

# Item No: 8a

Meeting Date: Wednesday, 12<sup>th</sup> September 2016

## Glasgow City IJB Finance and Audit Committee

**Report By:** Mike Burns, Head of Children's Services.

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<b>Purpose of Report:</b>	To provide the Finance and Audit Committee with a summary of Care Inspectorate Activity for directly provided children's residential services within the period of 1 <sup>st</sup> January to 30 <sup>th</sup> June 2016
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<b>Recommendations:</b>	<p>Committee is asked to:-</p> <ul style="list-style-type: none"> <li>a) Note the contents of this report in respect of the range of directly provided services inspected, themes arising and trends in relation to grades awarded.</li> <li>b) Note the progress in relation to service developments</li> </ul>
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### Implications for IJB:

<b>Financial:</b>	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.
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<b>Personnel:</b>	There are no personnel implications arising from this report
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<b>Legal:</b>	There are no legal implications arising from this report
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<b>Economic Impact:</b>	The internal investment into the residential sector has strengthened the employment in the city and contributes to reducing out with authority high cost care.
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<b>Sustainability:</b>	There are no sustainability implications arising from this report
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<b>Sustainable Procurement and Article 19:</b>	
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<b>Equalities:</b>	There are no equalities issues arising from this report
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<b>Implications for Glasgow City Council:</b>	Ongoing development of Children’s Residential Service in transforming the balance of care.
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<b>Implications for NHS Greater Glasgow &amp; Clyde:</b>	Ongoing development of Children’s Residential Service in transforming the balance of care.
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<b>Risk Implications:</b>	
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<b>Direction Required to Council, Health Board or Both</b>	Direction to:	Tick ✓
	<b>Glasgow City Council</b>	
	<b>NHS Greater Glasgow and Clyde</b>	
	<b>Glasgow City Council and NHS Greater Glasgow and Clyde</b>	

**1. Purpose of the Report**

1.1 This report provides the Finance and Audit Committee with a summary and analysis of Care Inspectorate activity across 14 of the provided children’s residential units for the period 1<sup>st</sup> January to 30<sup>th</sup> June 2016.

**2. Grades Awarded**

2.1. The Care Inspectorate published a total of 14 inspection reports for this 6 months period. There are currently 20 children’s units holding the care of 140 young people. The sector has been subjected to an extensive and radical improvement programme, which will involve the completion of 13 new children’s unit.

**Table 1** outlines the units inspected, grades in all 4 quality themes and the grades from the previous inspection (where applicable).

**Table 1**

<b>Unit Name and Dates of most recent, and previous Inspection</b>	<b>Date final report submitted</b>	<b>Quality of Care and Support</b>	<b>Quality of Environment</b>	<b>Quality of Staffing</b>	<b>Quality of Management and Support</b>
Broomfield 27/01/15		5	5	5	5
Broomfield 15/12/15	10.2.16	5	5	5	5
Chaplet Avenue 19/11/14		5	5	5	5
Chaplet 28/12/15	15.2.16	5	5	5	5
Crawford Street 25/02/15		5	5	5	4
Crawford St 10/3/16	20.4.16	4	2	5	4
Kempsthorn 31/10/14		5	5	5	5
Kempsthorn 30/10/15	12/01/16	5	5	5	5
Liddesdale Road 23/03/15		5	5	5	5
Liddesdale Road 10/3/16	18.4.16	5	5	5	5
Main Street 09/03/15		4	5	5	4
Main St 16/3/16	13.5.16	5	5	5	5
Monreith 12/01/15		4	5	5	4

Monreith 4/2/16	5.4.16	4	4	4	4
Netherton 24/02/15		5	5	5	5
Netherton 4/3/16	19.5.16	5	5	5	5
Newark Drive 11/11/14		5	5	5	4
Newark Drive 31/3/16	9.6.16	5	5	5	4
Norse Road 23/03/15		5	5	5	5
Norse Road 10/3/16	22.5.16	4	2	4	3
Plenshin court 06/11/14		5	5	5	5
Plenshin Court 29/1/16	18.3.16	5	5	5	4
Seamill Street 12/03/15		4	4	4	4
Seamill Street 30/3/16	6.6.16	4	4	4	4
Wallacewell 24/02/15		3	3	3	3
Wallacewell 26/1/16	18.4.16	2	2	2	2
Wellhouse 3/6/16	23.6.16	4	4	5	3

Please note that only Units that had an inspection report published between January and June 2016 appear on the above list.

### 3 Evaluation of Provision

- 3.1 Each inspection occurs against two quality standards in four categories, with the lowest grade in each category determining the actual grade allocated. Within these inspections, grades were inspected against the following; care and support, environment, staffing and leadership.
- 3.2. The average score for the previous inspections was 4.6.
- 3.3 The average score for the most recent inspections was an overall reduction to 4.3
- 3.4 The reduction in the overall average was mainly due to issues identified with the environment at Norse Road and Crawford St and a poor inspection at Wallacewell Children's Unit.
- 3.5 The following table shows the grade percentage awarded from most recent and previous inspections.

Grade	Jan - June 16	July- Dec 15	2014
Excellent	0%	0%	12.5%
Very good	56%	25%	25%
Good	28%	75%	56.25%
Satisfactory	6%	0%	6.25%
Weak	11%	0%	0%
Unsatisfactory	0%	0%	0%
Satisfactory or better	89%	100%	100%

- 3.6 The table highlights a significant improvement / increase in the percentage of units awarded the grade of Very Good, which has increased significantly from 25% in 2015 to 56% in 2016.
- 3.7 There has however, also been an increase in weak grades awarded from 0% in 2015 to 11% in 2016. 4 of the 6 weak grades were awarded to Wallacewell Children's Unit. The first inspection in February 2015, occurred during an open day/ event to mark the opening of the new building. An adequate, but moderate inspection was awarded, despite the representation by the External Managers in challenging the circumstances of the inspection. The re-configuration of the new staff team into Wallacewell and the amalgamation of staff from different units, with varying levels of experience, was on reflection insufficiently planned, prepared and coordinated. This was then compounded by the transfer and profile of the young people 'matched' into the new unit at the same time. Consequently, creating an extremely challenging set of circumstances at the follow up inspection in January 2016.
- 3.8 To date, in the opening of the 13 units, the External Management team has become more experienced and adept at coordinating the configuration of such

new staff teams and around the range of needs of the young people about to be placed. The Senior Management hold responsibility for the challenges round the opening of the unit at Wallacewell and lesson have been reflected upon.

- 3.9 An Improvement Plan was immediately developed and implemented after the Wallacewell inspection in January 2016, which has resulted in a significant improvement in grades at their most recent inspection in line with the other 19 children's units.
- 3.10 The remaining 2 unsatisfactory grades were awarded to Norse Road and Crawford St Units under the "Quality of Environment" theme. These issues have been addressed and work is underway to address the issues identified. Discussions have also occurred with the Care Inspectorate regarding the scale of the re-build programme and that comparisons or benchmarking within the sector and against the standards now set by the new builds is proportionate and reasonable.

#### **4. Summary of Scoring under each Quality Theme**

- 4.1 Quality of Care and Support- in relation to grades awarded under the "Quality of Care and Support" Theme 13 of the 14 Units inspected scored either Good, or Very Good in the most recent inspection.
- 4.2 Quality of Environment- 8 of the 14 Units were awarded "Very Good". A further 3 Units scored "Good". 3 Units -Crawford Street, Norse Road, and Wallacewell were given a weak rating.
- 4.3 Quality of Staffing- in relation to Quality of Staffing 10 of the 14 Units scored "Very Good" in the most recent inspection.
- 4.4 Quality of Management and Support-in terms of Quality of Management and Support 11 of the 14 Units scored either "Good", or "Very Good"

#### **5. Service Developments**

- 5.1 The modernisation programme in provided children's residential care has continued, a total of 8 new units have been built and are now fully operational:
- Kempsthorn Place
  - Plenshin Court
  - Main Street
  - Broomfield Crescent
  - Dalness Close
  - Wallacewell Quadrant
  - Wellhouse Crescent
  - Milncroft Road

One further new build Unit, Hinshaw Street, opened in July 2016 replacing St Vincent Crescent.

5.2 Two further units will be opened by the end of summer 2016 and another in Jan 2017:

- Erribol St (replacing Liddesdale)
- Toryglen (replacing Sherbrooke)
- Merrylee (Replacing Newark Drive - Jan 2017)

This will see the provided residential capacity increase to 148 places.

- 14 – 8 Bed units
- 6 – 6 Bed units
- 2 – 5 Bed units

5.3 A new behavior management programme called ‘Promoting Positive Behavior’ has also been introduced to the Service. This programme is supported by the West of Scotland Training consortium and will support staff with their recognized SQA qualifications. All staff have now been trained and feedback suggests that the new approach has contributed to a reduction in the number of violent incidents within the Units. The Social Work Health and Safety Report reported that the number of violent incidents within the units had reduced from 163 between January and March 2015 to 117 between January and March 2016.

5.4 In addition, the residential service has been reviewing the outcomes and positive destinations for young people in the service. Further work is also ongoing regarding the monitoring of attendance at school and within employment. Along with such outcomes, the service is now paying particular attention to reduction in placement breakdown and where possible ensuring there is limited escalation to high cost placements; both secure and out with authority.

5.5 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 103 as at 5<sup>th</sup> August 2016. Working to further reduce the number of young people in purchased residential placements will continue to be a priority area moving forward.

5.6 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.

5.7 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 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.
- b) Note the progress in relation to service developments