean and Cauvin Trust for young people over the age of 15½.

2.15 On 31 July 2013 there were 85 children and young people placed in residential care, mostly within existing Children and Families resources, there were ten young people in secure accommodation and a further five young people in specialist residential provision.

2.16 A database to record the additional language skills of current staff has been made available to those parts of the service who respond to new referrals. Some of these new referrals may involve individuals or families for whom English is not

- their first language. The database lists staff with skills in a broad range of languages. Their experience in the service and their linguistic skills are called on as required.
- 2.17 A report to the Policy Development and Review Sub-Committee of the Finance and Budget Committee in December 2012 made recommendations for improvements in the residential estate.
 - 2.18 Work on creating an Asset Management Plan for the residential estate is underway. As Corporate Parents, this authority has a responsibility to provide a quality living environment for children and young people in need of residential care. This plan will result in incremental rebuild and refurbishment of residential care accommodation.
 - 2.19 There is a need for investment in the residential buildings. Plans are well advanced for the rebuild of one YPC and it is hoped to roll out this programme as and when capital investment is available.
 - 2.20 All units are inspected on a regular basis by the Care Inspectorate and the percentage of units receiving gradings of 'good' or 'very good' was 82% in 2012. The Care Inspectorate reports consistently raise concerns about the quality of environment. Gradings on this theme are lower than in other areas of inspection and in comparison to units which have been refurbished. Services at Edinburgh Secure Services, Pentland View, Oxfangs, Drylaw, Greendykes and Southhouse currently hold a grade of 'very good' for at least one Quality Theme.
 - 2.21 55% of residential care units hold an average grade of 'very good' or above which is on the rise and of note Northfield YPC achieved a grade of 'excellent' in 4 of the 8 themed quality statements inspected on.
 - 2.22 The drive to improve health outcomes for young people who are accommodated remains a priority. The Council works in partnership with NHS LAC Nursing team and with Edinburgh Connect to deliver best practice in health promotion and the coordination and sharing of information.
 - 2.23 Our residential care homes continue to gain accreditation as Health Promoting Units. 100% have achieved a level one award. It is anticipated that 75% will submit portfolios for level two awards by March 2014.
 - 2.24 Education of LAC remains a priority with most age appropriate young people gaining standard grades. While Edinburgh is above the Scottish average and year on year this is an improving statistic there is much more progress needed in this area.
 - 2.25 A model of exit interviews for children and young people leaving residential care or foster care placements is being developed. This form of service user involvement is focused on ensuring learning is derived from placements experiences to contribute to service improvement.
 - 2.26 In most units there is a very good participation strategy in place where the views of young people and their parents are sought regularly. The information gathered

informs development planning. Training of staff and carers contributes to this objective. There has been dedicated staff training on health related issues.

- 2.27 Staff in Residential Care and Family Based Care have benefited from a specialist training programme called 'An Introduction to Dyadic Developmental Psychotherapy'. This helps those attending to develop a shared understanding of the connections between a child's early years experience and their behaviour. To date over 150 staff members have been trained in this technique, increasing capacity to work with challenging behaviours.
- 2.28 Edinburgh Families Project is a local authority resource providing planned outreach support and short stay respite to children, young people and their families. It is a city wide preventative service that works within the family home, and, if needed, offers short term breaks with the aim of reducing difficulties and increasing family resilience. Packages of support are tailored to meet the needs of different families.
- 2.29 Currently Edinburgh Families Project are working with 41 young people and their families and can offer respite care for up to 5 young people every night of the year.
- 2.30 Edinburgh Families Project is inspected on a regular basis by the Care Inspectorate. At the last, unannounced, inspection Edinburgh Family Partnership achieved 'very good' and 'good' grades.

Special Residential Care

- 2.31 Edinburgh Secure Service provides high levels of care to individual young people whose behaviours make them a significant risk to themselves or others. We work with a variety of young people; 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 behaved in an extremely aggressive manner in the community or in previous placements.
- 2.32 Over 80% of young people in secure services are placed through the Children's Hearings, the remainder are placed on remand.
- 2.33 The Edinburgh Secure Service provides both secure and close support residential placements and Throughcare and Aftercare support for young people.
- 2.34 During 2012/13 Edinburgh Secure Service worked with 28 young people within the secure provision and 18 young people within the close support provision. Many of the young people in the close support provision will have been in secure accommodation and close support is a 'step down' to returning home or to a community based open placement.
- 2.35 Edinburgh Secure Service Throughcare and Aftercare provision provides two residential placements and a respite placement. It maintains involvement with all young people who are 16 years+, supporting their transition into the community.
- 2.36 Edinburgh Secure Service has met the demand for almost all secure placements and remand placements of Edinburgh young people. Edinburgh Secure

Service's reputation as a secure provision of choice for a number of local authorities has enabled the service to provide an average of two placements to young people from other local authorities at any time.

- 2.37 Occupancy of the secure provision in 2012/13 has remained high at 96.6%.
- 2.38 In October 2012, the secure provision was subject to a statutory inspection by the Care Inspectorate. The service was graded as 'good' in the Quality of Care and Support and 'good' in Quality of Management and Leadership. 'Very good' in the Quality of Staffing, and in Quality of Environment.
- 2.39 In October 2012 the close support and throughcare and aftercare provision was 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.
- 2.40 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 number of requirements and recommendations have been made and are included in appendix 1.
- 2.41 Wellington School, south of Penicuik, Midlothian provides residential and day placements for boys aged 13 to 16 with social, emotional and behavioural difficulties. There are currently six young people in residential places and 17 in day placements. The school is inspected on a regular basis by the Care Inspectorate and there have been ongoing concerns about quality of care and education indicators. The most recent inspection report of the residential care component of Wellington School was published in June 2013. As part of an ongoing review of the residential estate a report to Education, Children and Families Committee on 8 October 2013 will recommend ending referrals to residential placements and the re-provisioning of the education service in Edinburgh.

Throughcare and Aftercare

- 2.42 Throughcare and Aftercare services are provided by a number of teams and agencies. The Throughcare and Aftercare team at 329 High Street, the Alison Unit team at Edinburgh Secure Service, Barnardos 16+ service and Dean & Cauvin Aftercare service. All young people who are eligible for a service can access the duty service provided at 329 High Street.
- 2.43 The Council has a duty to provide certain Throughcare and Aftercare services, including Pathways assessments, planning and reviews, to eligible young people up until their 19th birthday, and powers to assist them up to their 21st birthday (or beyond, if they are in continuous full time further or higher education or training). Pending changes in legislation may mean that the client population will increase by nearly 100% over the coming years as duties and powers may be extended up to a young person's 25th birthday. At present it is unclear where the cut off will be in relation of powers and duties linked to the age of young people.

- 2.44 The Corporate Parenting Review resulting in the Corporate Parenting Action Plan has led to improved corporate parenting across the Council and Partner agencies. For example much work is being undertaken to improve access to appropriate accommodation.
- 2.45 The Throughcare and Aftercare Review identified the need for additional capacity to provide services for vulnerable care leavers. Over the past year two Mental Health Practitioners, 1 Housing Development Officer and 1 part-time Literacy and Numeracy Worker have been appointed. Additional needs in relation to debt counselling and Welfare rights have been identified.
- 2.46 Much work has been done over the last two years to evidence the improvement of Pathway planning for care leavers. In 2010/2011 9% had a Pathway Plan. Currently the figure for 2012/2013 is 64%. The target is to reach 75% by the end of the reporting year 2014. (This is an ambitious target as the plan requires full agreement and engagement from the young person).
- 2.47 As at 8 August 2013, the overall number of young people eligible for Throughcare and Aftercare was 703. This is a sizeable number of young people, however many will not need to access the TCAC service or only need to be attended through the existing duty system. 414 Young People are currently receiving a Service; either as an allocated case or by accessing duty services.
- 2.48 The overall number of cases allocated a Pathway Co-ordinator across all the city's Throughcare and Aftercare services is 228. The team also offers a duty service to a number of young people from other local authorities who are eligible for TCAC and are currently residing in Edinburgh. This number is variable, currently the number is 23.
- 2.49 A weekly 'Drop In' option is available to any young person eligible for Throughcare and Aftercare Service. This is staffed by Throughcare and Aftercare workers from TCAC team, Alison Unit team, our Throughcare and Aftercare Nurse Practitioner, with input from Skills Development Scotland, Passport, Housing Options Team, Venture Trust, Networks Throughcare and a number of other agencies. The 'Drop In' has recently been extended offering focussed activities including preparation and development of independence skills, linking in to community based resources (including libraries, museums and leisure facilities), money management, interview and presentation skills.
- 2.50 There are also some commissioned services for care leavers with accommodation needs. The monthly Housing and Accommodation Panel meets to provide accommodation for Looked After Children or previously Looked After Children. Demand is high, outstripping the current availability of accommodation. In 2012 there were 93 new referrals for accommodation adding to the 41 open cases at the beginning of the year. The Panel placed 80 young people in a positive destination (73% of all referrals closed in 2012). Work is continuing to increase capacity, for example Link Living is offering additional accommodation for care leavers.

Family Based Care Fostering

- 2.51 The Foster Care Team, Recruitment Team and Family Support Team are now co-located in Westfield House. By April 2014 the Permanence Team, Specialist Fostering Team and the Disability Team will also move to Westfield. The co-location is welcomed by staff. It will improve operations and deliver efficiencies.
- 2.52 CEC carers currently provide placements for 340 children and young people, ranging in age from infants to 21years.
- 2.53 The Council is part of the Scottish Government National Fostering Contract. Independent providers are used to meet the demand for Foster Placements that cannot be met from Foster Carers recruited by this authority. This is at considerable extra cost – at least £20,000 per placement per year.
- 2.54 Currently 266 foster placements across 13 Independent providers are purchased in this way.
- 2.55 Carer Recruitment therefore continues to be a major priority. Efforts are made to ensure recruitment materials and content deliver the necessary interest. The Recruitment Team won the Smarter Working Team in the Staff Awards for Excellence 2012.
- 2.56 In 2012/2013, 621 enquiries were received from prospective carers. During that period six carer preparation groups were run from which 24 new carers were approved. A further 22 assessments are ongoing. In the same period nine carers chose to retire from being Foster Carers or stopped being a carer for family reasons.
- 2.57 Recruitment of carers for children with a disability is an increasing priority. The provision of respite care allows children with disabilities who otherwise may be in hospital or in residential care to remain within their families and communities. To this end, three new carers have been approved, four are undergoing assessment and three families are going forward to preparation groups.
- 2.58 The Family Support Team provides Day Care and Respite placements. Three new respite carers have been approved this year with a further five in assessment. These services are used to support families, often Kinship carers, by providing local, day-time care or weekend respite on a monthly, or twice monthly basis. This low level of intervention can often sustain a child at home with their family, assisting them through a crisis, without the need for the child to be accommodated on a full-time basis.
- 2.59 A Family Based Care Participation Strategy has been developed and circulated to all City of Edinburgh Council carers, with the aim of increasing the participation of carers, their families and accommodated young people in shaping the service. There are a number of opportunities for carers and young people to become involved in the service. These range from assisting with recruitment to reviewing care standards.

- 2.60 As part of the Fostering Network 'Head, Heart and Hands' project, two Social Pedagogues are working within the Specialist Fostering Team. This work increases the confidence of carers and gives them the "tools" to sustain placements for some of our most challenging and complex children and young people. The pedagogues have reached over 110 professionals through day taster sessions, with 40 carers undertaking a full ten day training course and 50 carers and Social Workers completing a two day course. The feedback from carers and professionals is very positive. The pedagogues link locally with their Residential Services colleagues in the Edinburgh Momentum and with their Head, Heart and Hands colleagues in other demonstration sites across the U.K. This is a very exciting development, the evaluation of which will be published at the end of the three year project.
- 2.61 In June 2012, the Fostering Service 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. A follow up inspection is scheduled for October 2013.

Family Based Care Permanence

- 2.62 The Family Based Care Permanence Team has 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. The Permanence Team also provides support to adopters and permanent foster carers following the placement of a child.
- 2.63 During 2012/13, the Council's Permanence Panels' registered fifty nine children for permanence with the legal route of adoption through a Permanence Order with Authority to Adopt (POAA), five children for permanence with the legal route of adoption through Direct Petition and sixty two children for permanent foster care with the legal route of a Permanence Order (PO).
- 2.64 During the same time period forty one children were placed with prospective adopters. Of this number fourteen were under twelve months old at point of placement. A further nine were aged between twelve to eighteen months when placed. Forty eight children were actually matched into placements during this period, however, in seven of these cases children were unable to move during 2012/13 due to legal delays in Court.
- 2.65 In total 42 children ceased to be looked after by the Council as a result of being legally adopted in 2012/13.
- 2.66 Twenty new sets of adoptive parents were approved during 2012/13. In addition these numbers were augmented through Service Level Agreements 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.

- 2.67 To meet the demand for adoptive placements the Permanence Team increased the number of preparation courses from three to four during 2012/13. Currently, demand is high from prospective adopters and preparation courses are filled several months in advance. The level of interest in adoption has to date negated the need for significant additional recruitment activity.
- 2.68 The Council has duties to provide post-adoption support. The Permanence Team supports ninety one adopters who have been recruited since the inception of the team in 2007. A general level of support is provided to all Council adopters in the form of regular newsletters, training opportunities and group support such as the Growing with Confidence programme and the Single Adopters Group. A range of services to support people affected by adoption are also commissioned from Scottish Adoption, including information exchanges between adopters and birth parents, supervised contact and counselling for mothers who are considering relinquishing their babies and for adults affected by adoption.
- 2.69 In June 2012, Permanence Team was subject to a statutory inspection by the Care Inspectorate. The service was graded as 'very good' across all indicators 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. A follow up inspection is scheduled for October 2013.

Family Based Care Kinship Support

- 2.70 Through the Early Years and Early Intervention Change Fund, resources have been made available to establish a Kinship Support Team. The remit of this Team is to both offer direct support to kinship carers and to coordinate support provided through commissioned and partner agencies.
- 2.71 Similar to the model of adoption support, the Kinship Support Team will engage with all kinship carers on a generic level through newsletters, training sessions and an advice line. A secondary level including direct work will be time limited and focused on addressing particular difficulties kinship carers are experiencing. Direct work with families commenced in August 2013.
- 2.72 The Kinship Support Team is not subject to inspection by the Care Inspectorate.

Children's Rights Office

- 2.73 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.
- 2.74 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 outwith Edinburgh where the Council has placed children. This includes visiting each child placed in secure accommodation within 7 days of

admission. In addition they support individual looked after and accommodated children in foster care and residential care. 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.

- 2.75 During 2012/13, the Children's Rights Office provided advocacy support for an average of 15 children per month at formal meetings such as Looked After Children Reviews and Children's Hearings. For 58% of these children the focus of the support was through representation at statutory meetings such as Children's Hearings and Looked After Children reviews. Support to prepare for these statutory meetings accounted for a further 26% of children referred.
- 2.76 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 Support to Children and Young People.
- 2.77 The Children's Rights Office is not individually inspected by the Care Inspectorate.
- 2.78 A review of services providing advocacy to children which is due for completion in October 2013 will include the Children's Rights Office service.

3. Recommendations

To recommend that the Education, Children and Families Committee:

- 3.1 Note the positive progress made on services for looked after and accommodated children.
- 3.2 Note the service strategy and improvement plans for looked after and accommodated children and young people.

Gillian Tee

Director of Children and Families

Links

Coalition pledges	P1. Increase support for vulnerable children, including help for families so that fewer go into care
Council outcomes	CO1. Our children have the best start in life, are able to make and sustain relationships and are ready to succeed CO2. Our children and young people are successful learners, confident individuals and responsible citizens making a positive contribution to their communities CO3. Our children and young people in need, or with a disability, have improved life chances CO4. Our children and young people are physically and emotionally healthy CO5. Our children and young people are safe from harm or fear of harm, and do not harm others within their communities CO6. Our children and young people's outcomes are not undermined by poverty and inequality
Single Outcome Agreement	SO2. Edinburgh's citizens experience improved health and wellbeing, with reduced inequalities in health SO3. Edinburgh's children and young people enjoy their childhood and fulfil their potential
Appendices	1 Residential Care 2 Residential Care: Recent Care Inspectorate Gradings 3 Throughcare and Aftercare 4 Family Based Care Fostering and Day Care 5 Family Based Care Permanence 6 Children's Rights Office

Residential Care Service Improvement Plan 2013/14 (including Secure Services, Edinburgh Families Project and Wellington School)

No	Action	Lead Officer	Completion/ Review Date
1.	As a way of improving access to educational resources for our young people, a series of meetings will be set up with colleagues from HOTS, and Gorgie Mills/Panmure St. Ann's to explore common themes and look at possible solutions to barriers to learning.	Unit Manager, Southhouse Close Support Unit	December 2013
2.	In order to demonstrate the effectiveness of the development of an Attachment Informed Framework, we will identify a way in which to evaluate the impact that this approach has had on our services and the outcomes for young people.	Team Manager –Specialist Residential Care	April 2014
3.	As part of our commitment to increasing the theory base for our work, we will scope out a plan to offer the 'Introduction to Dyadic Development Approach' for every residential worker alongside organising Social Pedagogy Taster sessions for all staff.	Team Manager – Development Officer for Residential Care	April 2014
4.	To establish a crisis resource as part of the overall provision offered to vulnerable young people by EFP	Team Manager –Residential Care Throughcare and Aftercare	August 2014
5.	Reduction of crisis admissions to residential care.	Service Manager – Services for Looked After and Accommodated Children	August 2104
6.	As a critical element of the developmental opportunities provided to our staff, we will set up a system whereby staff will spend time in other residential services to widen their understanding of the richness of practice across our sector.	Team Manager –Specialist Residential Care	May 2014
7.	Having previously identified ways in which to improve our recruitment centre model, we will complete the review and implement a revised process.	Team Manager –Specialist Residential Care	June 2014
8.	We will meet with our colleagues in Family Based Care and with Foster Carers to explore how to develop links so that we can maximise opportunities for joint training events and look at ways to provide additional supports, when requested to carers with teenage placements.	Unit Managers from Guthrie unit and Edinburgh Families Project	June 2014
9.	Prepare a paper focusing on work-related opportunities for our young people in the latter stages of school/college which will include a specific reference to opportunities within the Council.	Team Manager –Specialist Residential Care	January 2014
10.	To finalise the plans for the build of a new residential service and consider a strategy to meet future building demands.	Team Manager –Residential Care Throughcare and Aftercare	June 2014
11.	In conjunction with our intention to gather information on trends and influences affecting use of our sector, we will identify the key research and theory necessary to inform analysis of the needs of our young people and how residential care can best meet these needs.	Unit Managers of Guthrie Unit and Oxfords YPC	April 2014
12.	We will conduct a survey of our young people in order to elicit their views on their	Unit Manager of Northfield	June 2014

No	Action	Lead Officer	Completion/ Review Date
	experiences of being looked after within our services with a particular emphasis on issues of attachment and health and well-being.	YPC, Pentland View Close Support Unit and Edinburgh Families Project	
13.	With regard health improvement for LAC 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
14.	To review and update Policies and Procedures directly related to Residential care	Team Manager – Development Officer for Residential Care	31/07/13

Residential Care: Latest/Last Care Inspectorate Gradings

Unit	Date report published	Quality Statement – Latest Grades			
		1. Quality of Care and Support	2. Quality of Environment	3. Quality of Staffing	4. Quality of Management & Leadership
Drylaw	10/06/2013	4	5	5	4
EFP	15/01/2013	5	5	5	5
Greendykes	15/03/2013	4	4	4	4
Moredun	18/03/2013	3	3	3	3
Northfield	17/07/2013	5	5	5	5
Oxgangs	18/03/2013	5	4	4	4
ESS Secure	07/11/2012	4	5	5	4
ESS Open	07/11/2012	4	5	5	5
Wellington	11/06/2013	2	3	4	2
Southhouse Close Support	23/04/2013	5	5	5	5
Pentland View Close Support	16/04/2013	5	5	5	4

- 1 – Unsatisfactory
- 2 – Weak
- 3 – Adequate
- 4 – Good
- 5 – Very Good
- 6 – Excellent

Throughcare Aftercare Service Improvement Plan 2013/14

No	Action	Lead Officer	Completion/ Review Date
1.	To review and enhance the Participation Strategy.	Manager – throughcare and Aftercare	March 2014
2.	To plan and prepare for bidding to the Life Changes Trust to become a demonstrator site	Team Manager – Residential Care Throughcare and Aftercare	April 2014
3.	Increase care Leavers Pathway plans to 75% by July 2014.	Team Manager – Residential Care Throughcare and Aftercare	July 2014
4.	Relocation of LAC nurse to Chalmers Street so that she will be held more accountable for their work roles and responsibilities.	Team Manager – Residential Care Throughcare and Aftercare	December 2013
5.	Procedures and arrangements will be reviewed and new systems will be put in place for the assessment, support, reviewing and monitoring of young people who are or may be a potential risk to themselves or others and may or may not be convicted offenders.	Manager – throughcare and Aftercare	June 2014
6.	To continue to improve and support young people to be healthy and well in all aspects of their lives. Accessible arrangements will be in place to meet the health and well-being needs of young people as they engage with the throughcare & aftercare process.	Manager – throughcare and Aftercare	May 2014
7.	Suitable accommodation options and appropriate support will be provided to meet young people's individual needs. The provision of accommodation and support will be provided to a quality and in a manner that reflects the values of a responsible parent.	Manager – throughcare and Aftercare	August 2014
8.	Financial support for young people will be provide during the transition from the looked after system to independence. The system will be clear and transparent to young people.	Manager – throughcare and Aftercare	April 2014
9.	Young people will be supported to achieve positive educational outcomes. Supported and achievable routes into further & higher education, training and employment will be provided.	Manager – throughcare and Aftercare	August 2014

Fostering and Day Care Improvement Plan 2013/14

Ref	Action	Lead Officer	Completion/ Review Date
1	Decrease use of Independent Fostering Agency placements by increasing pool of CEC foster Carers	T.Rosa	31/3/2013
2	Develop a standard Carer Profile for use with accommodated children and their families.	E. Russell S. Good	1/12/2013
3*	Implement use of FBC Risk Assessment Record for all children being accommodated	E. Russell	1/7/2013
4*	Implement new process, involving Foster Panels, for managing "stretches" i.e. when carers are used outwith their remit.	T. Rosa	1/5/2013
5	Implement changes to Family Based Care Induction programme to ensure all new staff have a good knowledge of core FBC tasks	T. Rosa N .Bruce	1/6/2013
6	Implement Family Based Care Participation Strategy	L. Fraser	1/5/2013
7	Recruit two SW assistants	T. Rosa	1/4/2013
8	In partnership with the Head, Heart, and Hands Project provide training/support for staff and carers re Social Pedagogy, with the target of training 50 carers	A. Cope T. Rosa	1/9/2013
9	Increase T.L. capacity within Recruitment Team	T. Rosa	1/10/2013
10	Present FBC Information Events for SCYP staff.	T. Rosa	1/3/2013
11	Establish Permanent Fostering Team	N .Bruce T .Rosa	31/3/2013
12	Ensure Carer Reviews are held in accordance with C. Inspectorate Standards i.e. 3yearly	T. Rosa A.Thomson	1/10/2013
13	Update Recruitment Website	S. Dunbar T. Rosa.	1/10/2013
14	Undertake research to inform our Recruitment Strategy	S. Duguid M.Donegan P. Ormsby	30/9/2013
15	Raise awareness of needs of children from BME backgrounds with staff and carers.	P. Ormsby	1/12/2013

* July 12 Inspection recommendation

Adoption/ Permanence Improvement Plan 2013/14

Ref	Action	Lead Officer	Completion/ Review Date
1	Recruit 1 x Senior Practitioner to lead delivery of Post Placement/Adoption Support service	N Bruce	1/7/2013
2	Expand Permanence Team into distinct Adoption and Permanent Fostering services	N Bruce	2/9/2013
3	Publish details of enhanced Adoption Support Service	C Hamill	2/9/2013
4	Implement Panel Business Review Improvement Plan	N Bruce	31/3/2014
5	Appoint permanent Adoption and Fostering Panel Coordinator	N Bruce	2/7/2013
6	Implement SWIFT processes for Permanence Tracking	N Bruce	2/7/2013
7	Designate role of Lead Placement Coordinator	N Bruce	6/5/2013
8	Implement pool of staff to chair Linking and Coordination meetings	N Bruce	2/7/2013
9	Publish revised Adopters newsletter 3 x per annum	C Hamill	3/6/2013
10	*Review and recommend improvements to information provided to children regarding adoption	C Hamill	2/9/2013
11	*Implement annual survey of : - Adoption agencies supplying placements - Agencies supplied with placements - Placing Social Workers	M Couper	2/9/2013
12	Implement annual survey of: Domestic Adopters ICA Adopters	M Couper	2/9/2013
13	Deliver 'Champions' Training re Permanence	N Bruce	1/10/2013
14	Provide Permanence briefing to Children's Panel members	N Bruce	1/10/2013
15	Revise materials for Adoption preparation sessions	M Couper	1/6/2013
16	Update Adoption Plan	N Bruce	1/6/2013
17	Report key performance indicators to Corporate Parenting MOG	N Bruce	1/10/2013

* July 12 Inspection recommendation

Children's Rights Office Development Plan 2013/14

Ref	Action	Lead Officer	Completion/ Review Date
1	Review and streamline all information sent to Looked After and Accommodated Children and Young People	Linda McCracken	
2	Produce and distribute to all LAAC, a Children's Rights Newsletter bi-annually	Christine Bennett, Julie Arbuckle	May 2014
3	Seek service user feedback on the advocacy service provided by the team. This will be done on a trial basis in February and August 2014	Linda McCracken	August 2014
4	Prepare the text for the local page of the Scottish Government's Rights, Respect, Responsibility Booklet	Julie Arbuckle	
5	Compile the relevant information for a Children's Rights website that LAAC can access	Christine Bennett	
6	Compile the relevant information for a Children's Website that residential workers can access	Christine Bennett	
7	Circulate the Children's Rights leaflet to all foster carers(including external agency carers) to promote our service and children's rights	Linda McCracken	November 2014