

# Education, Children and Families Committee

10:00am, Tuesday, 5 September 2023

## Children's Services Improvement Plan 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 To note the positive progress made against the Children's Services Improvement Plan.
  - 1.1.2 To scrutinise those areas where progress is slower than planned and ensure effective mitigations are in place.

#### **Amanda Hatton**

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## Children's Services Improvement Plan Update

### 2. Executive Summary

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- 2.1 Progress has been made in all areas of the improvement plan. In some areas there has been delay and this primarily relates to delay in getting key staff into post.

### 3. Background

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- 3.1 The Executive Director led significant due diligence activity which resulted in a self-assessment and improvement plan which was shared as a B agenda with Committee on 27 April 2023.

### 4. Main Report

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- 4.1 Significant achievements have been:
- 4.1.1 The establishment of a permanent senior team
  - 4.1.2 Recruitment of new social workers and team leaders. We now have 2 practice team vacancies where there were previously 24.
  - 4.1.3 Practice improvement and changes in residential care which are evidenced in inspection and the feedback from young people and independent advocates.
  - 4.1.4 Establishment of an audit programme which is demonstrating practice improvement.
  - 4.1.5 Launch of practice standards which brings clarity of expectation.
  - 4.1.6 Expansion of grow your own scheme – 7 people now being supported to qualify in this way.
  - 4.1.7 Establishment of complex cases panel to ensure senior manager oversight of our most complex children and young people.
  - 4.1.8 Independent Chair of the Child protection committee in post and providing external scrutiny and challenge.
  - 4.1.9 Data cleansing in preparation for Swift replacement challenging but in place.
  - 4.1.10 Project initiated for the creation of an integrated front door.

- 4.2 A number of the areas of the plan are amber because there have been delays in progressing key areas. This has been in the main due to it taking longer than anticipated to get new staff into post. There have also been some delays as more work than initially envisaged has been required in some areas. This is especially in relation to establishing robust data reports.
- 4.3 Whilst improvement is ongoing and there are many positives cultural and practice change of this magnitude is complex and takes time and there is still a significant journey to be undertaken. Some additions have now been made to the improvement plan to reflect this and they include: -
- 4.3.1 Consideration of the development and embedding of a recognised practice model.
- 4.3.2 Leading practice programme to be developed based on the leading for equity approach successfully used in schools.

## 5. Next Steps

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- 5.1 The service will continue to drive the improvement agenda and learn through the process.
- 5.2 This will inform future steps 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 plan will be a live document which drives improvement and where an area is deemed to be completed this will be added to the audit plan to ensure continued compliance.

## 6. Financial Impact

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- 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 will be presented to Finance and Resources on completion of analysis, which should be October 2023.

## 7. Equality and Poverty Impact

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- 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**

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- 8.1 There will be no impact on this.

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

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- 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**

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- 10.1 None

## **11. Appendices**

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- 11.1 Appendix 1 Updated Improvement Plan

1. Ensuring Safety							Progress	
Review and Strengthen the front door								
Action	Lead	Start	End	Outcome	Evidence	Progress	Progress as 21st August 2023	Progress as of 22/08/2023
<p><b>Improve team working and develop a learning culture</b></p> <p>•Currently SCD provides a single point of access to the services that help keep children safe. As part of whole family support there is a need for greater emphasis on supporting and building resilient communities. There will be an increased focus on prevention, early help and asset-based community development working across all life stages.</p>	HOS Early intervention	1st April	Mar-24	Seamless early help offer in place and threshold document agreed by partnership	reduction in the number of needing social work support.	We have a partnership whole family support plan in place and are currently recruiting to the team	Permanent Head of Service in post as of 7th August. Integrated Front Door Project Implementation document now approved at CLT and project manager in place. Strategic and operational boards to be actioned. Partnership whole family support transformation post now recruited and in place. Early help coordinators and participation and business support posts to develop family information directory . Additional team leader post recruitment successful however 5 social work vacancies remain unfilled. Further recruitment in place and agency cover will remain to ensure capacity until recruitment is successful. New model is having positive reduction on work volume going to practice teams.	
<p>•Team to be physically co located with their managers and rota to build in time for team meetings and collaborative time.</p>	HOS Early intervention	Jun-23	Review September 2023	Better team cohesion and support	Reduced sickness improved morale	Additional capacity in the form of a bridging team and a new grade 12 put into the front door	Significant improvement in practice with tighter systems and processes in place. However still recruitment needed as evidenced above. Return to the office tied to wider organisational review of future of work questionnaire to ensure equity.	

•Office space to be re modelled to support collaborative learning and working if necessary	HOS Early intervention	Mar-23	May-23	As above	As above		In progress Strategic Asset Partnership Manager looking at collaborative work space. Police also requesting collaborative space. Some delay because of need to link to wider corporate property strategy which has now been agreed at P and S Committee	
•Working with Education needs to be better supported to ensure that all notifications from police can be effectively communicated to schools and capacity to deliver Girfec can be enhanced through a dedicated point of contact for education colleagues in schools and settings. Therefore an education safeguarding officer will be developed in social care direct.	HOS Early intervention -	Mar-23	Sep-23	Improved communication with schools and education focus in planning	Reduction in repeat referrals from schools, better use of team around the learning community	Post established in the whole family support team – currently out to advert.	Schools safeguarding post out for advert and recruiting. Weekly complex cases panel in place with social care and education to ensure information sharing for our most complex young people. Further work needed to ensure education are equal partners in IRD processes hence this is amber.	
•Development of reflective group learning offer to support team development and consistency of practice.	HOS Early intervention	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.	
<b>Manager oversight from CEC manager on all case decisions in place</b>	HOS Early intervention	1st March	On going	Consistency of decision making	As above	All actions now outcome by a manager	Additional team leaders now recruited. All actions outcomes by a manager. Audit will now be used to ensure this remains consistent	
•Case note type will be used for management oversight		1st April	Review effectiveness June 2023					
•Nothing will be closed or passed to a practice team without manager signing this off.	HOS Early intervention	Mar-23	Posts in place September 2023		All initial contacts screened in 24 hours  All children have a chronology in place  Initial assessments take place in line with practice standards	Bridging team have added another manager to the team so there are 2 managers in place which is providing additional support and supervision to the team.  This post needed to be added to the structure as a permanent post and to provide progression	Completed HOS now in post as of 7th August. Practice change has happened and no child is closed without manager sign off. Audit programme will be used to ensure continued compliance.	

<ul style="list-style-type: none"> <li>•2 additional staff to be added to the team in the short term to ensure that all contacts can be managed within the week on duty process.</li> <li>•The permanent structure of the team will be enhanced by 6 social workers and 2 student placements in addition to the current senior practitioners in place. This will be done from existing social work establishment as a stronger front door will significantly reduce the amount of work going through to practice teams. Initial data shows that currently only 8 cases per week are moving through. This data will need on going weekly monitoring.</li> </ul>	HOS Early intervention	April 2023	September 2023	Children get a timely response which supports prevention.	Reduction in work going to practice teams No cases on a wait list Decisions making within 24 hours		Reduction in work going to the locality teams is	NE
<ul style="list-style-type: none"> <li>•Recruitment campaign which focuses specifically on the front door to be put in place to recruit permanent staff for both children's and adult services. This will include (and be an opportunity to test) :-</li> <li>1.A new brand for social work in Edinburgh – Working for Edinburgh Children</li> <li>2.Recruitment specific microsite</li> <li>3.Open days with director input and an opportunity to meet potential colleagues and see the offices.</li> </ul>	As above	Apr-23	Sep-23	Front door resilient and well-staffed	Reduction in cases which transfer to practice teams Reduction is staff sickness	Initial open day planned for 3rd May. Comms plan in development for revised campaign.	Successful recruitment at team leader level with high demand for these posts but 5 social work vacancies remain	-13%
<p><b>Assessment pod in place as a test of concept model</b></p> <ul style="list-style-type: none"> <li>•Pod is currently live and has reduced significantly the amount of work going through to the practice teams.</li> <li>•Weekly monitoring of this approach is now in place and an options appraisal report will be developed when the team has been in place for 12 weeks.</li> </ul>	HOS Early intervention - Change project lead	Mar-23	May 2023 - formal review	Early support and assessment in place which links to community capacity	Reduction in work going to practice teams No cases on a wait list		The assessment pod has supported 269 children. All have been responded to in 24 hours and have had an assessment completed withing 45 days. Of this group 61 have needed support from the locality teams and 156 have required no ongoing support from social work the rest are supported short term by the assessment pod. . All children have been seen alone.	

<b>Weekly tracking data in place</b>	HOS Early intervention - Change project lead	Apr-23	May 2023 - formal review	Better understanding of need and demand that can be used to inform commissioning and resource allocation	Weekly spreadsheet used at performance management meetings	Data pack developed and in place – beginning to demonstrate reduction in work being passed to the practice teams	11/08/2023 completed and weekly data now moved to monthly progress report from swift rather than weekly manual collection.	
<b>Partnership Whole family support plan in place</b>	HOS Early intervention - Change project lead	Feb-23	Dec-23	Children and their families get earlier support.	Reduction in children who need social work support  Reduction in repeat referrals  Increase in numbers of GIRFEC plans in place.	Plan in place and agreed by the partnership – funding secured and team out to advert.	Partnership transformation post now recruited to and will support Head of Service .	
<b>Additional senior manager recruited</b>  •Interim manager in place to provide additional support •Grade 12 advert out week beginning 27th February •Interviews week beginning 27th March	Exec Director	Mar-23	Sep-23	Additional leadership in place to develop robust early support	Less children require social work support	Interim in post March 2023	Completed Permanent head of service in place 7th August.	
<b>Options appraisal report to move to an integrated front door in place this to include :-</b>  -Review the existing contact centre arrangement Development of operational manual to embed consistency approach and thresholds applications  -Development of integrated Front Door including Adult Social Care and stakeholders to enable collective decision making  -Development of Social Care Direct practice and performance framework  -Development of Assessment and Child in Need teams to ensure the children's needs are assessed and identified at the earliest opportunity in order to provide appropriate support and intervention. This will help the service to reduce re-contact and re-referrals and avoid drift and unnecessary delay	Change Project Lead	Mar-23	Aug-23	Ensure we build our model based on best practice across the country	Report presented to CLT		Project initiation document agreed by Corporate Leadership team. Project manager in place. Project now being monitored as part of the Change Programme.	

<p><b>Full allocation model in place</b></p> <p><b>Review all current waitlist cases and allocate in line with need</b></p> <ul style="list-style-type: none"> <li>•This is dependent on additional audit capacity</li> </ul>	HOS Practice Teams	Mar-23	Jun-23	All cases on wait list have been allocated	Audit reports in place	<p>we have identified a number of additional audit staff – 2 will start in March and will begin to audit waitlist cases in the north of the city.</p> <p>Senior manager has ensured all waitlist cases have management review and oversight and is working to full allocation.</p>	<p>Whilst caseload averages remain reasonable there is significant variation across the teams and individual team members. There are a number of staff members who have reduced caseloads due to ongoing health issues which will require more support. Additional resources are being moved to the assessment team to ensure children in need are supported in a timely manner. Initial referral discussions will now be managed in a dedicated team and those children needing an annual financial review of their kinship placement will also be supported by a dedicated resource.</p>	
<p><b>Cease dual allocation to team leaders and managers</b></p> <ul style="list-style-type: none"> <li>•Current data on case numbers is inaccurate – exercise need to be undertaken to make this accurate. All teams have been asked to complete a data exercise to clarify numbers on current caseloads and the nature of the cases</li> <li>•This will then clarify the number of social workers required to ensure purposeful practice and manageable workloads (no more than 22 children and 15 for those in their first year post qualification)</li> </ul>	HOS Practice Teams	Mar-23	May-23	No cases are allocated to a manager	Case load lists	<p>A caseload exercise has been undertaken.</p> <p>Average caseloads are currently 14.5 based on the data provided.</p>	<p>There are still a small number of children allocated to team leaders but this is temporary as their new social workers are coming into post.</p>	
<p><b>Revise and re model current duty system leading to allocation by locality</b></p> <ul style="list-style-type: none"> <li>•This is dependent on the completion of the assessment pod and caseload data identified above.</li> <li>•Working group with all levels of staff represented to devise the new model</li> </ul>	HOS Practice Teams	Mar-23	Aug-23	Children have a social worker they are able to build a relationship with and not have to tell their stories multiple times	All children have an allocated social worker		<p>Draft structure developed and managing change process about to be initiated.</p>	

<b>Re allocate resource between teams to support capacity for full allocation – once the work above has been completed.</b>	HOS Practice Teams	May-23	Sep-23	As above	As above		on track- additional staffing moving to assessment team to support early action and intervention.	
<b>Case audits and QA</b>								
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 .	
Audit a sample of edge of CP cases	CSWO	Apr-23	Jun-23	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.	
Audit a sample of CIN cases	CSWO	Apr-23	May-23	As above	As above		24/07/2023 completed and report completed - actions added to tracker for follow up	
Audit a sample of transition cases	CSWO	Apr-23	Jul-23	As above	As above		24/07/2023 completed and report completed - actions added to tracker for follow up	
Audit a sample of through care and aftercare cases	CSWO	Apr-23	Jul-23	As above	As above		24/07/2023 completed and report completed - actions added to tracker for follow up	
Audit sample of emergency reception into care	CSWO	Apr-23	May-23	As above	As above		24/07/2023 completed and report completed - actions added to tracker for follow up	

Monitor and coordinated support for the ESS/RES Consolidated Improvement Plan and the transition from targeted intervention to BAU	HOS Corporate Parenting	Aug-22	ongoing	Children and young people are able to be looked after locally in a placement that is stable and meets their needs.	Improvement board reports demonstrate on going improvement	Improvement board in place since to monitor progress.  Reporting in place to each ECF committee.  Who Cares give an external review from a child perspective and they are identifying significant positive progress.  On going CI programme in place.	27/07/2023 Ongoing. There is also oversight provided to the Children's Services Multi-Agency Quality Assurance (MAQA). This includes service feedback as well as analysis and response to CI reports. Report to each committee on progress	
<b>Develop a document and evidence library</b>	Ops Manager	Apr-23	Jul-23	We have a library of good practice, an evidence base for all aspects of our self-assessment and improvement plan.	Document and evidence library in place and accessible.	Request made to add page to Orb and information being gathered for going live date.	In progress Quality Assurance Team are collating documents for next Inspection as part of inspection planning. Examples of good practice are being captured in audits and examples where possible are reported to committee in the business bulletin.	
<b>SCIM team to take forward the next stage of the review of historic ESS cases</b>	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.	

<b>Section 25 case review completed and improvement plan in place</b>	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 have 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 office 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.	
<b>Implementation plan for full QA model in place – including each team having their own improvement and QA plan</b>	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	
<b>Children's Services and Justice Senior Management Teams will engage in the development of an annual programme of audit</b>	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.	Annual plan in place 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	
<b>Review complaints process and resource and ensure learning from complaints.</b>	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	
<b>Self-assessment in place and agreed with partners</b>	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.	
<b>Residential improvement plan</b>								
•Current demand for placements is exceeding supply – emergency measures have been put in place to mitigate this and an ongoing placement sufficiency plan in development.	HOS Corporate Parenting	Mar-23	Jul-23	Children and young people are able to access placements that meet their needs locally	Number of children placed at a distance, placement stability is strong.	Weekly meetings in place – action plan re UASC, in place, governance systems in development, test project with housing in place. Capacity has now improved and enabled children to move back to the city. Tracking system now needs to be embedded.	27/07/2023 Agreement made to review the Senior Management Review Group (SMRG) that meets very second Thursday to review requests for Out of Authority Placements  Review of Family Based Care Intake procedures has begun. The new process for care placements will be work flowed and recorded on SWIFT, allowing for reporting. The new process will require more detailed information regarding the reasons why care is required and what the exit strategy is to return the child to their family.  Work to provide throughput of young people in our care is beginning to create capacity. As well as new strategies for supporting UASC population, we have also reviewed the use of our in house provision to better meet need. Numbers of children in our care, in out of area residential and in secure are safely reducing.	Children and families strategy to ensure all ch/yp can remain living in Edinburgh with their family or local community, with a plan to expedite ch/yyps plan to return to Edinburgh from out of area residential and foster care arrangements as safe and appropriate.

<b>Supervision recording and improvement</b>								
<ul style="list-style-type: none"> <li>Case supervision to be recorded on a child's file in the specific case note tab so reporting is enabled.</li> </ul>	HOS Practice Teams	Apr-23	May-23	Drift and delay is minimised	Monthly report in place Annual supervision survey		Completed - supervision/ manger consultation tab added to swift. Practice standards rolled out which now has supervision case record recording.	
<ul style="list-style-type: none"> <li>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.</li> </ul>	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	
<ul style="list-style-type: none"> <li>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.</li> </ul>	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 .	

<b>Howden Hall options report in place to establish an emergency placement and intensive edge of care provision in place.</b>	HOS Corporate Parenting	Jan-23	Jun-23	Edge of care and emergency resource is in place to prevent emergency admission to care which is currently 75%	Reduction in numbers in care and emergency placements.	Formal project in place as part of the change programme	27/07/2023 ESS is now closed as a Secure Unit. The Care inspectorate are indicating a timeframe of 6 months from conception to approval for the re purposing. Initial actions re Registration are in place and we expect a dedicated Inspector to assist us with Registration soon.	Ongoing
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## 2. Building a Platform for Success

Action	Lead	Start	End	Outcome	Evidence	Progress	
<b>Establish a governance structure for this plan which includes an improvement board with an independent chair</b> <ul style="list-style-type: none"> <li>Independent chair appointed</li> <li>Board in place with care inspectorate and who cares as full members.</li> <li>Frontline practitioner board also in place with 2 seats on the improvement board. Consideration of Trade Union membership</li> </ul>	Service Director	Jun-23	Sep-23	Plan on track	Reports to IB	Requests for frontline board out.  Existing IB in place for residential care.	Independant chair of the Child protection committee in post. Re formatted improvement board now managed as part of the change programme. Who Cares independent advocacy, Care Inspectorate and Independant Chair of CPC will all be members. Agenda planning meeting 28th August 2023.

<p><b>Establish and enhance improvement resource and office of CSWO</b></p> <ul style="list-style-type: none"> <li>•Separate the CSWO from the Service Director post to provide additional capacity and also separation of quality assurance from the responsibility for practice management.</li> <li>•Review the capacity in the QA service given the needs in both adult and children’s services</li> <li>•Ensure an annual QA plan is in place</li> </ul>	Exec director	Mar-23	Sep-23	Ensure we have capacity in place to support social work improvement across adult and children’s services.	Report to Council	Agreement in principle in place report required to Council and then recruitment process. CSWO post currently being Jed - update June 2023 post agreed through full council and recruitment process in place - target for approval of appointment to September full council	Completed Recruitment process in place - final interviews 29th July 2023.	
<p><b>Recruitment campaign</b></p> <ul style="list-style-type: none"> <li>•Develop a rolling annual recruitment plan for social work in Edinburgh informed by the work outlined above in relation to the front door.</li> </ul>	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	<p>There is now a recruitment program in place, and 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.</p> <p>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 co-hort 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.</p> <p>We have successfully sponsored seven City of Edinburgh employees from across H&amp;SC, C&amp;F and CJ 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.</p>	

<p>Establish an effective communication strategy to support the re launch of social work in Edinburgh to include :-</p> <ul style="list-style-type: none"> <li>•Weekly CSWO blog</li> <li>•Monthly newsletter for partners</li> <li>•Re-establish face to face pride in practice events</li> <li>•Establish a regular pattern of learning events</li> </ul>	Service Director	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.	
<p><b>Develop a workforce strategy which includes actions to improve:-</b></p> <p>Student placements and joint appointments with universities (option to buy into the newly created HSCP Student Hub, or develop a city wide hub – centre of excellence that celebrates students and PE as part of wider Learning Culture).</p> <p>Recruitment – specifically development of a new brand for SW in Edinburgh, new advertisement and rolling recruitment process.</p> <p>Develop from your own qualification routes</p> <p>Induction – consider social work academy models used successfully in other local authorities.</p> <p>Career development – this is dependent on the structure review identified below</p> <p>Succession planning – as above</p>	Service Director	Jun-23	Nov-23	Stable workforce who feel included and supported to deliver effective outcomes for the people they serve.	Workforce data considered at monthly performance meetings	<p>Practice educator payments have now been increased to £1000 which has expanded the pool and is comparable with other Local Authorities.</p> <p>Pilot in place for Open University grow your own scheme and costings being developed for a wider scheme as interest in this is high.</p> <p>Initial interest for a post-graduation grow your own programme has seen 18 coming forward for 2 places.</p>	see above	

<p><b>Develop and begin working to practice standards</b></p> <ul style="list-style-type: none"> <li>•Draft practice standards for consultation circulated 7th November</li> <li>•Working group in place</li> <li>•Standards launched</li> <li>•Review</li> </ul>	CSWO	Nov-22	May 2023 launch and review November 2023	As above	As above	<ul style="list-style-type: none"> <li>•Draft practice standards for consultation circulated 7th November</li> <li>•Working group in place</li> <li>•Standards in final draft stage currently.</li> </ul>	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.	
<p><b>Develop performance tracking and weekly reporting against the practice standards</b></p>	CSWO	May-23	Review November	As above	As above	As above	In progress and also looking at Scottish Government new data request. launch date	
<p>Enhance the use of swift to improve performance data and weekly reporting</p> <ul style="list-style-type: none"> <li>•Re-establish the use of case note types</li> <li>•Team leaders to do a monthly recording check list on all files</li> </ul>	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	Casefile check list is in place.	On-going work with Data support and business support to ensure we have a data set to be able to monitor progress. Balanced with no incurred costs given move to new operating system which will provide improved data and performance reports.	
<p><b>Build a business case for swift replacement and delivery plan.</b></p>	Service Director	Jan-23	May-23			Full project plan in place as part of the Change Programme	The Business Case for the replacement system was approved at R&F on the 20th June 23. We will now move into the due diligence stage with the preferred vendor. Delivery plan for next steps to be devised, CGI need to be part of this and it will be discussed at SWIFT board replacement Model on 28th June 23. Further paper to be presented to R&F and full council Autumn 23 with plan to commence work with the new provider Jan24	

3. Owing the Change							
Action	Lead	Start	End	Outcome	Evidence	Progress	
Re launch social work with children in Edinburgh – all staff events to launch the new vision, standards, workforce support	Service Director CSWO	Apr-23	Nov-23	Clarity of role and ability to deliver effective outcomes for children	QA reports demonstrate continuous improvement and learning.	Initial launch events in the diary	Re-launch day held in August which was positive and regular bi- monthly sessions to be set up to ensure continued development.
Establish frontline practice boards and working groups	Exec Director	Mar-23	Jul-23	Clarity of frontline issues in place	¼ meetings with Exec Director and part of IB	Managers asked to nominate staff for the board	CSWO setting up Practioner Boards to ensure improved fontline practice issues.
Deliver the review of through care and after care	HOS Corporate Parenting	Mar-23	Mar-24	Young people get consistent support until 26	Reduction in the number of young people supported on duty.	Initial scoping paper in place	27/07/2023 Business Plan to advance an Organisational review of TCAC is near completion - this will be done when Mark Crawford returns from sickness on 07/08/2023.  The Champions Board has reviewed what TCAC should be from a service users perspective and we anticipate a decision of the TCAC service.
Devolve budget holding to line managers	Service Director	Oct-23	Mar-24	Budget decision making is made closer to children to ensure more efficient use of resources	Budgets are managed without overspend	Work in place to clarify spend and impact in a number of areas for example, external placements.	Service Director reviewing budget and looking at proposals on track for Mar 24
Consult on structure review to ensure appropriate supervision ratios and capacity to have full allocation in place.	Service Director	Aug-23	Jan-24	Stable workforce who feel included and supported to deliver effective outcomes for the people they serve.	Caseload data Outcome data for children and young people		
Undertake a service review of out of hours	Service Director	Aug-23	Mar-24	OOH practice is good	Audits evidence good practice.		

4. Embedding and Innovating						
Action	Lead	Start	End	Outcome	Evidence	Progress
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
Review of the rest of the residential estate to ensure we have access to placements which meet the needs of children to be cared for and then effectively move on from care.	Head of Corporate Parenting	Sep-23	Mar-24		Sufficiency strategy in place	Howden Hall being re modelled as an emergency reception into care offer. Revised pathway to ensure unaccompanied asylum seeking children are supported appropriately is in place. Consideration being given to re modelling another of the houses to support moving into independence.
Ensure an effective multi-agency contextual safeguarding policy, procedure including our response to children who go missing and child exploitation. Refreshed training / briefings.	Service Director	May-23	Dec-23		Audits evidence good practice.	Policy and Procedure being updated. Multi-agency discussions taking place in CPC.
Improved child focussed understanding of safe and together approach to domestic abuse - refreshed training/ briefings from audit findings	Service Director	May-23	Dec-23		Audits evidence good practice.	Refreshed training to ensure child is seen as a priority is being developed by L&D.