

Education, Children and Families Committee

10:00am, Tuesday, 11 June 2024

Children's Services Improvement Plan and Edinburgh Residential Services Improvement Plan Update

Executive/routine
Wards
Council Commitments

1. Recommendations

- 1.1 The Education, Children and Families Committee is asked:
 - 1.1.1 To note the positive progress made against the Children's Services Improvement Plan, and the Edinburgh Residential Services Improvement Plan, last reported April 2024.
 - 1.1.2 To note those areas where progress is slower than planned and be assured that effective mitigations are in place.

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Report

Children's Services Improvement Plan and Edinburgh Residential Services Improvement Plan Update

2. Executive Summary

- 2.1 Progress has been made in all areas of the Children's Services Improvement Plan. In some areas progress hasn't been at the pace expected; this primarily relates to ongoing challenges in recruitment of experienced staff.
- 2.2 Some areas of progress have moved back to amber to be considered within the wider service review/redesign that has just commenced.
- 2.3 This report sets out the improvements in the Residential Services Improvement Plan from the last report that went to the Education, Children and Families Committee in April 2024.

3. Background

- 3.1 The Executive Director led significant due diligence activity which resulted in a self-assessment and Improvement Plan for Children's Services. This was shared as a B agenda with Committee on 27 April 2023. It was agreed that updates would be reported at each committee cycle. It was agreed that Edinburgh Secure Services and Residential Services Improvement Plan would be incorporated into one joint report.

4. Main Report

- 4.1 Several actions within the Children's Services Improvement Plan are now complete, on track, or progressing well. Although delays in recruitment continues to be an issue in some areas, plans have been put in place to mitigate this including reallocation of resources. There is in place a fully operational child protection resource and we are recruiting for permanent posts to establish the child in need team, both of which will sit at the front door. The child protection resource is already affecting impact and is working with over 100 cases. We aim to allocate all new referrals within one working day. This has resulted in an 85% reduction in Locality Child Protection waiting lists since January 2024. This has enabled practice teams to move to full allocation of child protection cases, ensuring best

use of existing resources. We anticipate that the numbers will continue to grow until such time the team becomes more established and develops robust relationships with partner organisations.

- 4.2 This additional resource has also enabled a greater focus on the practice standards, which were implemented in November 2023 and feed into regular performance monitoring, in line with our key performance indicators and ambition to improve outcomes for children and young people. The reporting data demonstrates significant improvements in most performance areas. The practice standards have been in place for 6 months and are now subject to consultation and review with a revised version being implemented in June 2024.
- 4.3 There are now development sessions with team managers and team leaders bimonthly and we are looking to build in 6 monthly development days for all staff. We are planning 5 Professional Masterclass sessions on the areas of Supervision and Assessment, to cater for all staff, to run over the next 6-9 months. This will draw on the internal expertise and skill set and draw in best practice from across Scotland.
- 4.4 Children's Services has set out its strategy 'Edinburgh is My Home' 2024-2027 with the aims being to;
- shift the balance of care.
 - deliver a sustainable social work service on budget.
 - Service re design/review.
 - ensure children and families get the right help at the right time, to divert from resource intensive statutory interventions.

With an overall vision that:

- All children and young people in Edinburgh should be enabled to live within their own families and communities.
- All children and young people should be protected from harm and feel safe in the homes and communities –

This sits within the expectations of The Promise and the newly revised GIRFEC agenda.

- 4.5 In line with the strategy children's services are undertaking a full redesign/review of services to ensure we can deliver on the strategy, and we are making best use of our resources. The review is in its early stages of engagement and will involve partners, children, young people, families, and community groups. It is expected to move through the formal stages in August 2024 with the revised structure and models of working in place for April 2025.
- 4.6 Significant improvements have been made in our residential improvement plan. Since April's committee the Care Inspectorate have inspected five of our houses for young people. The Care Inspectorate found the following:

Alison - Good

Calton – Good

Chalmers - Good

Drylaw – Good

Moredun – Good

As stated in April's report to committee, actions have been implemented to address areas of improvement in Inspections in two of our residential houses, Southhouse and Oxfangs. Full details of the plans and actions are contained in appendix 1.

4.7 In April 2024 Quality Assurance colleagues reviewed evidence of progress for the Residential and Short Breaks Consolidated Improvement Plan. The status of actions is as follows:

- Completed – 32
- Green – 50
- Amber – 4
- Red – 4
- All other actions were identified as duplicates and migrated/closed.

4.8 The Improvement Plan is dynamic because of the interdependence of milestones. This is kept under regular review.

4.9 The actions identified Red relate to the following:

Increased self-auditing activity within the residential care setting.

Previously residential houses have overly relied on annual inspections by the Care Inspectorate as means of auditing practice. Residential Managers are meeting with the manager of Quality Assurance to finalise an internal audit plan for residential care.

Development of service specific practice regarding safe recruitment practice in residential childcare.

All recruiting managers across the council must complete online Safer Recruitment training. Current practice is compliant with [the Care Inspectorate Safer Recruitment Guidance 2023](#). However, there was an ask to create specific processes for recruiting managers in residential houses, focusing on additional considerations when recruiting to residential posts. The Care Inspectorate publish guidance to recruiting care staff and this enhances City of Edinburgh's approach to recruitment. Therefore we will need to work with HR colleagues to develop our approaches to social work recruitment to ensure it is compatible with Care Inspectorate Guidance.

Policies and Procedures in Residential Care require to be reviewed.

We have focussed previously on ensuring staff were adequately trained in existing council wide policies such as Complaints and Allegations of Abuse against Staff and Volunteers. This work is now completed and we need to review all residential care policies and procedures. A member of staff has been identified to work with

one of our Development Officers to complete this work. This is a priority for the service.

- 4.10 A historic record of training is now accessible in one place through the My Learning Hub. This will allow managers to see more easily what training people have completed. This will be further augmented by the new case recording system that social work is progressing.
- 4.11 Regarding the update on the re provision of Edinburgh Secure Service, we are continuing to develop an emergency reception service. A change of service requires Registration with the Care Inspectorate to finalise, and we continue to work to achieve this and co-design our new service with input from our children, young people, and their families. In September 2023 it was agreed that a new Edge of Care service (EOC) would be piloted with the aim of preventing children and young people entering care. This was in response to Edinburgh's;
- historical use of secure care (higher than other Local Authorities)
 - residential childcare provision (often used in emergency and converting into long-term placements; and
 - children and young people being accommodated out with Edinburgh when our own residential houses were full.
 - children and young people in our care describing how disruptive emergency placements were to their care plans and routine.

The pilot has been operational since October 2023, supported by senior officers in the Council and aligned with the *10 family support principles* contained within the Promise. The pilot has taken a phased approach, focussing firstly on an outreach crisis model and based on findings and action learning, phase 2 - the emergency house (residential provision) will commence.

- 4.12 The Committee will be further updated on the progress of the improvement plan. A briefing in relation to the pilot for the Edge of Care service will be provided at the next committee.

5. Next Steps

- 5.1 The service will continue to drive the improvement agenda, learn through the process, and inform Committee of progress.
- 5.2 This will inform future decision making and enable us to capitalise on best practice and build on our strengths in a way that makes the greatest difference for children and young people and their families.
- 5.3 The Improvement Board will have monthly progress reports against the Improvement Plan and will also receive audit reports. This will be managed under the Corporate Change Programme Board to ensure scrutiny by Corporate Leadership Team.

- 5.4 The Improvement Plans will remain live documents which drives improvement and where an area is deemed to be completed this will be added to the audit plan to ensure continued compliance.
- 5.5 The manager of Residential Services has received the membership of the Committee Members and will be inviting the Committee to attend a local house in the near future.

6. Financial Impact

- 6.1 A report was submitted to Finance and Resources on [10 March](#) which detailed costs associated with temporary staff. An update on the Swift replacement and associated costs was presented to Finance and Resources on completion of analysis, in October 2023 and is being progressed.

7. Equality and Poverty Impact

- 7.1 The Improvement Plan ensures that we are meeting our statutory obligations to the most vulnerable children, young people, and their families in Edinburgh.
- 7.2 Our commitment is to ensure that Edinburgh is the best place to live and grow up.
- 7.3 We are securing connections with community planning partners, strategic partnership groups and the tackling poverty work, seeing poverty as the largest single cause for children and young people coming to the attention of statutory services.

8. Climate and Nature Emergency Implications

- 8.1 We are mindful of any impact the residential estate or operational practice may have on the climate and seek ways to ensure our footprint is ambitious towards being carbon neutral or having reduced impact.

9. Risk, policy, compliance, governance and community impact

- 9.1 The focus of the plan is to improve the children and families social work practice and approach and ensure safety for our most vulnerable children.
- 9.2 It is recognised that children and young people live within families and communities and as such partners are key in driving forward any change agenda.
- 9.3 Whilst we seek the views of children, young people, and their families on an individual basis, we are eager to ensure we enter greater debate around family and community capacity building, codesign and production of services. This will be reflected in our three-year strategy.

10. Background reading/external references

10.1 None

11. Appendices

11.1 Appendix 1 - Improvement Plan

11.2 Appendix 2 - Actions following Care Inspections of Southhouse and Oxfangs Child

1. Ensuring Safety						Progress			Progress to date		
<ul style="list-style-type: none"> Development of reflective group learning offer to support team development and consistency of practice. 	CSWO	Apr-23	Programme in place September 2023	Clarity in relation to what good looks like and a body of positive evidence	Case audit 85 percent adequate or above.	Practice standards in place which articulates what good looks like. Audit programme in place and beginning to evidence practice improvement - most recent audits showing all cases had assessment and management oversight. Learning loop from audit still needs to be embedded and further work required on understanding the data now being captured at the frontdoor - hence this is amber.	Practice Standards finalised and implemented and will be part of performance measure reporting and included Development Days scheduled.	The establishment of the child protection and resource and assessment team will allow practice teams to move to full case load allocation. This will provide an operating model that ensures practice standards can be fully applied and monitored in terms of implementation and impact/outcomes. These provide the framework for practice going forward. Monthly business reports are being developed and staff are being recruited to ensure this performance monitoring is in place. The new case recording system will assist greatly in the development of this performance focus. August 2024.	Learning and development officers being recruited and practitioner groups being set up with Social Work reps from each locality to ensure that frontline SW voice is included in service delivery and practice improvement. Reviewing Officer Manager and Quality Assurance Manager will also attend.	There has been delay in recruiting to learning and development role and work on the advert is being undertaken to make the advert more attractive to ensure more applications. Currently engagement sessions are being undertaken and with all colleagues and stakeholders regarding service design and a child protection survey using the care inspectorate template has also been sent out to all colleagues.	
Audit a sample of children on the CP register	CSWO	Feb-23	Mar-23	The quality of practice is understood and we are able to evidence continuous learning and improvement. We are able to identify and celebrate good practice	Audit monthly report Audit action tracker	Plan in place and audit activity re launched in Feb 2023. Moderation, tracking and learning plan needs to be established and embedded.	Completed - audit programme in place and quality assurance framework that includes self-evaluation being developed with managers for full rolled out in September	Now complete	Now complete		
Audit a sample of edge of CP cases	CSWO	Apr-23	Jun-23	As above	As above	As above	24/07/2023 - audit of all children with a CP plan completed and actions for children added to tracker for follow up.	Now complete	Now complete		
Audit a sample of CIN cases	CSWO	Apr-23	May-23	As above	As above	As above	24/07/2023 completed and report completed - actions added to tracker for follow up	Now complete	Now complete		
Audit a sample of transition cases	CSWO	Apr-23	Jul-23	As above	As above	As above	24/07/2023 completed and report completed - actions added to tracker for follow up	Now complete	Now complete		
Audit a sample of through care and aftercare cases	CSWO	Apr-23	Jul-23	As above	As above	As above	24/07/2023 completed and report completed - actions added to tracker for follow up	Now complete	Now complete		
Audit sample of emergency reception into care	CSWO	Apr-23	May-23	As above	As above	As above	24/07/2023 completed and report completed - actions added to tracker for follow up	Now complete	Now complete		
SCIM team to take forward the next stage of the review of historic ESS cases	CSWO	Apr-23	Sep-23	Children who may have been subject to historic abuse in our care are supported to tell their story and all appropriate action has been taken	Review reports	External review of possible cases has been commissioned and this is linked to national enquiry. We are now working on a potential redress scheme.	work is ongoing but is delayed pending legal and insurance advice on options in relation to possible redress.	Legal and insurance advice still pending	Legal and insurance advice has been sought. Team has been set up using external officer and legal to review.	Progress is being made to ensure Children who may have been subject to historic abuse in our care are supported to tell their story and all appropriate action has been taken. Currently this involves reviewing records and collating relevant information with legal services.	
Section 25 case review completed and improvement plan in place	CSWO	Feb-23	Apr-23	Ensure that children who are cared for but not on an order are in the appropriate place and all family / kinship options has been considered	Review report and action plan in place	Review now completed - child level planning in place - strategic governance systems being developed.	Initial review completed and plans in place for those children. Reviewing officer manager has been continuing to review children subject to being looked after under section 25. This cohort of children are now to be tracked to ensure permanence planning is progressing.		Further review of children on permanence orders being undertaken to inform practice. March 2024	Performance reporting to track permanence has now been developed. The review team will continue to oversee and take this forward as part of practice to ensure all children who require a permanence order have this completed in a timely manner.	
Implementation plan for full QA model in place - including each team having their own improvement and QA plan	CSWO	Mar-23	Sep-23	We have a robust understanding of the quality and impact of our practice.	Audit reports Each leader has their own line of sight plan Annual CSWO report	QA framework now developed. Launched with teams April and May for them to then develop their team plans.	Full launch in August and renewed self-evaluation to be undertaken in October		Complete		
Children's Services and Justice Senior Management Teams will engage in the development of an annual programme of audit	CSWO	Mar-23	May-23	We understand the quality of our practice, have a learning loop in place and capture and build on best practice.	Evidence of continuous improvement	Draft plan in place	Audit plan in place linked to Quality Assurance Practice Learning Framework, self-evaluation and supervision policy and procedure		Complete		
Review complaints process and resource and ensure learning from complaints.	CSWO	May-23	Sep-23	People are listened to, we learn from what complaints are telling us and any themes.	Learning from practice and reduced complaints	24/07/2023 Complaints being looked at regarding resource - QA team focus has been in relation to auditing, and so to change focus on learning from what children and young people are telling us about the service		Complaints being moved to corporate team. Further update for March 2024.	Work has started to be able to implement child friendly complaints - additional capacity and recruitment is required and being progressed.	Additional capacity to deal with child friendly complaints and ensure learning back into practice is being taken forward as part of service redesign.	
Self-assessment in place and agreed with partners	CSWO	Mar-23	Jun-23	Staff and partners are able to articulate where services are strong and what improvement needs to happen. They own the improvement	Self-assessment in place ratified through the partnership and frontline sessions. Each team has their own version of the self-assessment and plan.	Staff engagement and self-assessment events planned April and May.	24/07/2023 self-assessment planned in April and May moved to October given improvement plan and launch of new ways of working / practice standards in August to ensure self-evaluation can provide more reflection of progress.		Self-evaluation being actively progressed by March 2024	There has been a delay in this task as the quality of the self-evaluation has been questioned by CSWO as it does not provide evidence regarding 'How do we know' - to back up the information provided. This is being resolved via further engagement and a revised spread sheet to collate information in line with Care Inspectorate quality framework and self-evaluation position statement will be going to next CLT.	
Currently supervision focuses predominantly on staff welfare and not case management and case reflection. Leaders of practice across all areas of services need training and support to ensure effective supervision is in place. Therefore training will be commissioned and mandatory for all staff in a management role.	CSWO	Mar-23	Oct-23	Managers are able to effectively support reflective practice and children get support that makes a difference and delivers positive outcomes.	Monthly report in place Annual supervision survey	SG Chief social work officer asked for support to identify effective development programmes in these areas.	Practice standards launched on 10th August contain requirements in relation to supervision. Supervision policy update is in progress and on track for launch date/ training in October. Corporate learning and development to support with supervision training	12/10/2023 On track and Progress has been made in developing a Trauma informed supervision model that incorporates personal and child's case management. Roll out and training is being planned for Nov/December - Trauma Lead is supporting with this.	Impact of effective supervision to be part of performance reporting - to feed into application of one supervision model across social work. Building on existing work and training undertaken and identifying gaps and associated work plan. Further update for March 2024.	A final Engagement session in May with colleagues in children and HSCP is taking place to work with people and receive feedback. The updated policy will then go to policy and sustainability for sign off	
Supervision policy will be revisited to ensure all staff have at least monthly supervision with those in their first year in practice at least fortnightly. Supervision policy will be revisited to ensure all staff have at least monthly supervision with those in their first year in practice at least fortnightly.	CSWO	Apr-23	Aug-23	As above	As above		24/07/2023 Supervision policy update is in progress and on track for launch date and training in October.		As above	As above	
Recruitment campaign	CSWO	May-23	Sep-23	Staff are able to make effective relationships with the people they work for which support change and positive outcomes.	Caseloads remain in tolerance - evidenced in weekly reporting.	Recruitment and retention short life group established	This is resulting in localised and central recruitment. With a rolling program of recruitment events held in collaboration with HSCP. Two held since April. We had 24 vacancies across the Practice teams - we now have 2. There is also a grow our own initiative in place with implementation of the HSCP social work student hub, roll out to children's for next cohort of students. We have recruited two full time Practice Educators to provide intensive support. They will take several final placement students each year and look to retain these students until they finish their course and join as social workers. First year students will also be taken, with final placements sought in the third sector in Edinburgh to again encourage recruitment into the workforce. We have successfully sponsored seven City of Edinburgh employees from across H&SC, C&F and CI to undertake Post graduate Social Work Course beginning in February 2024. These successful candidates will return to Edinburgh council as social workers on completion of their course. All newly qualified social workers will have a supported year in employment to ensure retention.	12/10/2023 Progress being made in developing a Trauma informed supervision model that incorporates personal and child's case management. Roll out and training is being planned for November and December with Trauma Lead supporting.	Recruitment ongoing, vacancies are being filled. This will be part of the wider service redesign/review. It is anticipated this should be in place by August 2024.	On-going as previous update	
Establish an effective communication strategy to support the re launch of social work in Edinburgh to include ->	CSWO	Jun-23	Sep-23	Staff feel informed and included	Feedback at events	Townhall events in place Comms development group in place.	weekly learning and development CSWO blog will be created once CSWO recruited in permanent position. training needs analysis and training plan to be developed by QA/L&D. Development day held on the 10th August. Draft comms plan in place.	12/10/2023 Progress being made improving communication, corporate colleagues supporting with newsletter with a learning and development focus. Photographs of Both CSWO and Service Director now both in post achieved. Visits out to teams planning being completed. Planning for learning events started due to capacity in learning and development and business case regarding more capacity in this area being written.	Newsletter still in development to be signed off by March 2024	Improving communication is a continued priority and completed as per previous update	
Develop and begin working to practice standards	CSWO	Nov-22	May 2023 launch and review November 2023	As above	As above	Draft practice standards for consultation circulated 7th November Working group in place Standards launched Review	Practice standards have been rolled out a development day with all managers and team leaders, and will continue to be embedded and monitored via quality assurance activities. Delay in launch as awaiting new service director and senior team coming into post.	Compliance will be part of the monthly performance reports	Practice standards have been implemented and will be reported on monthly	Practice standards are in place, have been reviewed and amendments made in line with feedback received and will continue to be reviewed on a regular basis as not static and a working practice document.	
Develop performance tracking and weekly reporting against the practice standards	CSWO	May-23	Review November	As above	As above	As above	In progress and also looking at Scottish Government new data request, launch date		In progress and also looking at Scottish	The Practice Team Managers have completed a significant amount of work on data cleansing and making sure performance reporting is accurate on swift. This work has enabled improved data and a greater understanding of practice. Steps are being taken to ensure we move to a new operating model data requirements for business management and scottish government minimum data set requirements are considered.	
Enhance the use of swift to improve performance data and weekly reporting	CSWO	Mar-23	Jun-23	Effective recording in place so children can understand their stories. Performance data to support improvement in place.	Performance reports in place	As above	On-going work in relation to data cleansing and ensure correct data to enable improved performance reporting. In the transition from SWIFT to new operating model Some performance reporting is needed to be undertaken via excel in the interim such as performance tracking and promise brother and sister data.	On-going work in relation to data cleansing and ensure correct data to enable improved performance reporting. In the transition from SWIFT to new operating model Some performance reporting is needed to be undertaken via excel in the interim such as performance tracking and promise brother and sister data.	Still work in progress, part of wider service review. It is anticipated this should be in place by August 2024.	Completed as per previous update and progression to new operating model work has begun to look at performance data capabilities of the new system and requirements	
Enhance the use of swift to improve performance data and weekly reporting	CSWO	Mar-23	Jun-23	Effective recording in place so children can understand their stories. Performance data to support improvement in place.	Performance reports in place	As above	On-going work in relation to data cleansing and ensure correct data to enable improved performance reporting. In the transition from SWIFT to new operating model Some performance reporting is needed to be undertaken via excel in the interim such as performance tracking and promise brother and sister data.	On-going work in relation to data cleansing and ensure correct data to enable improved performance reporting. In the transition from SWIFT to new operating model Some performance reporting is needed to be undertaken via excel in the interim such as performance tracking and promise brother and sister data.	Still work in progress, part of wider service review. It is anticipated this should be in place by August 2024.	Completed as per previous update and progression to new operating model work has begun to look at performance data capabilities of the new system and requirements. CSWO chairs data cleanse meeting.	

Leading practice programme to be developed based on the leading for equity approach successfully used in schools	CSWO	Oct-23	Jul-24	Supporting and developing leaders and systems in creating conditions for learning that "interrupt historically discriminatory practices, supports democracy and achieves fair, inclusive, and just outcomes."	Improved learning environment that caters for all and creates system leaders. A workforce that have a voice in discussions and contributions and ability to learn through reflection and critique A workforce that has access to learning and development. A workforce with measurable achievements and defined measurable outcomes.				Reflective sessions planned as regular occurrence in diaries as part of practice governance. This will be considered as part of wider review. It is anticipated this should be in place by August 2024.	Learning and development officers being recruited to be able to take this forward.	Corporate response to leadership learning and development has now superseded this action and will progress this going forward.
Monthly audit and practice improvement cycle in place and evidence of impact, this highlights areas for review and innovation	CSWO	Mar-23	Ongoing	Continuous improvement in place – audit ratings improve month on month	Monthly report	manager and quality assurance team audit program in place and revised monthly report		Complete			

Appendix 2

Children's Residential Houses are reviewed regularly by the Care Inspectorate, at least yearly, and are assessed against criteria set by the Inspectorate. Inspections are themed rather than inspecting everything as the inspection lasts 2-3 days on average. Inspections consist of time with the young people who live in the Children's House; staff; social workers; and reviewing files and procedures.

For all Care Inspections that have occurred in the past 12 months, Care Inspectors reported that our children said they felt Loved, Safe, and Respected, the key component of [The Promise](#).

However, Care Inspections of two of our residential childrens houses (Southhouse and Oxgangs) identified procedural issues, and the Houses were graded Weak and Adequate accordingly. Most of the issues were shared across the two houses.

Issues Identified by the Care Inspectorate

1. In 2022 the Care Inspectorate updated their guidance on admissions guidance for children and young people into care. This included revised aspects of self- assessment of the skills and experience of the staff team to meet the young person's needs; and assessing the impact any new resident would make on the children already living there.
2. Neither Southhouse or Oxgangs were using the revised guidance to update weekly assessments of their staffs' skills, experience, and capacity. This could impact in several ways, for example the opportunity to match new children into care placements; and impact on the consistency of care that occurs with a staff team that are skilled and permanent.
3. With the introduction of Continuing Care, there has been an increase in the number of young adults living in residential care. Therefore, matters previously covered via Child Protection Procedures would now be covered using Adult Support and Protection procedures for anyone 18 and over. The Care inspectorate identified our staff were trained in child protection but not adequately trained in Adult Support and Protection.
4. Care planning lacked sufficient detail and objectives for children were not written as SMART Objectives (Specific, Measurable, Achievable, Realistic, Time Bound).

Actions to address issues Identified.

1. We have implemented the Care inspectorate's revised guidance across all of our Children's Houses. All children entering our care are matched according to; their assessed needs; the quality and capacity of the staff team within identified houses; and assessment of impact on other young people already in care. These assessments are written and recorded in the children's files and act as part of the chronology for that child about why they entered care. Several houses have been assessed since the inspections of Southhouse and Oxfams and we have received praise from the Care inspectorate for the quality of the assessments they have reviewed.
2. A new training module on Public Protection has been devised for all social care staff. The module consists of both Child Protection and Adult Support and Protection. This is available on My Learning Hub for all social service staff and managers from residential are monitoring completion rates across the estate. This area of work is being monitored by the Multi-Agency Quality Assurance group chaired by the Chief Social Work Officer.
3. Care Inspectors have inspected other children's houses where care planning is assessed as being Best Practice and we have identified one Team Leader to act as a mentor to their peers across the estate. This is enhanced by Team Leaders taking dip sample of care plans and supervision records of staff to ensure care assessment and planning is being considered and actioned across the service area.
4. We have engaged with our Quality Assurance colleagues to utilise in-house expertise in relation to assessing the quality of our work. Managers are agreeing a process of internal audit across the residential estate. This widens our current approach from over-reliance on Care Inspections being our only source of audit.