

DUNDEE CITY COUNCIL

REPORT TO: SOCIAL WORK COMMITTEE - 16 JUNE 2003
EDUCATION COMMITTEE – 16 JUNE 2003

REPORT ON: AN INSPECTION OF THE CARE ARRANGEMENTS AND EDUCATION IN
THE ELMS SECURE UNIT

REPORT BY: DIRECTOR OF SOCIAL WORK
DIRECTOR OF EDUCATION

REPORT NO: 398-2003

1.0 PURPOSE OF THE REPORT

- 1.1 This report seeks committee approval of the joint Social Work and Education response to the Social Work Services Inspectorate (SWSI) and HM Inspectorate of Education (HMIE) following their inspection of the care arrangements and education at the Elms Secure Unit which was carried out in June 2002.

2.0 RECOMMENDATION

- 2.1 It is recommended that the Social Work and Education Committees
- 2.1.1 Approve the joint Social Work and Education response to the Inspection Report on the Elms Secure Unit as set out in Appendix 1.
- 2.1.2 Note the Director of Social Work's intention, subject to staff and trade union consultation, to bring forward a report to the Personnel and Management Services Committee proposing changes to the social work management structure at The Elms.

3.0 FINANCIAL IMPLICATIONS

One of the recommendations of the Inspection Report was that the living area within the secure unit should be extended. Report 409-2003 outlines that the cost of this work will be £120,000 which is to be funded by the Scottish Executive through a Capital Grant.

4.0 LOCAL AGENDA 21 IMPLICATIONS

- 4.1 The actions to be taken in the response to the inspection will improve the quality of local services offered to young people in Dundee who require secure care provision.

5.0 EQUAL OPPORTUNITIES IMPLICATIONS

- 5.1 The actions to be taken in response to the inspection will improve the educational and social opportunities offered to young people who require secure care.

6.0 BACKGROUND

- 6.1 The care and education arrangements at The Elms Secure Unit were inspected jointly by the SWSI and HMIE assisted by the Scottish Executive Health Department (SEHD) and the Scottish Commission for the Regulation of Care (Care Commission). The purpose of the joint inspection was to assess whether full approval should be given to the new secure unit

(including living accommodation and the education suite) under the Regulation of Care (Requirements as to Care Services) (Scotland) Regulations 2002.

- 6.2 The appraisal of the Elms Secure Unit was completed in June 2002. The appraisal focussed on the needs and circumstances of young people, the establishment and its operation, the quality of life including health provision, the effectiveness of educational provision, management, leadership and quality assurance.
- 6.3 The Inspection Report published in January 2003 outlined eleven recommendations for action. Dundee City Council's response to this is the attached joint Social Work and Education Action Plan based on the recommendations. The action plan and relevant documentation is to be sent to the Care Commission and SWSI in June 2003.
- 6.2 The Inspection Report recommended that The Elms should be approved by Scottish Ministers under the Regulation of Care (Requirements as to Care Services) (Scotland) Regulations 2002 and this was agreed. The Elms was granted its full licence to operate as a secure unit.

Inspection

- 6.5 The key strengths identified during the inspection were:
- The good ethos in the education and living units.
 - The commitment of management and staff to the individual needs of young people.
 - Child centred collaboration between the Principal Teacher and Unit Manager.
 - Good information for young people and staff.
 - Support for young people in exercising their rights.
 - Health input to care planning and liaison with key workers regarding case management.
 - General application of students during lessons.
 - Quality of most lessons.
 - The general organisation of teaching resources and space.
 - In general, young people felt safe.

Progress Since the Inspection

- 6.6 The Elms Secure Unit has accommodated thirty young people who have met secure care criteria since January 2002. All of the young people have successfully left the unit to placements matching their social, educational and behavioural needs.
- 6.7 The Inspection Team commented that the managing authority had sustained commitment despite the difficulties posed by the problems with the building. An application to the Scottish Executive for a small Capital Grant has been made to extend the living area within the secure unit to address the "claustrophobic feel" as described in the Inspection Report.
- 6.8 A successful joint bid with Rossie School has secured access to psychiatric and psychological services for young people in secure care. This arrangement will commence in September 2003. This will enhance our multi-disciplinary assessments and provide a more immediate service to young people who may be experiencing mental health problems.
- 6.9 The Inspection Team commented on the committed staff group within the Elms. To support staff to deliver a quality service to young people, a Staff Training Strategy has been implemented in line with recommendations from the Scottish Social Services Council.
- 6.10 The Elms has experienced recruitment and retention difficulties in relation to its management posts symptomatic of the national trend. To address these difficulties and provide stronger supervisory support for staff, a proposal to revise the management structure is to be

presented to the Personnel and Management Committee for approval in August 2003. This will follow staff and trade union consultation.

- 6.11 The Elms also has an agreement on a pilot basis with Angus Council to offer one secure care place when available. This has proved successful and to date three Angus children have been accommodated.
- 6.12 The Inspection Report reflects the sustained commitment of Dundee City Council as the managing authority to providing high quality secure care and the joint Social Work and Education Action Plan confirms that this includes a commitment to service improvement.

7.0 CONSULTATION

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

8.0 BACKGROUND PAPERS

- 8.1 No background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information), were relied on to any material extent in preparing the above report.

9.0 DATE

Alan Baird
Director of Social Work

Anne Wilson
Director of Education

Date: 9 June 2003

Date: 9 June 2003

DUNDEE CITY COUNCIL

**JOINT SOCIAL WORK/EDUCATION ACTION PLAN
SWSI/HMIE INSPECTION REPORT - JANUARY 2003**

THE ELMS SECURE UNIT

The Action Plan sets out the responsibilities of Social Work and Education Staff in relation to the Inspection Report recommendations. Although the Plan is presented in two separate columns for clarity of accountability, many of the actions will be taken on a joint and collaborative basis.

| MAIN RECOMMENDATIONS Points for action Key areas for improvement/development | SOCIAL WORK | | | EDUCATION | | |
|---|---|---|---|---|-----------|----------|
| | Action | Timescale | Comments | Action | Timescale | Comments |
| 2.0 Training | <ul style="list-style-type: none"> A Training Strategy has been developed for all residential staff which takes into account the requirements set out by the Scottish Social Services Council All sessional staff go through an induction strategy which includes CALM Training | <p>Due to be fully implemented Aug 2003. Implemented in part</p> <p>July 2003</p> | <p>Training Strategy to be forwarded with action plan</p> <p>Security staff have no direct hands on involvement with young people. They are fully trained in their role during a "pinpoint" incident.</p> | | | |
| 3.0 Individuality & Development 3.1 Multi-disciplinary assessment (para 30) | <ul style="list-style-type: none"> Admissions Procedure and weekly planning meetings record young person's needs and reason for admission to secure unit. Their educational needs are also included | Achieved | | <ul style="list-style-type: none"> Liaise with care staff to ensure education assessments are included in care plans | Jan 2003 | |

| MAIN RECOMMENDATIONS Points for action Key areas for improvement/development | SOCIAL WORK | | | EDUCATION | | |
|---|---|-----------------------|---|--|------------------------------|--|
| | Action | Timescale | Comments | Action | Timescale | Comments |
| 6.0 Staff Handbook (para 68) | <ul style="list-style-type: none"> Handbook reviewed/updated. Role and responsibility of shift leader completed and included. Shift task list - updated to include Duty Manager | Completed May 2003 | Handbook to be forwarded with action plan | | | |
| 7.0 Support for Learning 7.1 IEP's (para 65) | | | | <ul style="list-style-type: none"> Extend existing IEP's to specify long and short term targets Review | Immediately June 2003 | Implemented following discussion with HMI in December 2002 |
| 8.0 Learning & Teaching 8.1 Assessment (para 63) | | | | <ul style="list-style-type: none"> Develop and implement format for multi-disciplinary assessment Obtain National Testing materials and use as appropriate | Jan 2003 Jan 2003 | |

| MAIN RECOMMENDATIONS Points for action Key areas for improvement/development | SOCIAL WORK | | | EDUCATION | | |
|---|--|-----------|----------|--|--|--|
| | Action | Timescale | Comments | Action | Timescale | Comments |
| 8.2 Homework (para 63) | <ul style="list-style-type: none"> Care staff as education mentors to assist with the implementation of the Homework Policy | Aug 2003 | | <ul style="list-style-type: none"> Development and implement Homework Policy including input from care staff and young people | Aug 2003 | |
| 9.0 Attainment 9.1 Overall Quality (para 51) | | | | <ul style="list-style-type: none"> Develop and implement Policy on Attainment Introduce clear statements on Learning Outcomes Investigate registration as centre for NQ units | June 2003 Aug 2003 June 2003 | Pupils remain on mainstream school roll. Maximum stay in unit is 3 months. School is presenting centre |
| 10.0 Curriculum 10.1 Structure (para 52) | | | | <ul style="list-style-type: none"> Revise PSD programme to improve topics i.e. sex and drugs, anger management, careers, money management and citizenship | Aug 2003 | |

| MAIN RECOMMENDATIONS Points for action Key areas for improvement/development | SOCIAL WORK | | | EDUCATION | | |
|---|---|---------------------|----------|---|-----------------------------------|---|
| | Action | Timescale | Comments | Action | Timescale | Comments |
| 10.2 Courses (para 62) | | | | <ul style="list-style-type: none"> Contact appropriate QIO/Staff Tutors and Careers Officer regarding the above | March 2003 | |
| 11.0 Staff Development & Review 11.1 Formal Review (para 73) | | | | <ul style="list-style-type: none"> Liaise with Head of Provision to implement review process | Process in place by June 2003 | |
| 12.0 Development Planning 12.1 Secure Unit | <ul style="list-style-type: none"> Improvement plan to be drafted when new manager is appointed to include recommendations from HMIE Report. Report to be sent to SWSI and Care Commission | Completed Sept 2003 | | <ul style="list-style-type: none"> Adjust existing Development Plan to incorporate recommendations from HMI Report | Jan 2003 Review March 2003 | 2002 - 2005 development completed and approved by Head of Provision |

| MAIN RECOMMENDATIONS Points for action Key areas for improvement/development | SOCIAL WORK | | | EDUCATION | | |
|---|--|--|----------|-----------|-----------|----------|
| | Action | Timescale | Comments | Action | Timescale | Comments |
| 12.1 Secure Unit cont. | <ul style="list-style-type: none"> Secure unit is to be extended to provide more living space and address claustrophobic feel as described in Inspection Report Successful Joint Bid with Rossie Secure School to access psychiatric and psychological services. | <p>Work to commence Sept 2003</p> <p>Sept 2003</p> | | | | |

29.05.03
GO/ELMS/action_plan2003