



Item No: 13

Meeting Date: Wednesday 6th September 2017

Glasgow City Integration Joint Board Finance and Audit Committee

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CARE INSPECTORATE ACTIVITY – CHILDREN AND FAMILIES RESIDENTIAL SERVICES

Purpose of Report:	To provide the IJB Finance and Audit Committee with a summary of Care Inspectorate Grades / Scores for directly provided Children's Residential Services, and to update on Service Developments.
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Recommendations:	<p>The IJB Finance and Audit Committee is asked to:</p> <ul style="list-style-type: none">a) note the findings of this report in respect of the range of directly provided services inspected, themes arising and trends in relation to grades awarded; andb) note the positive progress in relation to service developments.
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Relevance to Integration Joint Board Strategic Plan:

The development and on-going provision of good quality residential homes for children and young people who are looked after by the Council is an important element in our overall transformation programme for Children's Services.

Implications for Health and Social Care Partnership:

Reference to National Health & Wellbeing Outcome:	Good quality residential homes for children and young people will help us achieve all the national health and wellbeing outcomes. Furthermore, a home which receives positive inspections will be making significant contributions to the Getting it Right for Every Child wellbeing outcomes for children and young people. These are (Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible and Included).
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Personnel:	There are no personnel implications arising from this report.
Carers:	Our overriding objective is to maintain children and young people at home or with a kinship or foster carer. Our transformation plan is focused on improving supports for families to prevent, wherever possible, children being brought into formal care. However, there will be times when children are unable to remain with their biological parents or with their wider families or foster carers. In these instances, children will be placed within a residential home, provided either by the Council or purchased from the voluntary and independent sector.
Provider Organisations:	Not applicable
Equalities:	There are no equalities issues arising from this report.
Financial:	Strengthening the HSCP's residential provision is critical in the reduction of outwith authority placements, the shift in the balance of care, the efficient use of budget and the internal investment for the city and partnership.
Legal:	There are no legal implications arising from this report.
Economic Impact:	The internal investment into the residential sector has strengthened the employment in the city and contributes to reducing out with authority high cost care.
Sustainability:	There are no sustainability implications arising from this report.
Sustainable Procurement and Article 19:	Not applicable
Risk Implications:	Poor inspections may mean that vulnerable children and young people are not receiving good quality care and are likely to have poor outcomes. There are also risks to the public image of the Health and Social Care Partnership as inspection reports are publicised on the Inspectorate website.
Implications for Glasgow City Council:	Ongoing development of Children's Residential Service in transforming the balance of care.
Implications for NHS Greater Glasgow & Clyde:	Ongoing development of Children's Residential Service in transforming the balance of care.

1. Purpose of the Report

- 1.1 This report provides the Finance and Audit Committee with a summary and analysis of Care Inspectorate activity

2. Grades Awarded

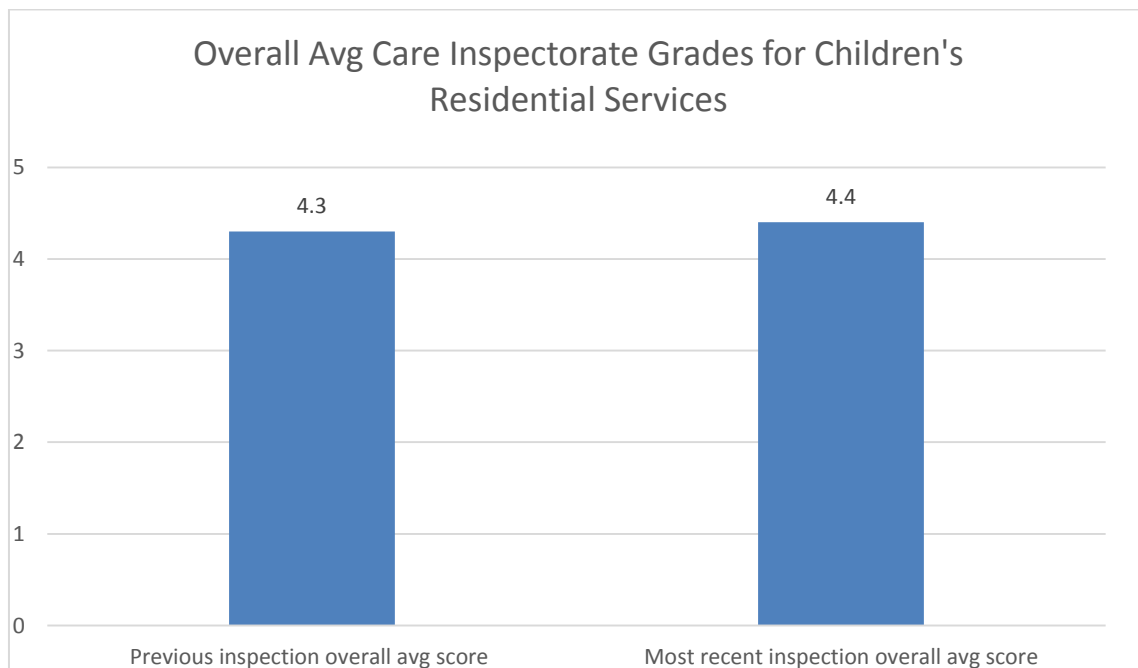
- 2.1. There are currently 20 children's units holding the care of 146 young people.
- 2.2 Unannounced inspections by the Care Inspectorate typically take place annually.
- 2.3 Grades are awarded under four quality themes:-
- Care and Support
 - Quality of Environment
 - Staffing
 - Leadership and Management

Grades are awarded as follows:-

Grade 1 – Unsatisfactory
Grade 2 – Weak
Grade 3 – Adequate
Grade 4 – Good
Grade 5 – Very Good
Grade 6 – Excellent

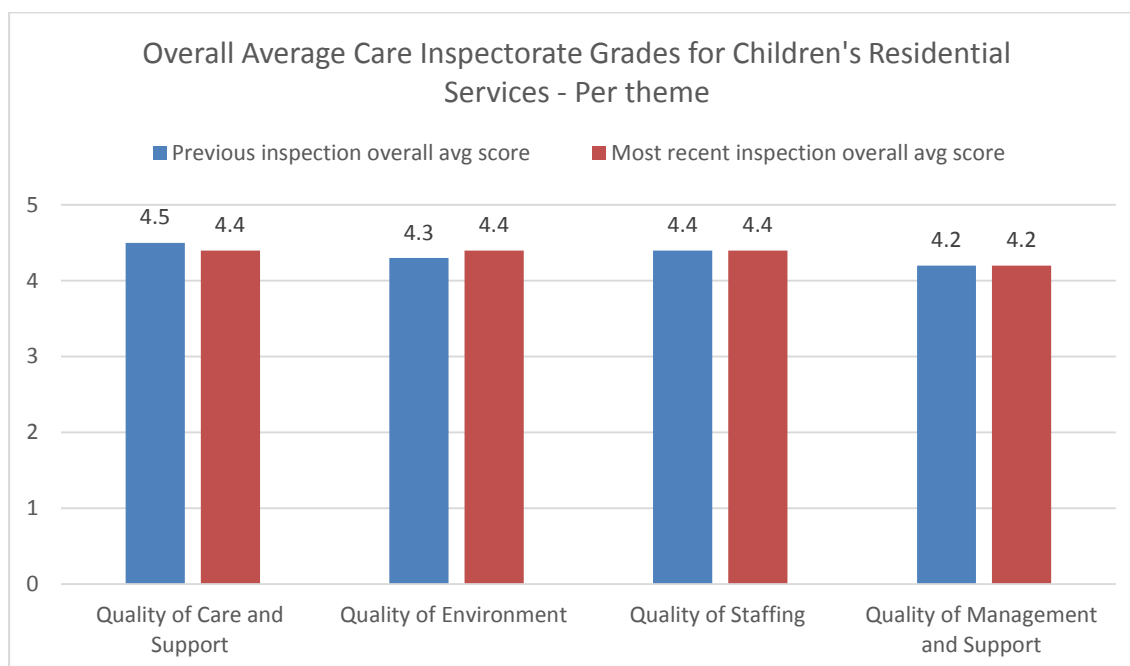
3. Overall Average Score for Most Recent and Previous Inspections

- 3.1 The graph below shows the overall average score, for all of the quality themes, across all 20 units for the most recent and prior inspections.



There has been an overall increase from an average grade of 4.3 for the previous inspection to 4.4 for the most recent inspections.

3.2 Overall Average Score for each Quality Theme



3.3 Summary of Scoring for all Quality Themes

The following table shows the percentage of grades awarded across each of the quality themes for all units for the most recent, and previous inspections.

Grade	Previous Inspection	Most recent inspection
Excellent	0%	3%
Very good	55%	43%
Good	37%	45%
Satisfactory	1%	9%
Weak	7%	0%
Unsatisfactory	0%	0%

Netherton and Broomfield Children's Units received a 6 (excellent) score under the Leadership and Management Quality Theme in their most recent inspection.

Information on grades awarded across all Units for each of the quality themes is provided at Appendix 1

Please note that if Units achieve 4 grades of either Good or above, only 2 quality themes are assessed in the following inspection.

4. Recommendations and Requirements

The Care Inspectorate made a number of recommendations and requirements as part of their findings from the most recent inspections across the 20 Units. The top 7 recommendations are listed in the table below along with the number of times each recommendation was made. In addition to the recommendations listed there were a number of single issue recommendations. These are included in the full table as appendix 2 to this report.

Recommendation	Number of times mentioned
Child Protection procedures require to be updated *	5
Young Peoples Risk Assessments require updating	4
All staff should receive regular supervision in accordance with policy	3
Need to update CSE Policy *	3
Young Peoples Care Plans to be reviewed / updated	2
Ensure transitional planning takes place and pathway plans completed within appropriate timescales	
Young people should be fully involved in developing Personal Plans setting out their day to day arrangements	2
All staff in unit required to attend Child Protection Training	2

- Child Protection procedures, including guidance in relation to Child Sexual Exploitation, were updated and re-launched in October 2016

Individual Units have already responded, or are in the process of addressing each of the recommendations and requirements made, with the support of the external management team, colleagues and partners.

The Care Inspectorate also recognised many positive aspects of the service that were having a positive impact on young people. These included:-

- Good relationships between staff and young people
- Young people achieving well at school, in training, or in employment.
- Young people engaged with a range of community activities.
- Young people going on holidays abroad
- Young people successfully moving on to more independent placements

5. Service Developments

5.1 The modernisation programme in provided children's residential care has continued, a total of 11 new units have been built and are now fully operational:

- Kempsthorn
- Plenshin Court
- Main Street
- Broomfield Crescent
- Dalness Close
- Wallacewell Quadrant
- Wellhouse Crescent
- Milncroft Road
- Hinshaw Street (replacing St Vincent Crescent)
- Crossbank (replacing Sherbrooke)
- Balmore (replacing Liddesdale)

5.2 In terms of future developments:-

- In January 2018 the existing 6 bedded Unit at Newark Drive will be closed, and replaced by a new 8 bedded Unit at Newlands Road.
- During the course of 2018 the 6 bedded unit at Norse Rd will be replaced by a new 8 bedded Unit.
- The unit at Chaplet Avenue will also be fully refurbished,
- Early planning is underway to replace the 5 bedded Unit at Airth Drive with a new build 8 bedded unit. A site for the new build has yet to be identified.
- Airth Drive will be retained as a Continuing Care resource.
- The final stage of the current programme will involve the 6 bedded Unit at Seamill St being replaced by a new 8 bedded Unit.

This will see the number of residential beds increase from 146 as at August 2017 to 155 when all the above work is complete, plus 4 continuing care beds.

- 18 X 8 Bed units = 144 Beds
- 1 X 6 Bed unit = 6 Beds
- 1 X 5 Bed unit = 5 Beds
- 1 X 4 Bed Continuing Care Unit for young people aged 16+

5.3 The Service continues to work hard to look after young people with increasingly complex needs. The skilled and committed workforce has contributed to only 5 young people, from a total of 282 looked after in provided units in 2016, breaking down from provided residential care and requiring an unplanned purchased residential service. 4 young people have moved from provided residential to purchased residential on an unplanned basis this calendar year.

5.4 Work has been ongoing to identify young people in external (high cost) residential placements and, where appropriate, support them to return to placements (including provided residential placements) within Glasgow. Good progress is being made in this area with the overall number of young people in external placements reducing

from 116 in February 2016 to 96 as at 4th August 2017. Working to further reduce the number of young people in purchased residential placements will continue to be a priority area moving forward.

- 5.5 As part of the Transforming Glasgow Agenda the Children's Residential Service will be subject to a Service review over the coming months. The review will consider a range of service development options that would aim to support improved outcomes for young people, ensure service efficiency and further joint working with partner agencies. Essentially, the foundations remain ideal to ensure that the service capitalizes on much more integrated networks of care that support more young people to succeed in Glasgow.
- 5.6 Finally, regular liaison meetings have been set up between the Children's Residential external management team and the team of inspectors from the Care Inspectorate. The meetings have so far proved helpful in enabling both organisations to communicate current priorities, future developments and in supporting joint work to take place.

6. Recommendations

6.1 The IJB Finance and Audit Committee is asked to:

- a) note the findings of this report in respect of the range of directly provided services inspected, themes arising and trends in relation to grades awarded; and
- b) note the positive progress in relation to service developments.

Appendix 1

Unit Name	Quality of Care and Support	Quality of Environment	Quality of Staffing	Quality of Management and Leadership
Airth Drive 06/10/15	4	4	4	4
Airth Drive 14/09/16	4			4
Liddesdale Road 18/04/16	5	5	5	5
Baltimore 16/03/17	5	5	5	5
Broomfield 10/02/16	5	5	5	5
Broomfield 01/03/17	5			6
Chaplet Avenue 15/02/16	5	5	5	5
Chaplet Avenue 16/03/17	4		4	
Crawford Street 21/12/16	5	4	5	5
Crawford Street 05/07/17	5	5		
Crossbank 11/12/15	4	4	4	4
Crossbank14/09/16	4			4
Dalness 16/09/15	4	4	5	4
Dalness 05/08/16	5			4
Hamilton Park Avenue23/08/16	5		4	
Hamilton Park Avenue 15/05/17	4			3
St Vincent Cres 29/02/16	4	4	4	4
Hinshaw Street 16/03/17	3	5	4	3
Kempsthorn 12/01/16	5	5	5	5
Kempsthorn 28/10/16	5			5
Main Street 13/05/16	5	5	5	5
Main Street 01/03/17	5		5	
Milncroft 27/10/16	5	5	5	5
Monreith 21/12/16	4			4
Monreith Road 21/06/17	4	4		
Netherton 19/05/16	5	5	5	5
Netherton 28/03/17	5			6
Newark Drive 09/06/16	5	5	5	4
Newark Drive 07/12/16	5			5
Norse Road 22/04/16	4	2	4	3
Norse Road 07/12/16	4	4	4	4
Plenshin court 18/03/16	5	5	5	4
Plenshin court 09/11/16	5			5
Seamill Street 06/06/16	4	4	4	4
Seamill Street 01/02/17	5			4
Wallacewell 18/04/16	2	2	2	2
Wallacewell 15/09/16	4	4	4	3
Wellhouse 23/06/16	4	4	5	3

Appendix 2

Summary of Inspection Recommendations

Recommendation	Number of times mentioned
Child Protection procedures require to be updated *	5
Young Peoples Risk Assessments require updating	4
All staff should receive regular supervision in accordance with policy	3
Need to update CSE Policy *	3
Young Peoples Care Plans to be reviewed / updated	2
Ensure transitional planning takes place and pathway plans completed within appropriate timescales	
Young people should be fully involved in developing Personal Plans setting out their day to day arrangements	2
All staff in unit required to attend Child Protection Training	2
Streamline admin processes for gathering , storing and sharing information	1
Adequate staffing levels should be maintained	1
Respond to young people's complaints in a timely manner	1
Strengthen audit process for reviewing quality of care plans and risk assessments	1
Develop a service improvement plan	1
Provider should ensure that appropriate support is in place for the manager of the service inc supervision with written records and greater involvement of the manager in relation to admissions to the service	1
Provider should ensure that young people have access to methods of maintaining contact with family and friends as well as having access to online learning opportunities linked to school and college placements.	1
The number of young people accommodated and the use of all areas of the house should be reviewed to ensure that the quality of life for residents is as good as it can be and that staff are able to fully care for young people without compromising privacy or confidentiality.	1
All young people should have detailed and up to date chronologies of life events to aid staff knowledge of young people and aid appropriate intervention	1
The service should develop closer links with community resources	1
The service should collate feedback from all stakeholders and hold a team development day to address how to develop the service, and use this info to develop the staff development plan	
Requirements	1
GCC must ensure that there is an adequate number of skilled, competent, and experienced care staff available to support the	1

needs of young people. Decisions around this should take into account the needs of young people, experience of staff, and provide continuity of care	
Ensure notifications are sent into the Care Inspectorate as appropriate	1