

Education, Children and Families Committee

10am, Tuesday, 31 January 2023

Edinburgh Secure Services and Residential Estate Update

Executive/routine
Wards
Council Commitments

1. Recommendations

- 1.1 The Education, Children and Families Committee is asked to:
 - 1.1.1 Note the positive progress in the report and agree to further updates to Education, Children and Families Committee.

Amanda Hatton

Executive Director of Education and Children's Services

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Edinburgh Secure Services and Residential Update

2. Executive Summary

- 2.1 A report was taken to the Education, Children and Families Committee on the 15 November 2022 - Edinburgh Secure Services Update - A Agenda, that set out the improvements implemented since the report (B Agenda) that was tabled at Governance, Risk and Best Value committee in March 2022.

3. Background

- 3.1 On 15 November 2022 the Education, Children and Families Committee requested that the Executive Director of Education and Children's Services would:
- 3.1.1 Formulate a proposal for engagement as set out in the report
 - 3.1.3 Continue to deliver on the Improvement Plan
 - 3.1.4 Identify further steps and actions to be taken once engagement was complete
 - 3.1.5 To circulate an updated improvement plan to members in advance of the January Committee meeting together with an executive summary slide pack of the plan's headlines for ease of reference. *The improvement plan was included in the B agenda report that went to Education, Children and Families Committee in November 2022 and was part of the B Agenda report and therefore remains confidential. A slide pack is included as Appendix 1 that highlights the key elements of the Edinburgh Secure Services and Residential Consolidated Improvement Plan.*
 - 3.1.6 To note that the Executive Director will organise a workshop for members and a visit in early 2023. *Proposed dates are; 27/28 February 2023.*

4. Main report

- 4.1 The ESS and Residential Consolidated Improvement (The Plan) covers 80 recommendations from three separate investigations/inquiries: Gordon Collins Significant Case Review (GC SCR), ESS Whistleblowing Report (ESS WB) and a review of Recruitment Practices and Procedures and use of Locum and Temporary

staff within our children's residential settings. These recommendations have been brought together in one overarching Plan that will ensure implementation and ongoing monitoring and quality assurance.

- 4.2 The Plan contains 123 milestones which refer to key actions to be undertaken, timescales and responsible officers. These milestones cover seven themes:
 - 4.2.1 Allegations and Complaints – (33 milestones)
 - 4.2.2 Culture and Practice – (18 milestones)
 - 4.2.3 Locum Bureau – (6 milestones)
 - 4.2.4 Quality Assurance – (13 milestones)
 - 4.2.5 Recruitment – (12 milestones)
 - 4.2.6 Restraint and Single Separation – (31 milestones)
 - 4.2.7 Staffing and Management – (10 milestones)

- 4.3 A Strategic Board which is chaired by the Executive Director, Amanda Hatton charts progress and oversees scrutiny of the Plan. There are also two separate delivery groups and associated working groups who hold responsibility for the delivery of the actions. A Multi-Agency Quality Assurance Group (MAQAG) for Children's Services has been created as recommended in the Plan with oversight of registered services, both within the Council and contracted.

- 4.4 The Quality, Governance and Regulation Team have continued oversight of evidence provided by the delivery group and Quality Assurance Officers (QAO) review and allocate a RAG rating to each milestone. This sits alongside a Quality Assurance Pyramid which will track implementation beyond January 2024 to ensure improvements made are embedded and maintained in practice and are delivering the outcomes and objectives.

- 4.5 The key progress on the milestones is summarised below:
 - 4.5.1 **Creation of a Multi-Agency Quality Assurance Group (MAQA)**

The MAQA in Children's Services replicates a well-established model of quality assurance in the Edinburgh Health and Social Care Partnership (EHSCP). The MAQA brings together Council Officer's with external partners from the Care Inspectorate to:

 - 4.5.1.1 Share information about the quality of provision in residential and secure establishments, both CEC and contracted services.
 - 4.5.1.2 Identify patterns and trends where there are issues with either service provision and/or the practice of individuals with a view to make and sustain improvements.
 - 4.5.1.3 Celebrate good practice, as well as highlighting areas of concern and development.

4.5.2 This quality assurance framework will have oversight of the practice and standards in ESS and residential services outside the life of the improvement plan.

4.5.3 **Complaints Audit**

An audit of how complaints were handled in Children's Social Work Services was carried out by the Quality Assurance Service in November 2022. This audit noted a marked improvement in the handling of complaints, including how complaints are logged, acknowledged, and responded to. Areas of improvement have been noted within the Plan and will be monitored in ongoing complaints audits that have been scheduled for 2023.

4.5.4 **Complaints and Allegation Training for Residential Managers and Colleagues**

Development of specific complaints handling and allegations training in relation to complaints made against members of staff has been created and made available on the myLearning Hub for colleagues in ESS and Residential Houses. This training will improve managers and colleagues' understanding of the two separate procedures. This will be triangulated by regular ongoing quality assurance audits.

4.5.5 **Review of Essential Learning for ESS and Residential Services**

The Essential Learning Grid for colleagues in ESS and Residential Services has been developed and mandatory training for all staff such as CALM (Physical Intervention) training, Allegations of Abuse made Against Staff and Child Protection training has been reviewed and is being provided to all staff. Focused work continues to review current documents and introduce new procedures and where appropriate adopt a trauma-informed approach utilising support from a Forensic Psychologist who is working with the service.

4.5.6 **Recruitment and Selection**

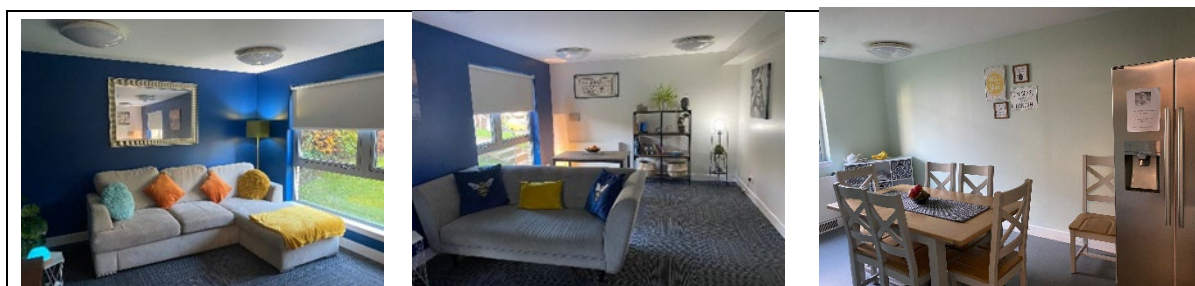
The Service has changed the way they recruit to allow recruitment to be undertaken on a needs basis within each establishment moving away from the broad recruitment exercises which were only undertaken at set points of the year. This will enable the managers to select the right people for their house and should reduce the need for overtime, locum, and agency use.

4.5.7 **Positive Changes in Culture and Practice**

ESS have been working with Kibble and Aberlour Children's Charity to become a restraint free home. Colleague development days have taken place to build on the good practice and to share learning. There has been ongoing work across the estate to improve the physical environments and garden areas within the buildings and young people have been involved in decisions around decoration within their rooms and the wider areas.

4.5.7.1 Regular newsletters share interesting information and recent activities young people have been involved in and any

upcoming events and trips. This has included a recent trip to Lagganlia and the involvement of young people in choosing colour schemes and furnishings for recent redecorations in Calton (see below)



4.5.7.2 The Care Experienced Participation Officers have worked with colleagues to improve how to capture young people's perspectives in case recording. Both officers regularly visit all the residential houses and ESS and remarked on how homely they now feel and the positive improvements in the ethos and experience for young people since the new manager arrived. They have tea with the young people and have built good relationships and support through their lived experience.

4.5.8 **Who Cares? Scotland Independent Advocacy Service**

Who Cares? have been prioritising one-to-one advocacy for young people and submit a report on involvement and impact. They visit both ESS and our residential houses regularly to meet with young people and have commented on the positive change in culture they have observed. They have stated that our young people are being listened to and taken seriously and Who Cares? Advocacy Workers are welcomed into each establishment.

4.5.8.1 A quote from a Who Cares? report in September noted *“visits continue to take place within Edinburgh Secure Services consistently, with the only barrier to providing regular general visits being the activity of the residents during the summer months, which we consider to be a positive advance for the service. One resident from ESS was also supported to attend our trip to Fox Lake in August, a further example of positive practice and relationships building between services and with our young people”*

5. Next Steps

5.1 Provide regular updates to the Education, Children and Families Committee.

6. Financial impact

6.1

7. Stakeholder/Community Impact

7.1 Who Cares Scotland who provide an Advocacy Service for City of Edinburgh Council and other Local Authority Areas.

7.2 The Care Inspectorate who attend our Board meetings and undertake inspections into our residential care services.

7.3 The Children and Young People's Commissioner Scotland who is invited to our Board and receives minutes of our meetings.

8. Background reading/external references

8.1 N/A

9. Appendices

9.1 Appendix 1 Slides - Edinburgh Secure Services and Residential Consolidated Improvement Plan

ESS and Residential Consolidated Improvement Plan

Slide Pack for Education, Children and Families Committee (January 2023)

Scope of improvement plan

Generated from 2 significant investigations:

- The Gordon Collins Significant Case Review (2016)
- The Whistleblowing submission into the care of children in Edinburgh's Secure Service (2020) **and two internal reviews**
- A Review of the use and recording of restraints in residential units; and handling of complaints made against residential care staff

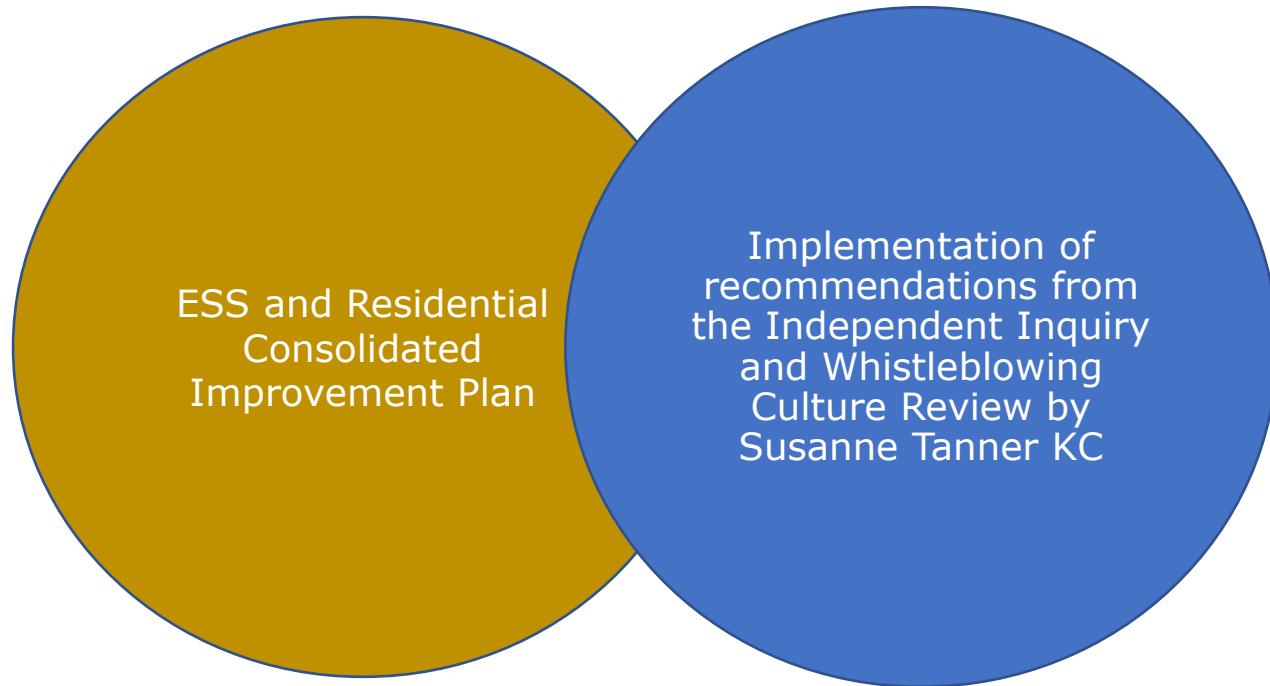
Recommendations from these have been brought together into the **ESS and Residential Consolidated Improvement Plan**

80 recommendations

123 milestones covering the themes

- Allegations and Complaints
- Culture and Practice
- Locum Bureau
- Quality Assurance
- Recruitment
- Restraint and Single Separation
- Staffing and Management

Improvement dependency



Recommendations from the Gordon Colins Significant Case Review and Whistleblowing Report into the Care of Children in Edinburgh Secure Services mirror some of the recommendations from Susanne Tanner's KC Independent Inquiry and Whistleblowing Culture.

Progress on the ESS and Residential Consolidated Improvement Plan is therefore dependant on the progress of delivery on the recommendations set out by Susanne Tanner KC.

Phased approach to improvement



Phase One –
Implementation Stage



Phase Two –
Embedding Practice



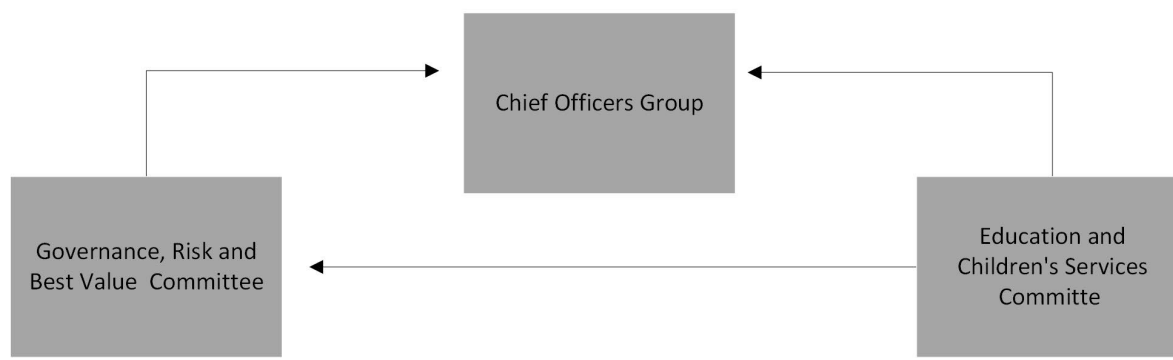
Phase Three –
Evidence of ongoing
compliance with new
policy, procedures or
practice.



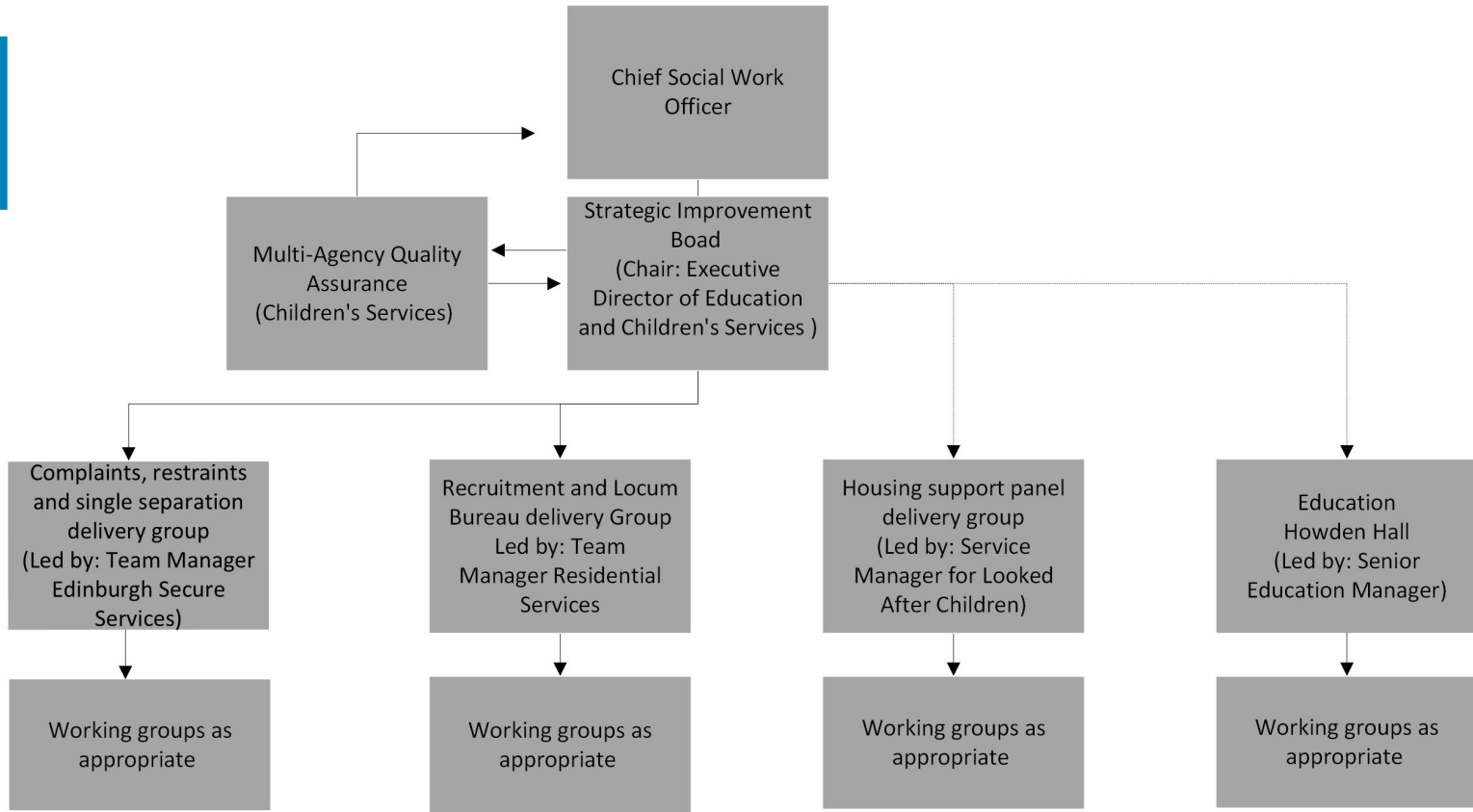
Phase Four – Evidence
of Impact/Outcomes.

Governance structure

Councillors governance



Council Officers governance



Key

———— Delivery Group directly related to the consolidated improvement plan

----- Delivery Group directly not directly related but interdependent to the ESS and Residential Concolidated Improvement Plan

Governance membership

Group	Membership
Strategic Board <i>(Meets every two months)</i>	Executive Director for Education and Children's Services Service Director Human Resources Service Manager for Looked After Children Team Manager for Edinburgh Secure Services Team Manger for Residential Childcare Senior Education Manager Quality Assurance Officers from the office of the CSWO Representative from the Care Inspectorate Representative from WhoCares? Scotland
Complaints, restraints and single separation delivery group <i>(Meets every month)</i>	Team Manager for Edinburgh Secure Services Team Manger for Residential Childcare Quality Assurance Officer Team Leader for Social Care Direct/Social Work Complaints Complaints Officer Learning and development consultant
Recruitment and Locum Bureau <i>(Meets every month)</i>	Team Manager for Edinburgh Secure Services Team Manger for Residential Childcare Quality Assurance Officer Team Leader for Social Care Direct/Social Work Complaints Learning and development consultant Senior HR Consultant

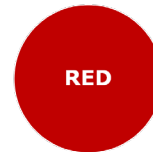
Governance membership

Group	Membership
Housing support panel delivery group <i>(Meets every 6 weeks)</i>	Service Manager Looked After Children Service Manager Practice Teams Homelessness Service Manager Team Manager Youth Services and Through Care and Aftercare Team Leader Through Care and Aftercare Team Leader Alison House Housing Development Officer Quality Assurance Officer
Education (Howdenhall) <i>(As required by milestones within the Improvement Plan)</i>	Senior Education Officer Education Staff based at Edinburgh Secure Services
Working groups <i>(Frequency will vary dependant on role and task)</i>	Memberships of these group are depending on the milestone and the actions required.

RAG Status of milestones

- Quality Assurance, Governance and Regulation have oversight of the evidence provided by the service. The RAG progress of milestones is evaluated against the RAG Ranking tool.
- Decision on changes to RAG Ranking are discussed within delivery group . With Quality Assurance, Governance and Regulation regularly reviewing the ranking to ensure evidence supplied meets with the assigned RAG Ranking.
- Ranking that changes from Green or Amber to Red are raised in a timely manner with the Service Director for Looked After Children and if required special meetings of the delivery group are held out with the four-weekly cycle.

RAG Ranking for ESS and Residential Concolidated Improvement Plan



RED

The milestone is in trouble/risk of failure and requires senior management intervention.



AMBER

The project team are managing within their existing powers and authority levels at the moment. This status means the milestone has missed some targets - but overall the team can still bring this project to completion within the currently approved tolerance



GREEN

The milestone is progressing to plan there are no concerns for senior leadership to worry about and no management intervention is required



COMPLETE

The milestone tasks have been completed. There may still be ongoing assurance activity connected the milestone in-line with with the projects quality assurance triangle



MIGRATED

Refers to milestones that are duplicates



REMOVED

A milestone which has been superseded or is no longer relevant. Permission to removal milestone must be given by the Strategic Board

Assurance Pyramid:

Quality Assurance Pyramid

4 evidential tiers of assurance against which progress will be measured and assessed

Evidence of impact and/or outcomes

Evidence of continued compliance (sustained over agreed periods of 3, 6 and 12 months)

Evidence that practice or approach is embedded

Evidence of implementation / action undertaken

Learning from previous improvement work - we understand the importance of having robust assurance in place to ensure improvements are lasting and sustained by the service.

Our Quality Assurance Pyramid outlines the approach we are taking to ensure that the work carried out is embedded in practice and has lasting benefits for our young people

RAG Status at 06/12/2022

