

DUNDEE CITY COUNCIL

REPORT TO: Social Work Committee - 15 May 2006

REPORT ON: Children and Young Peoples Residential Service

REPORT BY: Director of Social Work

REPORT NO: 287 - 2006

1.0 PURPOSE OF THE REPORT

- 1.1 This report provides a summary of the progress made in the residential childcare services in Dundee, since the independent consultants report in June 2001. The report evidences improvements and outlines the areas for further improvement.

2.0 RECOMMENDATIONS

It is recommended that the Social Work Committee: -

- 2.1 Notes and approves the continuing progress in improving the services to those children and young people accommodated in residential care
- 2.2 Approves the contents of this report.

3.0 FINANCIAL IMPLICATIONS

- 3.1 There are no financial implications from this report. All the recommendations for continuous improvements will be contained within the existing Social Work Department's Revenue Budget.

4.0 LOCAL AGENDA 21 IMPLICATIONS

- 4.1 There are no local Agenda 21 implications arising from this report.

5.0 EQUAL OPPORTUNITIES IMPLICATIONS

- 5.1 The continuous improvement of the service as outlined in the report will continue to improve the equality of opportunity and life changes for children and young people looked after in residential care in Dundee.

6.0 MAIN TEXT

6.1 Background

Anne Black completed the Independent review of young persons residential services in June 2001. The report titled "How good is our Young People's Residential Services" is the first report written specifically about the progress of the service since that date. This report will highlight the significant events since 2001 and summarise the progress made in the service.

The full report is available to members in the members lounge.

The aim of the young people's residential service is to provide the highest quality of care to young people.

We will do this by:

- Providing the right numbers of highly skilled trained and committed staff to work with young people.
- Providing a safe place to live and a healthy/nurturing environment.
- Adhering to the principles that underpin the National Care Standards in every aspect of the service we deliver.
- Listening and acting on the views of our service users.

The report is divided into three specific areas.

- How are we doing?
- How do we know?
- What are we going to do now?

6.2 How are we doing?

The effective delivery of the residential service is dependent on getting the right staff and providing them with the correct training and qualifications to do the job.

6.2.1 Staffing/Training/Employee Review

- Since November 2004 the recruitment and selection policy for the residential service has been based on the Safer Recruitment tool-kit recommended by the Scottish Executive. This process of recruitment involves service users. This process is to be evaluated this year to gauge its success, although initial indicators suggest it is working well and we are recruiting the right people with the right attitude and commitment to this type of work.
- A training strategy is in place that follows the necessary requirements stipulated by the SSSC (Scottish Social Services Council) for all residential staff. All new staff to the service get a full induction and core skills training package as well as CALM (Crisis and Aggression Limitation & Management) training in their first year.
- All residential staff are CALM trained and fully accredited.

- All staff are subject to employee development reviews using the competencies framework.
- In November 2003 Social Work Committee agreed the new staffing structures and rota. One of the main outcomes from the new rota is that the young people are benefiting from one to one time with staff.
- The Elms Secure and Close Support Unit and Gillburn Road Respite unit were not involved in this process and are currently involved in conducting reviews of their own rota and service.
- The Working Group has continued to function since 2001. It proves to be the best way of holding consultations and reaching agreement on the issues that directly affect staff and the quality of the service.

6.2.2 Providing a safe/healthy/nurturing environment

- The emergency unit The Junction was opened in October 2004. Planning is already underway for the replacement build for Strathcarron.
- All units have been maintained to a good standard and 50% of young people have en-suite facilities. All young people have their own rooms.
- Training in CALM and other training resources have been effective in reducing the violent incidents within the units which is a feature of young people who are distressed and in crisis having to live in a group setting.
- All the recording systems in place for staff encourages reflective practice and the opportunity to use what "works".
- There are good working relationships with the Link Teacher and the LAC (Looked After and Accommodated Children) Nurse .

6.2.3 Adhering to the principles that underpin the National Care Standards

- Each unit self evaluates itself against specific National Care Standards in their annual development report.
- Inspection reports and pre-inspection reports give teams and units the opportunity to self evaluate and outline the action necessary to make improvements.
- All units are measured against their specific remits and their Functions and objectives statements.
- All complaints made against the service are analysed and evaluated against the standards.

6.2.4 Listening and Acting on the views of our Service Users.

- Service users are involved in the process of recruiting and selecting staff, 8 young people have been involved to date.
- The Children's Rights Officer is working to produce a framework to use for exit interviews for young people leaving residential care.
- Gillburn Road respite unit operates a users forum.
- Young people are involved in consultations about issues that affect them.
- Young people are encouraged in making choices in their day to day life in residential care.
- In the Elms young people will be invited to be involved in the Food Committee

6.2.5 How do we know?

The full report contains all the facts and figures currently held within the service. For evaluation purposes, the following significant issues are highlighted;

- The training figures are improving and all residential staff are CALM trained within their first year including a 100% CALM re-accreditation for existing staff.
- Numbers of violent incidents to staff and other young people and police call outs to units continues to fall.
- Numbers of detailed records (recording significant events) continues to fall
- Complaints are externally audited by the external manager and measured against national standards. All complaints to date have been resolved.
- The record of school attendance and educational resources accessed by young people currently accommodated is good and shows an improvement from previous years.
- Admissions/discharges and length of stay are recorded and show that the units are in the main keeping to their remits and their statements of functions and objectives.
- A recent questionnaire completed by young people and based on the same questions asked during the independent review in 2001, evidenced a marked improvement in the quality of the service to young people

6.2.6 What are we going to do now?

- **Recognise our key strengths which are:**
 - Safer recruitment and selection procedures that include service users.
 - A positive supervision strategy in the first year.
 - A staffing structure that provides a supportive environment for all staff.
 - Good collaborative working partnerships to promote Health and Education.
 - A positive training strategy that meets SSSC requirements and is effective in reducing incidents of aggression and violence.
 - Training for staff that is more effective in dealing with the young people taking into account their complexities.
 - Staff involvement in the operations and the day-to-day management of the unit and the service.
 - Good information and data collection systems that shows trends and which will guide future planning for the service.
 - Service user involvement and the development of systems to make most effective use of views and feedback.
 - Continuous service reviews
 - Individual teams have produced development plans in accordance with their remits; these plans have been drafted from the team's self-evaluation against national standards.

➤ **Recognise and address the development needs of the service which are:**

- Meet the action points set by the Care Commission for the whole service.
- Implement the development plans which contain the action points from Inspection Reports.
- Establish a child protection training strategy.
- Consolidate the role and permanency of the LAC Nurse.
- Roll out the feedback system in one unit to all units.
- Use and acknowledge the messages from research documents such as "Holding Safely" and "Secure in the Knowledge" to plan action that will continue to improve the ethos and culture within the residential units.
- Improve the educational opportunities and experience of the young people by committing to a more integrated and creative way of working with our colleagues in education, and being fully briefed on the additional support for learning guidance.
- Implement the promoting healthy living action plan.
- Implement the exit interview programme in conjunction with Children's Rights Officer.
- Set up systems to evidence that the recruitment and retention policy is working.
- Commence the Review of the respite services at Gillburn road.
- Complete the review of the rota at the Elms Secure and Close Support Unit.

7.0 CONSULTATION

- 7.1 The Chief Executive, The Depute Chief Executive (Finance) Depute Chief Executive (Support Services) and the Director of Education have been consulted in the preparation of this report.

8.0 BACKGROUND PAPERS

- 8.1 None.

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Director of Social Work

Date: 5 May 2006