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**Item No. 16**

**Meeting Date: Wednesday 11<sup>th</sup> September 2024**

**Glasgow City  
Integration Joint Board  
Finance, Audit and Scrutiny Committee**

**Report By: Karen Dyball, Assistant Chief Officer, Children's Services**

**Contact: Liz Simpson, Head of Children's Services, Residential, Families for Children and Continuing Care and Aftercare**

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**Children's Residential Services Care Inspectorate Activity**

**Purpose of Report:**

To provide an update to the Finance, Audit and Scrutiny Committee in relation to the service delivered by Residential Children's Services in the City.

**Background/Engagement:**

This report would customarily focus on the activity in relation to the work of the Care Inspectorate and the regulation of the Children's Houses.

**Governance Route:**

The matters contained within this paper have been previously considered by the following group(s) as part of its development.

- HSCP Senior Management Team
- Council Corporate Management Team
- Health Board Corporate Management Team
- Council Committee
- Update requested by IJB
- Other
- Not Applicable

**Recommendations:**

The IJB Finance, Audit and Scrutiny Committee is asked to:

- a) Note the contents of the report; and
- b) Note the findings in respect of Care Inspectorate grades awarded to directly provided Children's Houses.

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**Relevance to Integration Joint Board Strategic Plan:**

Children's Residential Services are key to delivering the transformation programme for Children's Services which is designed to strengthen the local infrastructure to deliver a preventative strategy in the city. The Children's Houses are integral to the IJB's strategy for delivering high quality care and effective outcomes for the city's most vulnerable children and young people. They ensure that children and young people can be cared for away from home within the city boundary without the need for them to be placed in out-with authority placements. Not only is this part of delivering the IJB Strategic Plan, but it is a cornerstone in relation to the delivery of 'The Promise,' the outcome of the Independent Care Review.

**Implications for Health and Social Care Partnership:**

**Reference to National Health & Wellbeing Outcome:**

Outcome 1: People can look after and improve their own health and wellbeing and live in good health for longer.  
Outcome 3: People who use health and social care services have positive experiences of those services, and have their dignity respected.  
Outcome 4: Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.  
Outcome 7: People using health and social care services are safe from harm.  
Outcome 9: Resources are used effectively and efficiently in the provision of health and social care services.

**Personnel:**

None

**Carers:**

None

**Provider Organisations:**

None

**Equalities:**

None

**Fairer Scotland Compliance:**

None

**Financial:**

None

**Legal:**

None

**Economic Impact:**

None

**Sustainability:**

None

**Sustainable Procurement and Article 19:**

None

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<b>Risk Implications:</b>	Poor inspections may mean that young people are not receiving good quality care.
<b>Implications for Glasgow City Council:</b>	Care Inspectorate grading's for Children's Houses managed by Glasgow City Council/Health and Social Care Partnership have a direct impact on the public perception of the Council, and consequently the Health and Social Care Partnership.
<b>Implications for NHS Greater Glasgow &amp; Clyde:</b>	None

### 1. Background

- 1.1. Glasgow City has 19 children's residential houses, one of which has a separate satellite house for one young person with complex needs. The Houses care for up to 147 children and young people between the ages of 8 and 21. There are 440 care staff employed in the service.
- 1.2. This report focuses on the activity in relation to the work of the Care Inspectorate and the regulation of the Children's Houses from January 2024 to August 2024. The Care Inspectorate inspection annual period is from April-March.

### 2. Inspection Framework

- 2.1. Inspections of Children's Residential Services are underpinned by the Quality Framework for Care Homes for Children and Young People and School Care Accommodation. The framework consists of 6 key questions:
  - How well do we support children and young people's well-being?
  - How good is our leadership?
  - How good is our staff team?
  - How good is our setting?
  - How well is our care planned?
  - What is our overall capacity for improvement?
- 2.2. From 1<sup>st</sup> April 2022, key question 7 was introduced:
  - How well do we support children and young people's rights and well-being?
- 2.3. This additional question was introduced to produce a more regulatory footprint, prioritise the quality of relationships experienced by children and young people in line with the aspirations of *The Promise*, and to support engagement with more children and young people by enabling more services to be inspected.

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2.4. Key question 7 has 2 quality indicators:

- Children and young people are safe, feel loved, and get the most out of life.
- Leaders and staff have the capacity and resources to meet and champion children and young people's needs and rights.

2.5. From January 2024, 8 inspections of children's residential services were concluded. All houses were assessed using key question 7.

2.6 The Care Inspectorate's inspection team for Children's Residential Services consists of 4 inspectors. Significant work has been undertaken both by the Care Inspectorate and Children's Residential Services to strengthen relationships between the two, and to improve consistency across inspection processes. There is regular communication between House Managers and Inspectors and there is a strategic meeting between all of the Inspectors and their line manager with the Service Managers on a 6 monthly basis.

2.7 A six-point scale is utilised to evaluate performance across all quality indicators during inspections, including Key Question 7:

Grade	Description	Definition
1	Unsatisfactory	Major Weaknesses - urgent remedial action required
2	Weak	Important weaknesses – priority action required
3	Adequate	Strengths just outweigh weaknesses
4	Good	Important strengths
5	Very good	Major strengths
6	Excellent	Outstanding or sector leading

More detail on the inspection framework can be found at:

[www.careinspectorate.com/index.php/inspections/new-inspections](http://www.careinspectorate.com/index.php/inspections/new-inspections)

### 3. Care Inspectorate Grades

3.1 Table 1 outlines the grades awarded by the Care Inspectorate for eight residential services delivered by Glasgow City HSCP, which were inspected and received final reports over the reporting period\*.

**Table 1**

Date of Inspection	Children's House	Grade for Key Question 7
17 <sup>th</sup> April 2024	Newlands Road	3
07 <sup>th</sup> May 2024	Norse Road	2
07 <sup>th</sup> May 2024	Milncroft Road	5
July 2024	Wellhouse	5
21 <sup>st</sup> May 2024	Plenshin Court	5
24 <sup>th</sup> July 2024	Dalness	5

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14 <sup>th</sup> April 2024	Chaplet Avenue	6
10 <sup>st</sup> July 2024	Broomfield	5

\* Reporting period – 1<sup>st</sup> January– 21<sup>st</sup> August 2024

- 3.2 Inspections of Dalness, Plenshin Court, Milncroft, and Wellhouse saw significant improvements within these services, with grades of very good (5) being awarded.
- 3.3 Broomfield Children’s House remained on grade 5.
- 3.4 Chaplet Avenue received a grade 6 (excellent/sector leading).
- 3.5 In relation to Norse Road, at the time of the inspection the service had been experiencing significant challenges which included managing a complex group of young people with key members of the leadership and care team absent from the service. As such, the care team had not received the leadership support required to fully implement and integrate the Nurture Training for the benefit of young people and carers.
- 3.6 Since the inspection a new house manager has been appointed, alongside experienced senior residential carers. This has provided greater leadership within the service and strengthened the implementation of the action & development plan.
- 3.7 The number of children and young people has also been reduced since June 2024 to enable the service to focus enhancing practice and building resilience. Good progress has been made in relation to the requirements and areas of improvement from the last inspection. External scrutiny from the service manager and increased quality assurance processes have been introduced, and the care inspectorate are satisfied with the progress that has been made. The Action and Development Plan for Norse Road is attached in Appendix 1.
- 3.8 In relation to Newlands Road, following a challenging inspection in December 2023 where the service was awarded a grade of 2, the Care Inspectorate undertook a follow up inspection in April 2024 to assess progress towards meeting the 6 areas of requirement and 1 area of development. During this inspection, the Care Inspectorate concluded that the service had met all 6 requirements. The service was awarded grades of 3, and 2 further requirements were set.
- 3.9 Since the inspection in December 2023 significant changes have taken place within the service. This includes the appointment of both a new management team and a new care team. The Care Inspectorate were understandably cautious in their grading of the service because of the significant changes that were made. Nevertheless, the inspection identified key strengths in the new team. This includes the implementation of a framework of care that supports trauma-informed practice with children and young people; services commitment to support young people in education which had increased young people’s engagement; improvement in quality assurance as a result of

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increased internal and external oversight by management, and a service commitment to safe staffing levels.

### 4. Key Themes from Inspection Reports

- 4.1. Key themes have emerged from inspections that are consistent across several services. These demonstrate the overall strength of Children's Residential Services, and readiness to deliver on *The Promise* agenda for change.
- 4.2. Key themes include the delivery of consistent, relational, and trauma-informed care, improvement in systems and structures within services to support effective service delivery, a focus on education and attainment for children and young people and a strengthening of their voice and participation in the planning of their care.
- 4.3. Common themes also emerged in relation to areas of development for services that will help to inform the broader improvement agenda for Children's Residential Services. This includes the matching of children and young people into services, enhancing peer relationships and managing risk and staffing ratios to ensure that we meet the safe staffing levels set out by both our internal Health & Safety team and the Care Inspectorate.
- 4.4. Other priority areas include access to external consultation, particularly within the field of neurodiversity and mental health, to ensure that services can meet the complex needs of Glasgow's children and young people.

### 5. Key Service Developments and Challenges

- 5.1. The service in the past has typically ran at capacity in terms of numbers of registered beds, however over the past 6 months there has been a consistent small number of available beds across the service. This has enabled the service to provide a more sophisticated matching process in relation to young people's needs and the mix already living in the house. We will need to continue to work on reducing the number of people requiring care so that the system has some capacity to pursue and ensure best practice around placement matching.
- 5.2. The service requires to provide care for young people with increasingly complex needs in relation to neurodivergence, mental health, trauma, and young people who present a high risk to themselves and others. This is becoming increasingly challenging as the service seeks stability and continuity of care for young people with more complex needs. However, this challenge is also a positive consequence of less placement breakdown and because of fewer young people moving to placements out with the city.
- 5.3. Children's Residential Services continue to be a vital support in relation to looking after young unaccompanied asylum seekers who come to the city. Often the initial response to caring and assessing their needs is in a residential setting. In conjunction with the City's Asylum Team, assessment

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and support is currently provided to 15 unaccompanied children and young people. All accommodated are on an emergency and unplanned basis.

- 5.4. To further support the planning for children and young people in care placements, the independent review team has been introduced. The use of the 'My Meetings' model has greatly enhanced both the voice and participation of children and young people in the planning of their care.
- 5.5. Care planning for children and young people in residential care has been further enhanced through joint work between Children's Residential Services and the Care Inspectorate. This work has focused on the development of a new care plan which is both SMART and child centred. Improvements in care planning, influenced by both the introduction of the Independent Reviewing Officers (IROs) and developments in care planning within services, have been identified by the Care Inspectorate and contributed to the improvement of grades in this area.
- 5.6. The service has now implemented a model of care – the Nurture Framework - that is supporting the development of relational and trauma-informed practice within Children's Houses. This is an evidence-based model of care that has been utilised within schools in Glasgow for over 10 years. It has also been successfully implemented in residential and fostering and adoption services in other Local Authorities.
- 5.7. Implementation of the model has been achieved with the support of partner agencies in Education and Glasgow Virtual Schools (GVS). This has involved a 4-day training course for all practitioners, and access to 6 weekly coaching sessions from colleagues in Glasgow's Educational Psychology Services (GEPS).
- 5.8. In 2023, the Nurture Through Leadership programme was implemented, targeting developmental support to House Managers and Senior Residential Practitioners. This will be led by partners in GVS, GEPS and Education. A new programme for 2024 has been developed alongside House Managers to continue to support key areas such as change management, practice development, resilience and well-being.
- 5.9. Nurture @ Nights, a programme focusing on developing nurture informed practice at night, is currently being rolled out across all 19 houses with the support of the service's Senior Learning and Development Officer and night-shift Senior Residential carers. This programme is designed to further support the shift towards trauma-informed practice, ensuring that children and young people receive consistent and compassionate care at all times. The development of this programme reflects the broader approach of the service to workforce development, which focuses on meaningful consultation to understand the needs of the workforce, and to design programmes and deliver learning that is responsive to those needs, and the needs of services.

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- 5.10. Since the introduction of the programme, there has been a significant reduction in the use of physical restraint within Children's Residential Services.
- 5.11. The service is currently caring for a significant number of children and young people who are either diagnosed or undiagnosed neurodivergent. External consultation and support from partners in Specialist Children's Services, CAMHS and GEPS is an area of priority for residential services to ensure effective care and placement stability.
- 5.12. A training needs analysis for all staff has been undertaken, and mandatory training in relation to PPB, child protection, nurture, suicide prevention/suicide cluster, first aid, and fire awareness has been provided. Further training on child sexual exploitation, sexually harmful behaviour, healthy relationships and sexual health and autism spectrum disorder has also been prioritized for those houses with an identified need.

## 6. Recommendations

- 6.1. The IJB Finance, Audit and Scrutiny Committee is asked to:
  - a) Note the contents of the report; and
  - b) Note the findings in respect of Care Inspectorate grades awarded to directly provided Children's Houses.

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## Children's Residential Services

Norse Road – Action &amp; Development Plan – 21.08.2024

**SERVICE MANAGER – Steve Purcell**  
**Care Inspectorate – Stephanie Stewart**

Identified actions to address areas for improvement as recorded on Care Inspectorate Inspection Report from unannounced inspection on 29<sup>th</sup> and 30<sup>th</sup> of April 2024. Please note, that there were 4 areas of requirement identified for this service.

Requirement 1	Key Question	How well do we support children and young people's rights and wellbeing?	
<p>By 30th August 2024, to ensure children and young people receive high quality, compassionate and nurturing care, the provider should promote a trauma informed approach to all staff. To do this, the provider must, as a minimum: a) Provide high quality training to all staff on trauma informed and nurturing practice. b) Ensure language used during interactions and in documentation, support a trauma informed approach. c) Staff and management within the service, should continue to act as role models in relation to being good citizens and neighbours. Children and young people should be helped to understand why this is important.</p>			
Action Planned	Timescale	Who is Responsible	Outcome
1. Carers to undertake Nurture Training to ensure practice is trauma-informed and relational.	31.08.24	House Manager ASM, L&D	Complete
2. Nurture @ Nights Training Programme to be rolled out to night-shift carers.	31.08.24	Night-shift SRP	Ongoing
3. Coaching sessions to be implemented to support trauma-informed practice, and trauma-informed writing.	31.08.24	House Manager Snr L&D Officer	Ongoing
4. Quality assurances processes to be implemented to ensure written records are trauma-informed and daily diaries are relational.	31.08.24	House Manager, SRP's	Ongoing
5. The service to nurture positive relationships with neighbours through effective communication, and by creating opportunities for young people to be actively and positively involved in their community.	31.08.24	House Manager, SRP, Care Team	Ongoing

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<b>Requirement 2</b>	<b>Key Question 7</b>	<b>How well do we support children and young people's rights and wellbeing?</b>	
<p>By 30th August 2024, to ensure the safety and welfare of all children and young people, the provider must ensure effective management of child and adult protection concerns, incidents and any notifiable events.</p> <p>To do this, the provider must, as a minimum:</p> <p>a) Operate an effective risk assessment policy and procedure which correctly and accurately identifies all risks to young people and staff.</p> <p>b) Provides a robust and responsive system for the review of risk.</p> <p>c) Ensure all staff undertake child protection and adult support and protection training.</p> <p>d) To support effective scrutiny of the service, the provider should ensure to access and follow, up to date Care Inspectorate guidance on notifications and provide assurance to the Care Inspectorate that the service is responding appropriately to the level of concern.</p>			
<b>Action Planned</b>	<b>Timescale</b>	<b>Who is Responsible</b>	<b>Outcome</b>
All carers to undertake Child Protection Training	30.08.24	House Manager Carers	Complete
All carers to receive support and guidance in relation to the completion of risk assessments. Discussion to support the analysis of risk will take place at team meetings and be recorded as case discussions	30.08.24	House Manager Carers	Ongoing
Quality Assurance processes to be implemented to review risk assessments on a monthly basis. This will focus on the depth of analysis and the efficacy of the interventions identified to mitigate risk	30.08.24	House Manager, SRP's Carers	Complete
All incidents and violent incidents recorded through the HANDS system to be investigated and reviewed by the House Manager/SRP's, Service Manager and Health and Safety.	30.08.24	House Manager SRP's Service Manager Health & Safety	Complete
A monthly analysis of incidents and violent incidents to be completed to identify patterns or contributing factors in escalation of incidents. This will support early and effective intervention.	30.08.24	House Manager	Complete
House Manager and SRP's to have individual log-ins to the Care inspectorate Eform System to allow notifications to be submitted	30.08.24	House Manager SRP's	Complete
House Manager and SRP's to have received training in relation to the submission of notifications through the e-form system	30.08.24	House Manager SRP's	Complete

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Quality Assurance process to be implemented to ensure that all notifiable incidents are submitted as per the requirements of the Care Inspectorate.	30.08.24	House Manager SRP's	Complete
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<b>Requirement 3</b>	<b>Key Question 7</b>	<b>How well do we support children and young people's rights and wellbeing?</b>	
By the 30th of August 2024, to ensure children and young people are supported to achieve positive outcomes, the provider must ensure that personal plans set out how children and young people's health, welfare and safety needs are to be met. To do this, the provider must, at a minimum: a) Ensure that goals identified within wider care plans are reflected in personal plans. b) Goals are SMART (specific, measurable, achievable, realistic and time-bound). c) Plans evidence how children and young people lead on their own care and support. d) Contains accurate and relevant information.			
<b>Action Planned</b>	<b>Timescale</b>	<b>Who is Responsible</b>	<b>Outcome</b>
New format for personal plans to be implemented, and carers to receive ongoing coaching support in relation to effective completion of plans.	30.08.24	House Manager SRP's	Complete
Carers to be supported and encouraged to engage young people in identifying their own personal goals.	30.08.24	House Manager SRP's Carers	Complete
Quality assurance process to be implemented to ensure that care plans are audited monthly	30.08.24	House Manager SRP's	Complete

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<b>Requirement 4</b>	<b>Key Question 7</b>	<b>How well do we support children and young people's rights and wellbeing?</b>	
<p>By 30th August 2024, to support a continuous culture of improvement, the provider must implement robust quality assurance processes and practices (internal and external) to evidence the effectiveness of the service in meeting the needs of all children and young people. To do this, the provider must at a minimum: a) Ensure that internal and external management oversight is effective in identifying and remedying poor quality records relating to children and young people's care and support. b) Ensure that all formal auditing accurately reflects the work of the service in conveying ways in which children and young people's care and support is delivered. c) Ensure all staff receive high quality regular supervision to support their individual learning and development.</p>			
<b>Action Planned</b>	<b>Timescale</b>	<b>Who is Responsible</b>	<b>Outcome</b>
<p>Quality Assurance processes to be implemented to ensure good quality recording. This includes.</p> <ol style="list-style-type: none"> <li>1. SRP Monthly Audits of all Care Plans</li> <li>2. House Manager Monthly Audit to be completed which includes sampling of care plans.</li> <li>3. Quarterly Service Manager Audit to be completed which includes sampling of care plans.</li> </ol>	30.08.24	Service Manager House Manager SRP's	Complete
<p>All carers to receive supervision in line with the HSCP's supervision policy.</p>		House Manager SRP's	Complete
<p>House Manager and SRP's to access training and learning in relation to supervision</p>		ASM L&D	Complete