

Education, Children and Families Committee

10am, Thursday, 11 September 2014

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

Item number	7.3
Report number	
Executive/routine	Executive
Wards	All

Executive 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.

Links

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

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

Recommendations

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

Background

- 2.1 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 2014/15 and beyond.
- 2.2 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 Adoption/Permanence
 - Family Based Care Kinship Support
 - Corporate Parenting Action Plan

Main report

Strategic Direction

- 3.1 The primary strategic objective in 2014/15 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 of Edinburgh services.
- 3.2 Through use of the Early Years Change Fund and initiatives agreed through the Priority Based Planning process the service has developed a transformational

programme to shift the balance of care towards more preventative and less costly services.

- 3.3 The Children and Young People (Scotland) Act 2014 passed by Parliament on 19 March 2014 contains significant provisions for looked after children and young people and those leaving care. Senior Officers are working closely with Scottish Government and professional bodies regarding the implementation of forthcoming regulation and guidance.

Corporate Parenting Action Plan

- 3.4 The Edinburgh Corporate Parenting Action Plan was launched in March 2012 with 36 actions points under six key themes – Leadership; Health and Wellbeing; Education; Employment and Training; Support and Protection; and Accommodation.
- 3.5 The action plan has delivered significant improvements for children and young people who are looked after and care leavers. Some examples include;
- 3.5.1 Improved housing options for care leavers
 - 3.5.2 Edinburgh Leisure provides free access to leisure facilities for looked after children
 - 3.5.3 Regular allocation of tickets to events across the city each year
 - 3.5.4 Two specialist Mental Health workers in Throughcare Aftercare
 - 3.5.5 Two additional posts in Edinburgh Connect to provide support to foster carers and kinship carers
 - 3.5.6 Increased access to smoking cessation programmes
 - 3.5.7 Dedicated nurses who undertake regular health assessments
- 3.6 Following significant consultation and engagement with key stakeholders, including children and young people, the refreshed Corporate Parenting Action Plan which was launched in May 2014.
- 3.7 The Corporate Parenting Member/Officer group, chaired by the Vice Convenor of this Committee, continues to play a key role in the development and scrutiny of the plan. The leadership group of senior managers from across the Council and partner agencies has responsibility for delivery of the Action Plan. There is a dedicated lead policy officer for this work.
- 3.8 Awareness of Corporate Parenting has been raised across the Council and partner agencies. This work has included training and engagement events for senior officers, commissioned services and elected members led by Senior Officers and Who Cares? Scotland, supported by the development of a Corporate Parenting DVD and other communication tools.

Residential Care

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

- 3.9.1 Five Young People's Centres (YPC) in Drylaw, Oxfangs, Moredun, Northfield and Greendykes – offer a total of 38 placements.
- 3.9.2 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.
- 3.9.3 The Edinburgh Families Project, located in Ferniehill, provides outreach support and respite care for approximately 90 families per annum.
- 3.9.4 Edinburgh Secure Services provides 12 secure and 10 close support placements.
- 3.9.5 The Council purchases nine placements from the Dean and Cauvin Trust for young people over the age of 15½.
- 3.10 On 31 July 2014 there were 80 children and young people placed in residential care, mostly within existing Children and Families resources, there were twelve young people in secure accommodation and a further three young people in specialist residential provision.
- 3.11 The plan to close the residential school provision at Wellington has been implemented. Alternative care arrangements for the young people affected by this plan have been successfully secured. Arrangements to meet the education needs of both day and residential pupils have also been implemented.
- 3.12 As Corporate Parents, this authority has a responsibility to provide a quality living environment for children and young people in need of residential care. There remains a need to invest in an incremental rebuild and refurbishment of the City's residential units. In order to achieve this, substantial investment in the residential buildings will be required and it is hoped to roll out a programme of rebuild and refurbishment as and when capital investment is available.
- 3.13 Plans are well advanced for the rebuilding of one Young People's Centre (YPC) which will lead to the replacement of the building in the Greendykes area of the City. A plan to design and build a new Young People's Centre (YPC) in Wester Hailes will be submitted for planning permission in August.
- 3.14 All residential homes are inspected on a regular basis by the Care Inspectorate. With the exception of Wellington, all homes received a quality grading of 'good' or 'very good' in 2013. The Care Inspectorate reports consistently raise concerns about the quality of the physical environment. Gradings on this theme are lower than in other areas of inspection and in comparison to homes which have been refurbished.
- 3.15 Pentland View, Southhouse and Northfield hold a grading of 'very good' for each of the four Quality Themes.
- 3.16 Services at the four units within Edinburgh Secure Services, Oxfangs and Drylaw Young People's Centre (YPC) all currently hold a grade of 'very good' for at least one Quality Theme.

- 3.17 One aspect of the environmental challenge faced within the units is the quality of IT equipment and Internet access. This is significantly below the level and quality that young people experience within the schools they attend across Edinburgh. A plan is being devised to address this which should result in children and young people living in residential care being able to access their school based computer information. This will improve their opportunity to maintain educational progress as well as enable use of computers for entertainment.
- 3.18 Education of looked after children remains a key priority. In terms of educational attainment, Edinburgh is equal to the Scottish average, however, there was a slight decrease in average tariff scores 2013 from 88 to 86. More progress is needed in this area and strategies to reduce educational inequalities have been identified and implemented.
- 3.19 A self evaluation tool has been devised which enables the managers of residential units to evaluate their service and devise an action plan to promote the education and attainment of children and young people within their unit.
- 3.20 A training programme targeted at staff in the residential units has been devised which focuses upon improving awareness of education; curriculum related matters, and on supporting children and young people (and where appropriate) their family to be actively involved in their school.
- 3.21 Guidance for residential staff specifically focused upon supporting children and young people with their school attainment and attendance has been devised and is currently being implemented.
- 3.22 Educational Psychologists have been linked to each residential unit and they act as a supportive point of contact for staff.
- 3.23 A network of Education Link Workers has been established. This group consists of staff in each residential unit who will take on a lead role in promoting education and learning within their establishment as well as meet on a quarterly basis.
- 3.24 The drive to improve health outcomes for young people who are accommodated remains a priority. The Council works in partnership with NHS Lothian LAC Nursing team and with Edinburgh Connect to deliver best practice in health promotion and the coordination and sharing of information.
- 3.25 Our residential care homes continue to gain accreditation as Health Promoting Units. 100% have achieved a level one award. 55% had achieved a Tier two award with the remainder on track to achieve this within the year.
- 3.26 This task is aided by a network of Health Promoting Unit Coordinators. Each unit has an Health Promoting Unit coordinator and they take a lead role in driving forward the HPU Strategy within their unit as well as participating in the group meetings held every 6 weeks.
- 3.27 A partnership with NHS LAC Nursing Team, Edinburgh Connect, and Edinburgh Leisure continues to plan and deliver training on health related matters to staff in residential units.

- 3.28 A network of Health Link workers is maintained in partnership with the LAC Nursing Team. Each unit is represented in this group and the link worker takes a lead role in promoting health related matters for children and young people as well as for staff within their team.
- 3.29 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 placement experiences to contribute to service improvement.
- 3.30 Including the views of children and young people about their care plan and their care experiences is an important aspect of the task of residential care. Participation related activity is evident in all units and is aided by strategies such as the Health Promoting Unit approach. Devising ways to reach out and include the views of parents and other significant family members is also evident in most units. The information gathered informs development planning with the units and common themes are shared at the monthly Unit Managers meeting.
- 3.31 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 200 staff members have been trained in this technique, increasing capacity to work with challenging behaviours.
- 3.32 A train the trainer approach has been devised which will enable all staff in this sector to be given access to this training. A specialist practitioners group has been established which meets monthly and aims to promote the use of this model of practice and seeks to apply its principles to the support structures around the service.
- 3.33 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.
- 3.34 Currently Edinburgh Families Project are working with 40 young people and their families and can offer respite care for up to 5 young people every night of the year.
- 3.35 Edinburgh Families Project is inspected on a regular basis by the Care Inspectorate. In 2013 Edinburgh Families Project achieved 'very good' for each of the four Quality Themes.

Special Residential Care

- 3.36 In October 2013, the Education, Children and Families Committee approved that a statutory consultation should be carried out regarding the proposed closure of

Wellington School. Following this, the Council referred these proposals to Education Scotland so that they could prepare a report on educational benefits of the plan. Ultimately, a decision was taken at the full council meeting on 1 May 2014 to close the school and this was fully implemented in June 2014.

- 3.37 The closure has released funds of over £1million to strengthen support for young people with social, emotional and behavioural difficulties in Edinburgh. This will enable the development of enhanced educational provision within Gorgie Mills School, the creation of additional resources in mainstream secondary schools and retain the capacity to fund essential residential places.
- 3.38 Southhouse and Pentland View Close Support Units continue to provide high levels of care to five young people each. This is reflected in the 'very good' grades that they achieve in their Care Inspectorate reports. Demand for placements remain high.
- 3.39 The IT Development Officer for Looked After Children continues to improve young people and staff's awareness of issues relating to safer use of internet and social media. The range of support offered includes both training and direct work. A key focus has been on enhancing the skills of young people to provide peer support in this area.
- 3.40 Edinburgh Secure Service provides high levels of care to individual young people whose behaviours make them a significant risk to themselves or others. The service works 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.
- 3.41 In 2013/14 there has been a national recognition of increasing mental health and mental wellbeing needs of young people needing to be placed in secure accommodation. In response, the service has worked more closely with Lothian Child and Adolescent Mental Health Services (CAMHS) to improve the quality of care of our young people. These collaborations have created the base for developing a strategic approach by both CAMHS and Edinburgh Secure Services.
- 3.42 Over 90% of young people in secure services are placed through the Children's Hearings, the remainder are placed on remand. The Edinburgh Secure Service provides secure and close support residential placements and Throughcare and Aftercare support for young people.
- 3.43 During 2013/14 Edinburgh Secure Service worked with 24 Edinburgh young people within the secure provision and 21 Edinburgh 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 valuable 'step down' to returning home or to a community based open placement. Edinburgh Secure Service's Throughcare and Aftercare provision provides two residential

- placements and a respite placement on campus and two supported flats in the community. It maintains involvement with all young people who are aged 16+, and who have used the secure or close support provision within the service, supporting their transition into the community and into their early adulthood.
- 3.44 Edinburgh Secure Service has met the demand for almost all secure placements and remand placements of Edinburgh young people. The four Edinburgh young people who were placed in secure accommodation outwith Edinburgh in 2013/14 were quickly returned to Edinburgh placements.
- 3.45 Occupancy of the secure provision in 2013/14 has remained high at over 95% and requests for places from other Local Authorities often exceeds available placements.
- 3.46 The Service has been inspected by the Care Inspectorate twice during the 2013/14. In August 2013 the Care Inspectorate identified a number of weaknesses in the quality of the security of the environment and in care and support. The service was jointly inspected in January 2014 by the Care Inspectorate and Mental Welfare Commission. Significant improvements were identified and the secure accommodation service was graded as 'very good' in the Quality of Care and Support, 'very good' in Quality of Management and Leadership, 'very good' in the Quality of Staffing, and 'good' in Quality of Environment.
- 3.47 In August 2013, the Close Support and Throughcare and Aftercare provision was inspected by the Care Inspectorate. The Inspectorate similarly identified weaknesses in the quality of the security of the environment and in care and support. On inspection in March 2014 the Care Inspectorate graded the Close Support and Throughcare and Aftercare provision as 'good' in the Quality of Care and Support, 'very good' in the Quality of Staffing and Quality of Management and Leadership. It was graded as 'good' in Quality of Environment.
- 3.48 The Inspections of both provisions in 2014 specifically noted the quality and skill of staff and leadership within the service, excellence in the engagement of service users, the quality of the attachment approach used and the promotion of young people's health and wellbeing. No requirements were raised in these inspections.
- 3.49 The Mental Welfare Commission inspection report recognised the close working between the service and adolescent mental health services in providing excellent care to a number of extremely vulnerable young people. The commission recommended continuing the joint working between the respective services.
- 3.50 The use of secure accommodation in Edinburgh is relatively high compared to other areas of Scotland and as part of our strategic objectives set out in paragraphs 3.1 and 3.2 we are seeking to reduce this. A specific report on secure accommodation in Edinburgh will be brought to this Committee in December 2014.

Throughcare and Aftercare

- 3.51 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.
- 3.52 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 will mean that the client population could increase by nearly 100% over the coming years as duties and powers are to be extended up to a young person's 26th birthday. Councils are waiting guidance from Scottish Government on this however the changes will commence 1st April 2015.
- 3.53 The additional temporary posts of two Mental Health Practitioners, one Housing Development Officer and one part-time Literacy and Numeracy Worker have continued to provide services for vulnerable care leavers and these are valuable supports for young adults. Within the last year a part-time Information and Advice Officer has been appointed to help and support young adults within the changing welfare and benefits system.
- 3.54 Much work has been done over the last three years to evidence the improvement of Pathway planning for care leavers. In 2010/2011 9% had a Pathway Plan, in 2012/2013 this had risen to 64%. Currently the average figure for 2013/2014 is 65% and the latest monthly reported figure in 2014 is 73%. 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.
- 3.55 As at 12 August 2014, the overall number of young people eligible for Throughcare and Aftercare was 684, of these many will not need to access the TCAC service or only need to use the existing duty system. 407 Young People are currently receiving a Service; either as an allocated case or by accessing duty services.
- 3.56 The overall number of cases allocated a Pathway Co-ordinator across all the city's Throughcare and Aftercare services is 232. 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 and currently stands at 18.
- 3.57 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, Mental Health Practitioner, Literacy and Numeracy Worker, Information and Advice Officer 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.

- 3.58 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 2013 there were 71 new referrals for accommodation adding to the 25 open cases at the beginning of the year. The Panel placed 66% of young people in a positive destination and a further 24% remained in a positive placement following the Panels scrutiny of the referral.

Family Based Care Fostering

- 3.59 The Recruitment of CEC carers continues to be a major priority. Our recruitment strategy now features our carers rather than focusing on the stories of the children waiting. This strategy is informed by research undertaken with prospective carers. We are particularly highlighting our need for carers who can take teenagers, sibling groups, and children with a disability.
- 3.60 In 2013/2014, 629 enquiries were received from prospective carers. We also ran carer preparation groups resulting in the approval of 32 new carers. Nine carers were deregistered, either because they retired or family reasons. In addition, we have 26 assessments ongoing.
- 3.61 We currently have 326 children and young people accommodated with City Of Edinburgh Foster Carers.
- 3.62 We continue to use Independent providers to meet the demand for Foster Placements that cannot be met from Foster Carers recruited by this authority. The Council is part of the Scottish Government National Fostering Contract.
- 3.63 Currently 263 foster placements across 13 Independent providers are purchased in this way.
- 3.64 The recruitment of carers for children with a disability has provided an additional eight carers. These carers can offer a range of placements from respite to full-time care. The respite provided allows some children with disabilities who otherwise may be in hospital or in residential care to remain within their families and communities.
- 3.65 The Family Based Care Day Care and Respite services have now been dispersed throughout all Family Based Care teams, following the dissolution of the Family Support Team. A reduced number of day carers will continue to provide a service to children under five children and their families; the focus will be children on the Child Protection register and Looked After Children. Under

fives can also access a day care and education service through CEC Early Years Centres.

- 3.66 The participation of carers, their families and accommodated young people in shaping the service is promoted in our Family Based Care Participation Strategy. We are working on expanding the opportunities for carers and young people to become involved in the service. These currently range from assisting with recruitment activities, mentoring new carers to reviewing our publicity materials.
- 3.67 Our involvement with the Fostering Network 'Head, Heart and Hands' project led to us recruiting two Social Pedagogues who are working within the Specialist Fostering Team. We have successfully met all targets set by the project; we have provided training to 40 carers and 110 staff. The feedback has been hugely positive with some carers attributing their ability to sustain placements directly to the input provided. We have also recruited experienced carers from Independent agencies who have transferred to Edinburgh because of the support and Social Pedagogy training we provide. We are now introducing a programme of Social Pedagogy training across all of Family Based Care. The pedagogues continue to 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 United Kingdom.
- 3.68 In October 2013, the Fostering Service was subject to a statutory inspection by the Care Inspectorate. The service was graded as 'very good' across two of the quality statements inspected and 'good' for the third. A follow up inspection is scheduled for October 2014.
- 3.69 All Family Based Care Teams are now based within Westfield House. The co-location is welcomed by staff as it affords opportunities for joint working and sharing practice. The building is currently under refurbishment, with the introduction of 'Workstyle'. The work is scheduled to finish in October 2014.

Family Based Care Permanence

- 3.70 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.
- 3.71 During 2012/13, the Council's Permanence Panels' registered forty one children for permanence with the legal route of adoption through a Permanence Order with Authority to Adopt (POAA), two children for permanence with the legal route of adoption through Direct Petition and sixty children for permanent foster care with the legal route of a Permanence Order (PO).
- 3.72 During the same time period forty five children were placed with prospective adopters. Of this number, fifteen (33%) were under twelve months old at point of placement. A further seven (16%) were aged between twelve to eighteen months

when placed. Twenty one (46%) children aged between thirty six months and five years were placed with prospective adopters during this period. Two children (5%) aged over five were also successfully placed.

- 3.73 In total fifty four children ceased to be looked after by the Council as a result of being legally adopted in 2013/14. Of this number fifteen (28%) were adopted before the age of eighteen months. A further twenty children (37%) were adopted when aged between eighteen and thirty six months. Of the remaining nineteen children, fifteen (28%) were aged between three and five years and four (7%) were adopted when they were over the age of seven.
- 3.74 Twenty one sets of adoptive parents were approved by this Council during 2013/14. In addition these numbers were augmented through spot purchase arrangements with other local authority and independent adoption agencies.
- 3.75 The Permanence Team actively participated in the Scottish Adoption Register including Adoption Exchange day events to seek adoptive families for harder to place children. For children who required particular placements to meet their ethnic and cultural needs, Adoption Registers in England and Wales were utilised.
- 3.76 To meet the demand for adoptive placements the Permanence Team increased the number of preparation courses from three to four during 2013/14. 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.
- 3.77 The Council has duties to provide post-adoption support. The Permanence Team supports over one hundred 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, Talking about Adoption, 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.
- 3.78 In September 2013, the Permanence Team was subject to a statutory inspection by the Care Inspectorate. The service was graded as 'very good' in two of the themes and 'good' in the other. A follow up inspection is anticipated in October 2014. The excellent work of the Council's Permanence Team was featured in a UK-wide television series A Family of My Own broadcast by ITV.

Family Based Care Kinship Support

- 3.79 Through the Early Years and Early Intervention Change Fund, resources were 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.

- 3.80 The Kinship Support Team became operational in November 2013. Since inception until the end of 2013/14 the team members have directly supported sixty six kinship carers, undertaken nine kinship assessments and coordinated the move of four children from foster carers to kinship carers. A program to promote kinship carers peer support has been implemented, resulting in sixteen kinship carers to date being individually connected with a like minded kinship carer. A telephone support line has been established which allows kinship carers to seek support.
- 3.81 The Kinship Support Team have developed partnerships with Kinsfolkcarers, Kinship Care Support Group, With Kids, Winton Bear Foundation, Mentor UK and Edinburgh Connect, to ensure that a range of supports are available to kinship carers.
- 3.82 Similar to the model of adoption support, the Kinship Support Team engage with all kinship carers through newsletters, training sessions and an advice line. A secondary level including direct work is time limited and focused on addressing particular difficulties kinship carers are experiencing.

Children's Rights Office

- 3.83 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.
- 3.84 During 2013/14, the Senior Children's Rights Officer and the Children's Rights Officers undertook 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. In addition they support individual looked after and accommodated children in foster care and residential care.
- 3.85 During 2013/14, the Children's Rights Office provided advocacy support for an average of sixteen children per month at formal meetings such as Looked After Children Reviews and Children's Hearings. For 52% 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 28% of children referred.
- 3.86 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 were provided by the Children's Rights Office and the Who Cares? Scotland project worker to senior managers in the Children and Families service.
- 3.87 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.

- 3.88 A review of services providing advocacy to children has led to a consultation on the future model of service delivery. A report to Council in Autumn 2014 will recommend the preferred model of service delivery.

Measures of success

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

Financial impact

- 5.1 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 delivered.

Risk, policy, compliance and governance impact

- 6.1 Services for children and young people who are Looked After are priority statutory services subject to regulation and inspection at a range of levels.

Equalities impact

- 7.1 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.

Sustainability impact

- 8.1 There is no significant environmental impact.

Consultation and engagement

- 9.1 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](#)

[Early Years Change Fund Progress Update on Year Two – Education, Children and Families Committee 20 May 2014](#)

[Children and Young People \(Scotland\) Act 2014 – Education, Children and Families Committee 20 May 2014](#)

[Looked After Children: Transformational Programme Progress Report – Governance, Risk and Best Value Committee 6 March 2014](#)

[Outcome of the Consultation Process for the Proposal to Close Wellington Special School in Midlothian](#)

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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 5 Family Based Care Adoption/Permanence 6 Family Based Care Kinship Support 7 Corporate Parenting Action Plan

Residential Action Plan 2014

The overall objective of this action plan is to contribute to a strategy which will lead to the creation of a number of new buildings in which the residential needs of young people will be met. This strategy will also address how to best meet the future needs of young people; and the developmental needs of staff in residential care. This will be informed by the ongoing collation of information about young people living in the residential estate as well as the completion of the following objectives.

Objective	Leads	Success Is	Achieved By	Progress update and Tasks agreed (October 13)
1. As a way of improving access to educational resources for our young people, we will set up a series of meetings with colleagues from HOTS, and Gorgie Mills/Panmure St. Ann's to explore common themes and look at possible solutions to barriers to learning.	Richard Johnston Russell Sutherland Lesley Pagan Alan McDonald	These meetings have taken place and an action plan has been developed which will: i) help young people to engage in schooling and with learning; ii) make proposals for systemic changes aimed at ensuring our young people have a school placement iii) ensure our young people are offered appropriate supports to attend and achieve within school.	June 2014	Task Complete Aspects of it will require a degree of buy-in from education. Russell taking this forward.
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 <i>approach</i> has had on our services and the outcomes for young people.	Richard Johnston; John Steven; Frank Phelan; Russell Sutherland; Julie Wright Eric Stitt	Clear process has been developed to evidence outcomes of this model of working. Information gathering exercise led by Russell will inform this	August 2014	Group beginning to identify themes and a basic self evaluation toolkit has been established and is being piloted in one attachment cluster group. This will also be shared with the DDPG group.
3. As part of our commitment to increasing the theory base for our work, we will scope out:	Russell Sutherland; Dyadic Developmental practitioners group: Edinburgh	Plan presented to offer these developmental opportunities to all staff. Staff have this included in PRD objectives.	May 2014	

<p>3.1 A plan to offer the 'Introduction to Dyadic Development Approach' for every residential worker</p> <p>3.2 A plan to offer Social Pedagogy Taster sessions for all staff.</p>	Momentum; HHH		Plan to present at September RUM meeting	<p>This aspect of the plan is considered complete</p> <p>Edinburgh Momentum plan to complete shortly and may be able to report to RUM meeting by end August.</p>
<p>4. 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 and / or other partner agencies to widen their understanding of the richness of practice across our sector.</p>	<p>Everyone keen on this but need a few to plan it.</p> <p>Team meetings and supervision are to be used to promote this</p>	<p>Plan has been created and implemented to enable a minimum of 25% staff to experience practice in other parts of our sector and recognise impact of this in their home service.</p>	June 2014	Task Complete
<p>5. Having previously identified ways in which to improve our recruitment centre model, we will complete the review and implement a revised process.</p>	<p>Liz Godek; Frank Phelan; Linda Blair; Julie Wright; Carol Mentiplay, Colin McGinn Fran Rooney</p>	<p>A recruitment cycle is completed with the revised changes incorporated into the process.</p>	June 2014	Task Complete
<p>6. 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.</p>	<p>Fran Rooney; Jacqui McAlpine; Russell Sutherland Alan McDonald</p>	<p>These meetings have taken place and action has been agreed to improve links.</p>	June 2014	<p>An action research plan is being devised in conjunction with other SCYPP services. RCC aspect of plan will be taken forward by Drylaw YPC</p> <p>This task is complete</p>
<p>7. Prepare a paper focusing on work-related opportunities for our young people in the latter stages of</p>	<p>Ann Quinn; Janet Sinclair; John Steven</p>	<p>Paper circulated for discussion highlighting both successes and barriers in</p>	September 2014	<p>Meetings have taken place this month and progress has been made.</p>

school/college which will include a specific reference to opportunities within the Council.		relation to employment opportunities for our young people.		
8. 1 To finalise the plans for the build of a new residential unit to replace Greendykes	John Steven Linda Blair	8.1 Agreement has been reached on the plan to build a new residential unit with a date set for commencement of works.	July 2015	Site identified and planning consents being pursued. Work with Architects continues. This task is seen as complete
8.2 To progress plans to relocate Alison Unit	Ann Quinn	8.2 Agreement has been reached on the plan to achieve this.	Ongoing	No new progress has been made. Resources are a barrier
9. 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.	Jacqui McAlpine; Janet Sinclair, Linda Blair, Charmaine Edwards, Liz Godek	Relevant research will be available to the managers outlining key themes for residential care.	September 2014	Meetings with Celcis and Edinburgh University have taken place. Group will meet soon to progress work and complete actions by end September
10. To conclude on the work being undertaken to identify the feasibility of creating a crisis service to meet demands on an emergency basis.	Fran Rooney; John Steven; Liz Godek,	Options paper has been finalised and discussed at Unit Managers' meeting.	Ongoing	An impasse on finding suitable property is holding up this work. Discussion required with senior managers.
11. We will conduct a survey of our young people in order to elicit their views on their experiences of being looked after within our services with a particular emphasis on issues of attachment and health and well-being.	Mary Murdoch; Fran Rooney; Colin McGinn Eric Stitt	A survey of our young people has been undertaken which represents their views on how our services meet their needs, particularly in relation to attachment and health	September 2014	Draft questionnaire has been circulated for comment and feedback has been received. Group hopes to finalise next month

Latest/Last Inspection Grades as at 18 August 2014

Unit	Quality Statement – Latest Grades			
	1. Quality of Care and Support	2. Quality of Environment	3. Quality of Staffing	4. Quality of Management & Leadership
Drylaw	5	5	5	4
ESS – Close Support	4	4	5	5
ESS – Secure	5	5	5	4
EFP	5	5	5	5
Greendykes	4	4	4	4
Moredun	4	4	4	4
Northfield	5	5	5	5
Oxgangs	5	4	4	4
Pentland View	5	5	5	5
Southhouse	5	5	5	5

Throughcare Aftercare Service Improvement Plan 2014/15

Appendix 3

No	Action	Lead Officer	Completion/ Review Date
1.	Preparation will take place with young people to enable meaningful involvement at all levels by young people. Service providers and decision makers will actively ensure young people have a voice.	Manager – Throughcare and Aftercare Team	March 2015
2.	Preparation Planning for adulthood will be a long-term, continuous process. All those involved with the young person will help young people to prepare to reach their potential in all areas within the current changes in benefits and legislation. The progress on this action point will be reviewed in April 2015	Manager – Throughcare and Aftercare Team	April 2015
3.	In relation to pathway plans a comprehensive assessment will be carried out by a suitably skilled person; plans will be made and independently reviewed as an on-going process. Young people will be actively involved and their views will be sought at each stage.	Manager – Throughcare and Aftercare Team	April 2015
4.	Young people will be supported 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 Team	March 2015
5.	Suitable accommodation options and appropriate support will be reviewed so that the current needs of young people are known so 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	March 2015
6.	Financial support to young people will be provided during the transition from the looked after system to independence, as set out in a clear, transparent, young person friendly policy	Manager – throughcare and Aftercare	April 2015
7.	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	April 2015
8.	Procedures and arrangements will be 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	March 2015
9.	Key partners will contribute to an integrated system for evaluating, ensuring and improving the quality of services for young people who are or have been looked after. This should be in accordance with national standards for the range of relevant support services.	Manager – throughcare and Aftercare	April 2015

Family Based care: Fostering Improvement Plan 2014/15

Ref	Action	Lead Officer	Completion Date
1	Implement performance monitoring of Foster Carer Reviews	A.Thomson, L.MacRae	Oct. 14
2	Implement performance monitoring of Unannounced Visits to Foster Carers	L.MacRae, N.Kirkpatrick,T.Rosa	Oct. 14
3	Review the Specialist Foster Care Team	L.Fraser	March 15
4	Review and update the information on the Foster Care web-site	L.Fraser	March 15
5	Update Carers' Handbook and make it available online	L.Fraser, L.MacRae,M.Doneghan	March 15
6	Review, implement and monitor use of Carer Agreement	L. Fraser,R.Elliot, L.MacRae	March 15
7	Establish a procedure re Disruption of Permanent Foster Placements	T.Rosa,N.Bruce	March 15
8	Establish a Panel Procedure and process for the management of Carer Complaints/Allegations	A.Thomson, T. Dickson,S.Dunn.E.Harper	March 15
9	Implement a system for auditing carer case files	E.Harper, T.Dickson, S.Dunn,L.MacRae	March 15
10	Establish comprehensive "end to end " procedural guidance for Fostering	R.Sutherland	March 15
11	Implement Permanent Fostering support system	C.Hamill	Dec. 14

Adoption/Permanence Improvement Plan 2014/15

Ref	Action	Lead Officer	Completion Date
1	Review and revise Adopter Preparation Group content and delivery model	M Couper	1/11/14
2	Review and revise timing of Adopter Medical uptake	M Couper	1/10/14
3	Implement strategy for the recruitment of permanent foster carers	N Bruce	1/12/14
4	Review and revise Family Finding/Tracking process and practice	C Kerr	1/10/14
5	Communicate Family Finding/Tracking changes to Neighbourhood Practice Teams	C Kerr	1/11/14
6	Review and revise process and information for access to Adoption Support services	C Hamill	1/10/14
7	Implement Level 1 (Universal) Adoption Support Services to include: <ul style="list-style-type: none"> - <i>Newsletter</i> - <i>Telephone Advice Line</i> - <i>Adopter Fun Days</i> - <i>Groupwork (e.g. Growing with Confidence, Talking about Adoption)</i> - <i>Children's Group</i> - <i>Training and Development Seminars</i> - <i>Information for Adopters and children</i> 	C Hamill	1/11/14
8	Implement Level 2 (Assessed need) Adoption Support Services to include: <ul style="list-style-type: none"> - <i>Individual Support programmes</i> 	C Hamill	1/11/14
9	Update Adoption information on Council website	C Kerr/M Couper/C Hamill	
10	Publish Adoption Plan 2014-16	Neil Bruce	1/11/14
11	Implement procedure for recruiting, managing and supporting adopters and foster carers	R Sutherland	1/10/14
12	Undertake annual survey of: <ul style="list-style-type: none"> - <i>Adoption Agencies providing placements</i> - <i>Other Local Authorities provided with placements</i> - <i>Social Workers whose children have been placed with adopters</i> - <i>Adopters</i> 	C Kerr/M Couper/C Hamill	
13	Review and Revise the Adoption Allowance Scheme	N Bruce	31/3/15
14	Implement Permanent Fostering Support Service	C Hamill	1/12/14

Kinship Support Improvement Plan 2014/15

Ref	Action	Lead Officer	Completion Date
1	Review and revise Kinship Procedure and Processes	D Lock	1/12/14
2	Review strategy to raise service profile: <ul style="list-style-type: none"> - Leaflet - Website - Posters 	D Lock	1/12/14
3	Implement Level 1 (Universal) Kinship Support Services to include: <ul style="list-style-type: none"> - Support Group - Workshops for kinship carers - Workshops for kinship children 	D Lock	1/12/14
3	Review Level 1 (Universal) Kinship Support Services: <ul style="list-style-type: none"> - Newsletter - Telephone Advice Line - Support Groups - Workshops - Kinship Carers Connected - Tickets for shows 	D Lock	1/12/14
4	Review Level 2 (Assessed need) Kinship Support Service: <ul style="list-style-type: none"> - Individual Support - Coordinations 	D Lock	1/12/14
6	Update Kinship Support Team information on Council website	D Lock	1/12/14
7	Review and revise partnership working with third sector	D Lock	1/12/14
8	Update Kinship Carers contact details	D Lock	1/12/14
9	Review and update Team Plan	D Lock	1/11/14

Key Themes**1. Leadership**

Actions

CF-CPAPRe-1.1 Leadership Group and MOG to monitor and scrutinise set of Performance Indicators

CF-CPAPRe-1.2 Communicate and raise awareness of corporate parenting action plan and outcomes to all LAC

CF-CPAPRe-1.3 Raise awareness of corporate parenting responsibilities for all Council staff and partner agency through training and communication activity.

CF-CPAPRe-1.4 Raise public awareness of the Council's corporate parenting role and celebrate the success of looked after children's achievements in Edinburgh.

CF-CPAPRe-1.5 Each Service incorporates corporate parenting objectives and performance in their service plan.

CF-CPAPRe-1.6 Incorporate corporate parenting objectives in Director level PRDs.

CF-CPAPRe-1.7 Council resources maximise opportunities to promote corporate parenting e.g. appropriate CEC vehicles display advertisements for foster carer recruitment campaigns.

CF-CPAPRe-1.8 Develop a mentor service

Key Themes**2. Health and wellbeing**

Actions

CF-CPAPRe-2.1 Encourage a range of Edinburgh venues/clubs to ring fence tickets for looked after children inc Football, rugby, concerts

CF-CPAPRe-2.2 Looked after children and young adults involved in TcAc are provided with no cost/low cost access to Council supported leisure facilities.

CF-CPAPRe-2.3 A proportion of tickets for Council organised events are ring fenced for looked after children.

CF-CPAPRe-2.4 Ensure all LAC referred to CAMHS awaiting treatment are seen within 4 weeks

CF-CPAPRe-2.5 Expand health promoting units programme.

CF-CPAPRe-2.6 In partnership with NHS Lothian ensure the health assessment requirements in relation to CEL16 are achieved.

CF-CPAPRe-2.7 Provide Hepatitis B Vaccination to foster carers and residential staff.

CF-CPAPRe-2.8 All children registered for permanence are subject to a medical prior to registration

Key Themes**3. Education**

Actions

CF-CPAPRe-3.1 Young people in residential units have access to WiFi and technology to support their education

CF-CPAPRe-3.2 Case management arrangements for supporting looked after children not attending formal education to return with minimum delay is fully implemented.

CF-CPAPRe-3.3 Strengthen support to maintain Looked After Children at school.

CF-CPAPRe-3.4 Promote understanding of looked after children for all school staff through mandatory training.

CF-CPAPRe-3.5 Integrate school (SEEMIS) and social work (SWIFT) client record systems and Child Health record (TRAK) to allow greater sharing of information about individual looked after children.

Actions
CF-CPAPRe-3.6 Ensure the views of parents and carers of looked after children are included in educational planning.
CF-CPAPRe-3.7 Increase the number of Looked After Children leaving school going on to a positive destination.
CF-CPAPRe-3.8 Increase attainment of Looked After Children measured by average tariff score.
Key Themes
4. Employment and Training
Actions
CF-CPAPRe-4.1 A dynamic "Family Firm" policy is implemented which ring fences a range of Council training opportunities and apprenticeships commensurate to the projected number of care leavers.
CF-CPAPRe-4.2 The "Family Firm" model is expanded to include Health and private sector employers.
Key Themes
5. Support and Protection
Actions
CF-CPAPRe-5.1 Looked after children and young adults involved in TcAc are provided with no cost/low cost access to bus travel
CF-CPAPRe-5.2 Extend Through Care/After care support in line with C&YP Act
CF-CPAPRe-5.3 A comprehensive list of services is available to care leavers.
CF-CPAPRe-5.4 Develop a protocol to allow LAC to seamlessly transfer to adult supported placements
CF-CPAPRe-5.5 Develop support services for young parents
CF-CPAPRe-5.6 Expand the range of foster care options within CEC resources
Key Themes
6. Accommodation
Actions
CF-CPAPRe-6.1 The physical environments in YP's Centres, Close Support Units and Secure Services are upgraded to the Care Inspectorate standard of Very Good through a rolling programme of planned rebuilding and refurbishment. To be included in the Capital Asset
CF-CPAPRe-6.2 Procurement and property services to adjust approach to consider Units as a home rather than an institution.
CF-CPAPRe-6.3 Repairs to residential units to be prioritised by property services
CF-CPAPRe-6.4 Budget is identified to specifically fund suitable accommodation provision for young care leavers who fall within the national definition of "vulnerable, chaotic and multi-issued".
CF-CPAPRe-6.5 Increase capacity of Edinburgh Families Project to deal with crisis and emergency situations to mitigate emergency admissions into residential units.
CF-CPAPRe-6.6 The range of safe and suitable accommodation for care leavers is expanded and protected, accompanied by simple to use access systems and detailed information about the tenancy and locality
CF-CPAPRe-6.7 Foster carers and Kinship are supported to move to suitable Council accommodation to provide more placements.