

# Education, Children and Families Committee

10:00am, Tuesday, 16 April 2024

## Children's Services Improvement Plan and Edinburgh Residential 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:
  - 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 January 2024.
  - 1.1.2 To scrutinise those areas where progress is slower than planned and ensure 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

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- 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 delays in recruitment which is a national challenge.
- 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 January 2024.

### 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 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.
- 3.2 On 15 November 2022 the Education, Children and Families Committee requested that the Executive Director of Education and Children's Services would:
  - 3.2.1 Continue to deliver on the Edinburgh Secure Services and Residential Services Improvement Plan; updates have been shared with members.
  - 3.2.2 Continue to report at each cycle the ongoing improvement work.

### 4. Main Report

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- 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 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 As the first dedicated service for child protection, it has generated a lot of activity. We are actively scrutinising referrals and outcomes to establish if this is the level of referrals we should expect to see going forward, in order that we can allocate resources accordingly. This resource has had a significant knock-on effect on the practice teams, with a reduction in their work, reducing the need to manage a reactive duty system. This has enabled practice teams to move to full allocation of child protection cases, ensuring best use of existing resources.
- 4.3 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.
- 4.4 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.
- 4.5 Children's Services has set out its strategy 'Edinburgh is My Home' 2024 -2027 to 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.

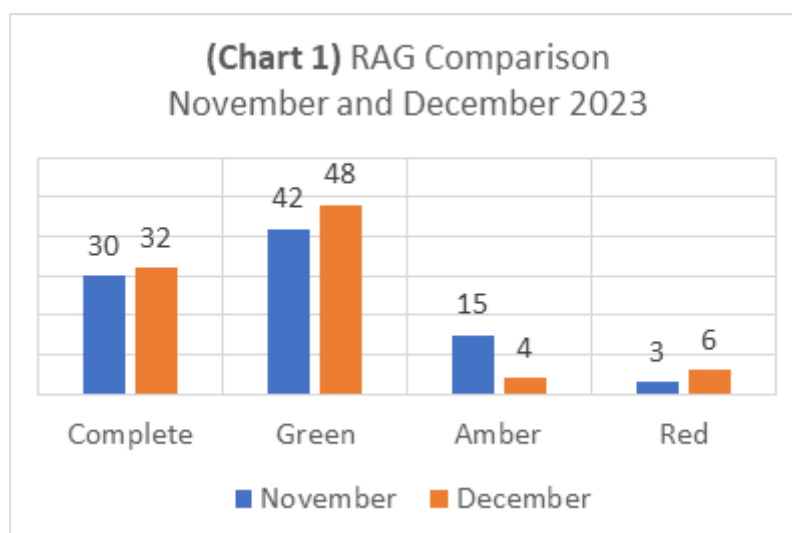
- 4.6 In line with the strategy children's services are undertaking a full redesign/review of services to ensure we can deliver on the strategy, and we are making best use of our resources. The review is in its early stages of engagement and will involve partners, children, young people, families, and 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.

4.7 Significant improvements have been made in our residential improvement plan.

Since November's committee the Care Inspectorate have inspected five of our houses for young people. The Care Inspectorate found the following: Alison House – Good, Calton House – Good, Chalmers House – Good; Oxfangs House – Adequate; Southhouse – Weak. There were many positives provided in the verbal feedback form the Care Inspectorate, including comments about the significant progress made. Plans have been instigated to address areas requiring development, and additional resource put in place to support Southhouse implement the required changes.

4.8 Chart 1 shows a comparison in the progress of the Residential and Short Breaks Consolidated Improvement Plan between November and December 2023.



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

4.10 Since the November 2023 Committee Report, three Amber Actions have been reclassified to Red Actions and relate to:

**Complaints' training and quarterly sampling of complaints by Governance, Quality and Regulation.**

A review of the completion rates of mandatory complaints training identified slippage and this training has again been set as a priority for new staff and staff returning from long-term illness. Following a short pause, we have restarted the dip sampling of frontline complaint resolution cases to ensure we are following policy when complaints are made. We continue to use Who Cares as our advocacy service to work with our young people and champion their voice if they feel unable to raise issues themselves.

**Development of service specific training about 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 a specific training module for recruiting managers in our residential houses, focusing on additional considerations when recruiting to residential posts. The development of this training has been delayed due to capacity issues and staff vacancies, and it has fallen outside of a comfortable completion date. Work is being undertaken, as a priority, to develop this training by colleagues in Learning and Development.

**Multi-Agency Quality Assurance Group (MAQA).** The MAQA provides Senior Managers with assurance and management oversight of the quality of care provided to young people in our houses and external provision. We are currently reviewing the Terms of Reference through the lens of Integrated Service Planning and quality assurance across the partnership, in line with the requirements of The Promise and Getting It Right For Every Child (GIRFEC). Membership of the Children's Services MAQA, which is led by the Chief Social Work is also subject to review, to ensure its effectiveness in driving required change. We have identified this as a red action until this update is completed.

- 4.11 Six Amber actions have progressed to Green, and one Amber action has been accepted as Completed. Key highlights include the implementation of a new Incident Form for recording of safe holds of young people and annual objective setting/improvement planning across the service.
- 4.12 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.
- 4.13 In January 2024 the RAG Status will be reviewed again and updates on progress will be provided to future committees.
- 4.14 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. Meantime we have created the family-support outreach provision, Edge of Care support service, to enable young people to remain living at home. The service has already prevented some young people coming into care and assisted some young people to return home from care. This is a clear example of delivering The Promise with a commitment and vision to maintain/support children and young people to live within their own families/communities, wherever possible, to do so. Strategic planning through the Childrens Services Partnership and The Corporate Parenting Board are developing key drivers for this service area.
- 4.15 The Committee will be further updated on the progress of the Action Plan and the developing Edge of Care service at the next committee.

## 5. Next Steps

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- 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

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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 was presented to Finance and Resources on completion of analysis, in October 2023 and is being progressed.

## 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 Children's Services Improvement Plan



1. Ensuring Safety							Progress			
Review and Strengthen the front door										
Action	Lead	Start	End	Outcome	Evidence	Progress	Progress as of 21st August 2023	Progress as of 10/10/2023	Progress as of 05/01/24	Progress as of 13.03.24
<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.	Recruitment continues to be an issue. Child protection cases are currently being reallocated to ensure timely intervention in line with need. Work on Integrated Front Door continues with HSCP colleagues. Visits arranged to neighbouring authorities to share good practice models.	The front door remains the single point of access to services. The resource has been developed into an assessment team and a child protection team, both which will be operational from 08/01/24. This resource has been drawn from existing staff, internal secondments and agency staff. The team will provide better data and analysis of pathways through services, outcomes and experience, to inform a wider service review/redesign, that is being taken forward across children and families social work. This resource will also allow the practice teams to move to full allocation of cases. This work will feed into the wider planning around scoping an integrated front door. March 2024.	The child protection resource is in place and provides a dedicated resource for child protection. This affords greater management, oversight and monitoring of child protection referrals. The 'children in need' resource is being recruited to and interim arrangements are being progressed, as the agency social work resource was stood down due to the costs being unsustainable. Recruitment is for permanent SW posts -to increase attractiveness of working in Edinburgh. The children's service redesign/review is in the early engagement stage and will inform service structure and service delivery pathways - with a focus on prevention and early intervention. Extensive consultation is being sought -including children and families to ensure the voice of people with experience feeds into decision making.
<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. Questionnaire currently out to all staff.	Use of space and place within Waverley Court, City Chambers and Locality Offices still subject to ongoing review and short term moves in line with identified need. Development Day has been held and further dates in calendar. Family Based Care Team now relocated to Drumbrae allowing closer working alignment with social work practice teams colleague. Further team movement is part of wider review through Our Future Work	Waverley Court, City Chambers and Locality Offices are still subject to ongoing review -alongside the wider residential estate. All options for staff coming together and keeping connected are being supported. The use of office space and accommodation will be part of the wider service review/service redesign. It is anticipated this should be in place by August 2024.	Office space is still under review. Hybrid working and dedicated time to come together in face to face meetings and sessions underpins this.
<p>•Office space to be re modelled to support collaborative learning and working if necessary</p>	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	As above, this is being progressed alongside the Our Future Work developments.	As above -this is being progressed alongside Our Future Work developments. The need for office space is further challenged by the need for safe working spaces, for direct work with children, families and adults and planning and protection meetings with partner agencies. March 2024	As above -this is being progressed alongside Our Future Work developments. The need for office space is further challenged by the need for safe working spaces, for direct work with children, families and adults and planning and protection meetings with partner agencies. March 2024
<p>•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.</p>	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.	Recruitment still being progressed, GIRFEC and Child Protection processes being reviewed to ensure timely and appropriate response from all partners. Critical Review of child wellbeing into child protection across the partnership to inform future working is now in place.	Recruitment of Education Child Protection lead and GIRFEC lead in place. Review of GIRFEC being undertaken, especially in line with interface between well-being and child protection. The new child protection resource and assessment team will be able to further inform this work and all data will feed into the service review/redesign. It is anticipated this should be in place by August 2024.	Work to refresh GIRFEC and pathways into services is ongoing and reports to the Children's Services Partnership. Currently the social work front door receives 500 referrals a week for a service and only 5% of these require a social work statutory response. There is work being undertaken with partners and through the Whole Family Wellbeing Fund to consider how best these families can be supported within the communities that they live, in line with the GIRFEC agenda. The transformational change required through the Whole Family Wellbeing Fund will provide a catalyst for change - towards a prevention and capacity building/strengths based approach. All data and analysis will feed into the service redesign/review.
<p>•Development of reflective group learning offer to support team development and consistency of practice.</p>	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 front door - 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.
<p><b>Manager oversight from CEC manager on all case decisions in place</b></p> <p>•Base note type will be used for management oversight</p>	HOS Early intervention	1st March 1st April	On going Review effectiveness June 2023	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	Practice Standards finalised and implemented and will be part of performance measure reporting.	As above	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. Practice standards re currently subject to review - the revised standards to be implemented in June 24. 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.
<p>•Nothing will be closed or passed to a practice team without manager signing this off.</p>	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 opportunities for staff in the	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.	Practice Standards finalised and implemented and will be part of performance measure reporting. This work is under further review to provide assurance of compliance.	As above	As above
<p>•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.</p> <p>•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 an 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.</p>	HOS Early intervention	April 2023 April 2023	September 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 significant North West 38%, North East 13%, South West 34% and South East 47%. However given the delays in recruiting and staff coming into post this remains amber. There are some children who are awaiting allocation but they have a daily management oversight and will be allocated when the staff come into post which is immanent	Recruitment continues to be an issue given increased capacity in number of posts. A review is being undertaken to identify demand and capacity and best use of resource allocation to meet need timely.	Child protection resource and assessment team to be operational from 08.01.2024. Update can be provided in March 2024.	The child protection resource is in place and provides a dedicated resource for child protection. This affords greater management, oversight and monitoring of child protection referrals. The 'children in need' resource is being recruited to and interim arrangements are being progressed, as the agency social work resource was stood down due to the costs being unsustainable. Recruitment is for permanent SW posts -to increase attractiveness of working in Edinburgh. The children's service redesign/review is in the early engagement stage and will inform service structure and service delivery pathways - with a focus on prevention and early intervention. Extensive consultation is being sought -including children and families to ensure the voice of people with experience feeds into decision making.
<p>•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) :-</p> <ol style="list-style-type: none"> <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> </ol>	As above	Apr-23	Sep-23	Front door resilient and well-staffed	Reduction in cases which transfer to practice teams  Reduction in 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	Reallocation of cases work and wider service review. Ongoing Absence Support Panels held at Senior Management Level and part of monthly performance reporting to HOS. Active recruitment continues with support from HR colleagues.	Child protection resource and assessment team to be operational from 08.01.2024. Data analysis will feed into wider service review/redesign that is taking place. August 2024.	As above
<p><b>Assessment pod in place as a test of concept model</b></p> <p>•Pod is currently live and has reduced significantly the amount of work going through to the practice teams.</p> <p>•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.</p>	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 within 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.	This is part of case reallocation and further review of demand and capacity to ensure right people in right place. Practice Standards are used to monitor workflows.	Child protection resource and child assessment team now in place will better capture pathways through services and data/analysis will inform wider service review/redesign that is being taken forward. It is anticipated this should be in place by August 2024.	As above
<p><b>Weekly tracking data in place</b></p>	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.	Reviewing in line with case reallocation and service review to give assurance re ongoing compliance.	In place since Sept 2023 -informing pathways through services and impacts/outcomes	Data capture and analysis and the development of KPIs around the front door and dedicated child protection resource are being developed to capture throughput, outcomes and impact. This will inform the wider service redesign/review re resource allocation.
<p><b>Partnership Whole family support plan in place</b></p>	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.	Postholder developing strategy with partners and Whole Family Wellbeing fund open to application (January 2024)	Process for applications now in place. March 2024.	The WFWF strategy has been supported and reports to the Children's Services Plan. The deadline for applications to the funding is 28th March 24. This will inform the profile of transformational change and family support, across Edinburgh for the next 2 years -with clarity on sustainability and exit strategies. The HOS has led on a significant number of information events to ensure partners have the right information to inform applications.
<p><b>Additional senior manager recruited</b></p> <p>•Interim manager in place to provide additional support</p> <p>•Grade 12 advert out week beginning 27th February</p> <p>•Interviews week beginning 27th March</p>	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.	Now complete	Now complete	Complete







• Case supervision to be recorded on a child's file in the specific case note tab so reporting is enabled.	HOS Practice Teams	Apr-23	May-23	Drift and delay is minimised	Monthly report in place	Completed - supervision/ manager consultation tab added to swift. Practice standards rolled out which now has supervision case record recording.	Will be part of monthly reporting performance reports	Will be part of monthly reporting performance reports	Will be part of monthly reporting performance reports
• 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.	There is now a draft updated supervision policy and procedure to build on good practice and ensure case management via a trauma informed lens. This includes a recording template or swift to record case management and case specific details, directions and manager oversight. There is also an updated personal supervision record, Personal learning, career and development opportunities, Support, mediation and personal reflection, organisational roles and responsibilities.
•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.	12/10/2023 practice standards in place for supervision frequency and audits and learning from audits in place. Feedback regarding Trauma informed supervision model and approach being sought from Managers in October and training has been planned for November and December with Trauma lead supporting.	As above	
<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 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.	Further to Committee detailing progress made, reliance on partners re physical changes to the building being progressed through CLT.	Further scoping of residential space being considered with data around current profile of need in Edinburgh and redesign/review of social work services. It is anticipated this should be in place by August 2024.
<b>2. Building a Platform for Success</b>									
<b>Action</b>	<b>Lead</b>	<b>Start</b>	<b>End</b>	<b>Outcome</b>	<b>Evidence</b>	<b>Progress</b>			
Consideration of the development and embedding of a recognised practice model	Service Director / CSWO through the Child Protection Committee	Oct-23	Mar-24	Edinburgh will have a collaborative recognised practice model that helps make sure that children, parents and family are at the centre of the assessment and any decision making, with a rigorous focus on child safety and wellbeing. There is potential for CEC to adopt the signs of safety model as a practice model instead of child protection conferences.	Improved Practice and assessment of children's needs with more co-production and direct work with children young people and families. Demonstrated in quality assurance case file audits reduction in complaints. Improved assessment of children's needs performance data. This fits without family group decision making approach, the UNRCR. The Promise and strengths based work. It is also known to secure better outcomes for children and young people through trauma and challenge.	Early discussions are taking place with the partner agencies to map out the need/timing for a wider stakeholder consultation and scoping plan.			Review of GIRFEC paperwork, principles and tools is being progressed through the partnership and CSP. Dedicated training, to be delivered within 2024, around assessment and supervision is being sought for all social work staff -as part of the investment into staff development and adoption of a consistent model/approach. Consideration is being given to 3 strands of safety planning -Signs of Safety, Safe and Together and Family Group Decision Making -which together have proven well reported in other areas.
Establish a governance structure for this plan which includes an improvement board with an independent chair  •Independent chair appointed  •Board in place with care inspectorate and who cares as full members.  •Frontline practitioner board also in place with 2 seats on the improvement board. Consideration of Trade Union membership	Service Director	Jun-23	Sep-23	Plan on track	Reports to IB	Requests for frontline board out. Existing IB in place for residential care.	Independent 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 Independent Chair of CPC will all be members. Agenda planning meeting 28th August 2023.	Monthly CPC meetings in place, CP self-evaluation completed in timescales given and reports to Chief Officers Group - Public Protection	Monthly CPC meetings in place, CP self-evaluation completed in timescales given and reports to Chief Officers Group - Public Protection
Establish and enhance improvement resource and office of CSWO  •Separate the CSWO from the Service Director post to provide additional capacity and also separation of quality assurance from the responsibility for practice management.  •Review the capacity in the QA service given the needs in both adult and children's services  •Ensure an annual QA plan is in place in both adults and children's services	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 led - 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.	Completed	
Recruitment campaign  •Develop a rolling annual recruitment plan for social work in Edinburgh informed by the work outlined above in relation to the front door.	CSWO	May-23	Sep-23	Staff are able to make effective relationships with the people they support change and positive outcomes.	Caseloads remain in tolerance - evidenced in weekly reporting.	Recruitment and retention short life group established	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.  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 gain encourage recruitment into the workforce.  We have successfully sponsored seven City of Edinburgh employees from across HRSC, C&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.  All newly qualified social workers will have a supported year in employment to ensure	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 :-  •Weekly CSWO blog •Monthly newsletter for partners •Re-establish face to face pride in practice events •Establish a regular pattern of learning events	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 stalled 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
Develop a workforce strategy which includes actions to improve-  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).  Recruitment - specifically development of a new brand for SW in Edinburgh, new advertisement and rolling recruitment process.  Develop from your own qualification routes  Induction - consider social work academy models used successfully in other local authorities.  Career development - this is dependent on the structure review identified below  Succession planning - as above	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	Practice educator payments have now been increased to £1000 which has expanded the pool and is comparable with other Local Authorities.  Pilot in place for Open University grow your own scheme and costings being developed for a wider scheme as interest in this is high.  Initial interest for a post-graduation grow your own programme has seen 18 coming forward for 2 places.	see above	Part of the wider service review ensuring we have pathways of progression for social work assistants to social workers and to support students in placements.	Childrens services strategy sets out to support 4 social work assistants through social work training as part of a 'grow your own', on going commitment. Also as part of the service review consideration is being given to introducing practice consultant posts as part of career progression for those staff who don't want to move into management.
Ensure all policies and procedures are up to date, relevant and understood.  •Develop an on line policy and procedure directory  •Each policy to have an owner who is responsible for an annual refresh of the policy  •Understand of an adherence to policy to be reviewed via monthly audit and QA and learning and development highlighted by audit put in place.	Service Director & CSWO	Mar-23	Dec-23	Staff feel safe to practice, children and their families are clear on their rights and get consistent and good quality support.	Audit reports and QA activity	Initial review in place and baseline established. Corporate support agreed	On-going work to update all policy and procedure. Discussions have taken place with Try-ex. A company who are wanting to develop a procedures and protocol web based support hub in Scotland which pulls all National Policy Procedure and guidance together in one place.	Dedicated leads identified to support this work with anticipated completion date on track.	On track for completion date  Policy officers being recruited as part of the QA and Assurance team.



Develop and begin working to practice standards	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 launched</li> <li>Review</li> </ul>	<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.	Compliance will be part of the monthly performance reports	Practice standards have been implemented and will be reported on monthly	As part of good practice, the practice standards will be reviewed in March 2024 to ensure we continue to keep focussed on children's voices and their right.
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 Government new data request. launch date	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 as 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	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.	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 needing to be undertaken via excel in the interim such as permanence 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.	Practice Team Managers are now regularly reporting to senior managers on team performance and data cleansing.	
Build a business case for swift replacement and delivery plan.	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	This work is being led by Improvement Partner and Head of Customer and Digital Services. Business Case completed for additional resource within the directorate to undertake tasks required. Report going to Committee shortly on current position.	This work is on track	On track	
<b>3. Owning the Change</b>											
<b>Action</b>	<b>Lead</b>	<b>Start</b>	<b>End</b>	<b>Outcome</b>	<b>Evidence</b>	<b>Progress</b>					
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.	Dates in the diary for continued bi-monthly sessions with relevant stakeholders.	Dates in the diary for continued bi-monthly sessions with relevant stakeholders.	Social work days to be planned every 6 months-as practice development days	
Establish frontline practice boards and working groups	Exec Director	Mar-23	Jul-23	Clarity of frontline issues in place	% meetings with Exec Director and part of IB	Managers asked to nominate staff for the board	CSWO setting up Practitioner Boards to ensure improved frontline practice issues.		In progress to report March 2024		
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 review.	Work progressing well, recent positive inspection report encouraging. Continued reporting to Committee and informing elected members on inspection outcomes.	This will be considered as part of the wider service review. It is anticipated this should be in place by August 2024.	This will be considered as part of the wider service review. It is anticipated this will be implemented April 25.	
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	Forms part of the wider service review and linking with Internal Audit findings.	As above	Forms part of wider service review that has commenced	
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.	Casefile data Outcome data for children and young people			This is instrumental in informing the need for reallocation of child protection cases and wider service review. Trade Union consultation and proposed review commence in November 2023	As above	Forms part of wider service review that has commenced	
Undertake a service review of out of hours	Service Director	Aug-23	Mar-24	OOH practice is good	Audits evidence good practice.			As above, this is part of the wider service review and will link in with HSCP and plans for an integrated front door.	As above	Forms part of wider service review that has commenced	
<b>4. Embedding and Innovating</b>											
<b>Action</b>	<b>Lead</b>	<b>Start</b>	<b>End</b>	<b>Outcome</b>	<b>Evidence</b>	<b>Progress</b>					
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.	
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		
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.	Repurposing of Howden Hall continues. The Care Inspectorate are now involved in assisting with registration elements.  A review of the fabric of current residential accommodation has been completed. One building is nearing the end of its lifespan and a business case will be submitted regarding funding for a replacement in the coming years. Analysis indicates we have more older children staying in our residential care and we are developing a strategy to consider dedicating one children's residential house to young people aged 18+. A new information system will allow us to analyse the needs of children more efficiently than we can currently achieve and this will allow us to develop the current care strategy to meet children's needs better.	On track for completion date	Work still in progress. Some delays in progressing scope of work at Howdenhall and viability of change plans-so wider residential review being progressed as set out.	
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.	This will be informed by the new Child Protection guidance.	On track for completion date	Work being led by CSWO	
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.	Currently under review by the Child Protection Committee as multi-agency funded.	Currently under review by the Child Protection Committee and social work as multi-agency funded - March 2024	Agreed SW would commit to one day training for all staff for the coming year -to allow a wider review to be undertaken to inform longer term commitment.	