

# Education, Children and Families Committee

10am, Thursday, 27 April 2023

## Edinburgh Secure Services and Residential Estate Update

Executive/routine  
Wards  
Council Commitments

### 1. Recommendations

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- 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.
  - 1.1.2 Note the information on the ongoing work with Kibble and Aberlour Children's Charity.

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## Edinburgh Secure Services and Residential Update

### 2. Executive Summary

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- 2.1 This report sets out the continuous improvements from the last report that went to the Education, Children and Families Committee in January 2023.
- 2.2 Members at committee requested information on the ongoing work with Kibble and Aberlour Children's Charity, which is detailed in the main report.

### 3. Background

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- 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; The visit to Braid House (part of the Howdenhall complex) for Elected Members took place on the 8 March.
  - 3.1.3 Continue to deliver on the Improvement Plan; This was shared with members during the visit.
  - 3.1.4 Identify further steps and actions to be taken once engagement was complete: It is an open-door policy for members and colleagues, so further visits are welcomed.
  - 3.1.5 Continue to report at each cycle the ongoing improvement work.

### 4. Main report

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- 4.1 The Edinburgh Secure Services (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 Table 1.1 RAG – Milestones provides an update of the current progress of milestones against the themes within the improvement plan. It's important to noted that milestones are independent, this can affect the overall progress of the plan.

**Table: 1.1 RAG - Milestones**

<b>Theme</b>	<b>Red</b>	<b>Amber</b>	<b>Green</b>	<b>Migrated</b>	<b>Complete</b>	<b>Total</b>
Allegations of abuse against staff	3	0	16	12	2	<b>33</b>
Culture and Practice	0	4	9	5	0	<b>18</b>
Locum Bureau	0	3	2	0	1	<b>6</b>
Quality Assurance	1	3	5	3	1	<b>13</b>
Recruitment	1	0	3	1	7	<b>12</b>
Restraint/single separation/physical intervention	2	9	8	4	8	<b>31</b>
Staff and management oversight	0	0	2	6	2	<b>10</b>
<b>Total</b>	<b>7</b>	<b>12</b>	<b>45</b>	<b>31</b>	<b>21</b>	<b>123</b>

- 4.5 Improvements made to date have been encouraging and contribute to reducing the risk of harm to the young people in our care, some of these are:
- 4.5.1 Residential staff are now recruited through the Council's recruitment system and in line with recruitment and selection policy. This replaces the residential recruitment centre.
  - 4.5.2 Reduced numbers on the locum bureau and recruitment to the locum bureau has now ceased.
  - 4.5.3 There are significantly more staff who have been trained in Crisis and Aggression Limitation Management (CALM) theory and physical intervention training.
  - 4.5.4 80% of staff have completed the Council's e-learning module on Managing Allegations of Abuse Against Members of Staff.
  - 4.5.5 Quality Assurance service has undertaken the first of quarterly audits of complaints, findings have been shared and processes updated.
  - 4.5.6 Trauma informed training has started within Edinburgh Secure Services with a view to wider delivery to residential and respite staff in Seaview.
  - 4.5.7 The Essential Learning Framework for all staff has been developed for all residential, secure and Seaview respite care staff.
  - 4.5.8 There has been concerted effort to reduce the number of young people in secure care since December 2021.
  - 4.5.9 The process of identifying and managing allegations of abuse made against members of staff has improved with earlier identification and the application of the procedure.

- 4.5.10 The Multi-Agency Quality Assurance group meeting is now set up to have a quality assurance overview of all residential, secure and Seaview respite care.

### **Kibble and Aberlour**

- 4.6 In response to the Independent Care Review, the Promise, the Scottish Government produced a policy document to reform the Scottish care system and improve the lives of some of Scotland's most vulnerable children, young people and their families. One of the key fundamentals of the Promise is for Scotland to become a nation that does not restrain its children and young people.
- 4.7 Central to the Promise is the development of caring, nurturing relationships for children and young people who need to be in care, whether it be fostering, kinship, adoption, or residential childcare. Children and young people in residential childcare shared that restraint is over-used and needs to reduce. The Promise acknowledges that the workforce in the care sector needs to be upskilled and supported to better enable them to develop caring relationships rooted in connection and nurturing care.
- 4.8 Aberlour and Kibble have evidenced a reduction in the use of restraint for children and young people in residential childcare – together they have received funding to facilitate and support a pilot of service redesign in collaboration with three Local Authorities and one private sector organisation providing residential childcare: Glasgow City Council, City of Edinburgh Council, North Lanarkshire Council and St Philip's School.
- 4.9 Aberlour recommended the consultancy service - Social Value Lab undertake an evaluation of both service redesign processes to assess and measure outcomes/impact of redesigned services by completing evaluation alongside children, young people and staff. The first phase began in January 2023 and a second phase will be planned in the near future.
- 4.10 The overall aim of the evaluation is to better understand the process of service-redesign in the four pilot services and evidence the impact on children, young people and care home staff.
- 4.11 The objectives of the study are to -
- 4.11.1 explore in depth the service re-design process undertaken by Aberlour and Kibble.
  - 4.11.2 assess the efficacy of the service re-design process with the four pilot services and capture the lessons learned from it.
  - 4.11.3 capture the changes in staff wellbeing from the service re-design.
  - 4.11.4 evidence of the (potential) impact of strongly reduced use of restraint on children and young people in residential care.
  - 4.11.5 inform the development of a 'service re-design model' that can be rolled out across Scotland.

- 4.12 It will be reported to the board, each organisation and fed back through work plans/streams that include young people's participation.
- 4.13 A project board has been created led by Aberlour and Kibble and the following partner agencies, with an information sharing agreement in place:
- North Lanarkshire Council
  - Glasgow City Council
  - St Philip's Residential Care and Educational Service
  - Edinburgh City Council
- 4.14 CALM intervention has been completed by 80% of the residential workforce.
- 4.15 We capped occupancy at 50% so 3 young people at any given time and only increased this to 4 on a short term basis to ensure young people requiring secure care on an emergency basis in Edinburgh could be accommodated. For example it has been used as a preventative measure to avoid a young person being held in police custody. This highlights our alignment with the fundamentals of the Promise.
- 4.15 Whocares? visits to Edinburgh Secure Services (ESS) remain consistent, with the only barrier to providing regular general visits being the activity of the young people during summer months, which we consider to be a positive advance from 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.
- 4.16 Feedback from some of the Participation Officers for Care Experienced People includes: *"We have been to visit ESS twice now. It was nice to hear that there are going to be changes made with the input of the young people, I think getting to pick their own paint, furnishing etc will be a real nice touch to ESS. I would be keen to see what it looks like when everything has been completed. Hearing all the things that will be happening was nice to hear"*.

*"They found the staff welcoming and that the upgrading of the decoration within the house has begun to provide a more homely atmosphere"*.

*"I had been out to visit secure some time ago pre pandemic I left felling distressed and uncomfortable after my visit which included a walk around and conversations with both young people and staff. Upon my return in most recent times I was pleased to see the changes being made within Howdenhall. I look forward to hearing the feedback from young people around this change once implemented"*

*"There has been some real change within braid house. I visited last week the staff could not be any more welcoming and the change within is really starting to show with decoration it is starting look more homely"*

## **5. Next Steps**

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

## **6. Financial impact**

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- 6.1 There is no financial impact.

## **7. Stakeholder/Community Impact**

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- 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.
- 7.4 Members of the Education, Children and Families Committee who visited Howden Hall on the 8 March 2023.

## **8. Background reading/external references**

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- 8.1 N/A

## **9. Appendices**

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- 9.1 N/A