

DUNDEE CITY COUNCIL

REPORT TO: SOCIAL WORK COMMITTEE - 16 JUNE 2003

REPORT ON: RESIDENTIAL CHILD CARE SERVICES

REPORT BY: DIRECTOR OF SOCIAL WORK

REPORT NO: 402 - 2003

1.0 PURPOSE OF THE REPORT

1.1 This report provides a comprehensive update on the progress that has been made in developing residential childcare services in Dundee. This takes into consideration the recommendations made by the Independent Consultant who reviewed these services in June 2001, outlines the current position and sets out for Committee approval the next steps that are to be taken to bring about further service improvement.

2.0 RECOMMENDATIONS

It is recommended that the Social Work Committee:-

2.1 Note the contents of this report and in particular;

2.1.1 Approve the Social Work Department's progress report and action plan 2003/2004 for residential childcare services (Appendix 1)

2.1.2 Acknowledge the issues raised by young people about the service and the challenges posed by them in fully involving them in the way the service operates and in its future development (Appendix 2)

2.1.3 Note the Director of Social Work's intention to bring to Personnel and Management Committee, proposals to change the management and staffing structure within the residential child care service following full staff and trade union consultation.

3.0 FINANCIAL IMPLICATIONS

3.1 Whilst there are no financial implications arising directly from this report, proposals for changes to the management and staffing structure within this service have been costed and will be submitted for approval at a later date.

4.0 LOCAL AGENDA 21 IMPLICATIONS

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

5.0 EQUAL OPPORTUNITIES IMPLICATIONS

5.1 The proposed actions taken and the next steps outlined in this report seek to improve the equality of opportunity and life chances of children and young people looked after in residential care. The equal opportunities implications of changing the employment pattern and conditions of services of residential child care staff have been taken into account in developing the proposals for change to the management and staffing structure of the service.

6.0 BACKGROUND

6.1 The Social Work Department has re-examined the report on residential child care services completed by the Independent Consultant in June 2001 and has set out the progress made in relation to each of the Consultant's recommendations and outlined the next steps that are to be taken to bring about further service improvement. The Progress Report and Action Plan 2003/2004 (Appendix 1) gives a comprehensive account of where we are now in developing residential child care services and sets out a challenging agenda for future change.

The views of looked after children in residential care have been surveyed by the Children's Rights Officer. The findings illustrate the current strengths of the service but also those areas which continue to challenge us to improve the quality of the care experience for young people and to develop as high as possible standards within our care provision. The viewpoint of young people is set out in Appendix 2.

7.0 KEY DEVELOPMENTS WITHIN THE RESIDENTIAL CHILD CARE SERVICE

7.1 These can be summarised as follows:

7.1.1 Building work is underway at Strathmore Avenue to provide a replacement facility for the Balgowan Avenue Unit. This new emergency admissions and short-term assessment service will become operational in November 2003.

7.1.2 A comprehensive programme of training for residential staff has been made available as part of a staff development strategy and there is a full induction course for new staff. All residential staff have been trained in the CALM technique for managing challenging behaviour and a full-time instructor has been appointed to provide refresher training in this technique.

7.1.3 A link teacher seconded from the Education Department, is now employed to work across the residential units to provide support for learning and to liaise with mainstream schools. Homework bases have been made available in all the units. Residential staff acting as education mentors, have been trained in Plato, a teaching system designed to help young people with their homework.

7.1.4 Three staff recruitment campaigns have been held in the past year. All care staff vacancies have been successfully filled, although there remains difficulty recruiting to some manager posts.

7.1.5 A Forum is held for all residential workers on a quarterly basis. This provides a means of supporting and valuing staff and promotes a healthy dialogue between management and staff.

7.1.6 Much work via the Staffing/Training Working Group has gone into the development of a new rota. This has involved full consultation with staff and the trade unions.

7.1.7 A planned cover team of social care officers has been in operation for the past two years. This assists by supplying staff for leave and sickness/ absence cover within the residential units.

7.1.8 The Elms received its full licence approval to operate as a secure unit in June 2002 and an Inspection Report on The Elms was published in January 2003. The Social Work Department's response to this is the subject of a separate report to Committee.

- 7.1.9 An inter-agency protocol in respect of sexual exploitation has been developed and direct work with young people has been carried out via the FACE (Fighting Against Child Exploitation) Group.
- 7.1.10 A special redeployment arrangement for residential staff was agreed, offering one year cash conservation to those who met a set criteria. Six staff took up this offer and there are now no other staff seeking redeployment.
- 7.1.11 A management proposal on a revised staffing structure for the residential child care service and revised job descriptions for all posts have been prepared. This sets out a clearer career pathway for residential staff and provides improved management and supervisory cover, particularly in the evenings and at weekends. Subject to staff and trade union consultation, a report outlining these proposals is to be submitted to Personnel and Management Services Committee for approval.
- 7.1.12 All residential units have now been registered with the Scottish Commission for the Regulation of Care. Meeting and exceeding Care Commission standards is a key responsibility for all Residential Resource Managers.

Each residential unit is to have an Annual Development Plan from 2003/ 2004 onwards, with a specific focus on improving the quality of the care experience for young people.

8.0 STRATEGIC PLANNING

- 8.1 For strategic planning purposes, a review of Dundee's future requirements for residential childcare placements is to be undertaken. This will take into account projected changes in the child population of the city, the availability of foster carers and the community resources that can be accessed to support young people to remain with their families. In determining the models of service provision and the required number of residential places, the review will help establish the overall size, shape and location of residential childcare services in Dundee over the next 5 to 10 years and the capital projects for replacement and/or refurbishment of buildings that will require to be undertaken to achieve this vision.

9.0 CONSULTATION

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

10.0 BACKGROUND PAPERS

- 10.1 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.

11.0 DATE

Alan Baird
Director of Social Work

Date: 9 June 2003

INDEPENDENT REVIEW OF RESIDENTIAL CHILDCARE SERVICES IN DUNDEE

PROGRESS REPORT AND ACTION PLAN - 2003

APPENDIX 1

1 POLICIES AND PROCEDURES			
RECOMMENDATIONS - JUNE 2001	PROGRESS TO DATE - JUNE 2003	NEXT STEPS	TIMESCALE
<p>1.1 The Social Work Department should continue to develop policies and procedures for the guidance of staff and the direction of services</p> <p>1.2 The department should ensure that the development of policies and procedures are advised by the work of staff at unit and team level and that there are opportunities for staff to reflect on new documents as teams and to develop their practice in line with the procedures</p> <p>1.3 All Council-wide policies and procedures need to be accompanied by clear implementation plans and processes for monitoring their effectiveness. Regular monitoring the adherence to the procedures are also needed</p>	<p>1.1 The Social Work Department has continued to develop its policies and procedures over the past 2 years.</p> <p>The following operating procedures have been developed specifically for residential services: Family members working together Time off in lieu arrangements for staff going on holiday with young people Sanctions for young people in residential care Anti-bullying policy in residential units</p> <p>Admission "Principles" Document has been sent out for consultation.</p> <p>1.2 An operating procedure 'Guidelines for developing procedures' has been developed. This sets out a partnership approach to the development of procedures and emphasises the need for all staff to work together to produce up-to-date and accurate procedural guidance.</p> <p>New policies and procedures are circulated and signed for by individual residential staff. They are discussed at team meetings and in individual supervision.</p> <p>1.3 Operating procedures are issued to all social work staff with a covering letter from the Director of Social Work emphasising the partnership approach. Where appropriate checklists, flowcharts and detailed implementation plans are appended to procedures.</p>	<p>1.1 The following operating procedures are currently under development or review: Policy on drug and alcohol misuse by young people. Administration of medication in young people's residential units The management of prolonged tonic seizures and the administration of Buccal Midazolam with particular reference to epilepsy. The approach to be taken in handling allegations against staff in light of current Child Protection practice.</p> <p>New Admissions Policy and Procedures are to be implemented, including setting up a Secure Care Admissions Panel for The Elms, as per National Youth Justice Standards.</p> <p>1.2 Staff expertise is sought and this feedback is included in new policies and operating procedures.</p> <p>1.3 A system is to be put into place for regular auditing of compliance with operating procedures. This will include consultation with young people via the Children's Rights Officer.</p>	<p>September 2003 August 2003</p> <p>October 2003</p> <p>December 2003</p> <p>September 2003</p> <p>December 2003</p>

2 FABRIC AND FURNISHINGS OF UNIT						
RECOMMENDATIONS - JUNE 2001		PROGRESS TO DATE - JUNE 2003		NEXT STEPS	TIMESCALE	
2.1	A continuing programme of repairs and improvements to the units needs to be maintained until longer term decisions are made about the shape of residential care provision for young people	2.1	An architectural survey was carried out on the four residential units and identified Balgowan Avenue as the building in most need of urgent replacement. £74,000 was spent on the fabric and furnishing of the residential units at the end of 2002.	2.1	A replacement facility for Balgowan Avenue is being built at Strathmore Avenue. Residential staff have worked with the design team to ensure the building will meet the needs of young people and the standards set by the Care Commission. Building work is to be completed and the unit is to be fully commissioned with new furniture and fittings. Before the service transfers and becomes operational, external consultancy is to be provided to the Balgowan staff group by SIRCC.	October 2003 October 2003
2.2	Responses to repairs in the units should be given a high priority	2.2	Two handypersons have been recruited, on a permanent basis, for the residential units and can tackle minor repairs immediately. A Building Protocol Handbook has been compiled for each Social Work establishment. This handbook provides building information and guidance for staff to assist them in the maintenance of the unit.	2.2	The operation of the Repairs Notification System to Economic Development is to be reviewed. Continue to provide training in relation to the repair reporting system. These will again be incorporated into the staff induction process.	December 2003
2.3	The level of cleaning staff time for the units is being addressed and the assessment of need for extra cleaning hours in the units should be implemented as soon as possible	2.3	The need for extra cleaning time was reviewed and two additional part time domestic posts have been established.	2.3	The deployment of domestic staff across the service is to be kept under review.	

3 CARE PLANNING			
RECOMMENDATIONS - JUNE 2001	PROGRESS TO DATE - JUNE 2003	NEXT STEPS	TIMESCALE
3.1 The developments being discussed for short stay and emergency resources for young people who are to be admitted to care are positive and point the way to improved services for young people at the point of crisis	3.1 Balgowan Avenue unit and the Community Support Team have built strong operational links to deal with potential admissions at referral stage. Balgowan Avenue has now been registered with the Care Commission as an emergency and short-term resource. The Residential Resource Manager has revised the units functions and objectives document. The unit has been inspected in line with Care Commission standards.	3.1 Work is to be undertaken to further develop individual community based alternatives to accommodating young people in crisis. The Emergency Admissions Working Group is to be re-convened. Balgowan Avenue to continue to work to its operational remit, as an emergency and short-term resource.	October 2003
3.2 The linking of other resources into the emergency provision which can help to keep young people safely at home with support is a positive direction	3.2 Balgowan Avenue Unit and the Community Support Team have built strong operational links in assessing the feasibility of an early return home and in identifying support packages to enable and support young people's return home. Balgowan Avenue Unit also liase closely with Out of Hours Service to prevent inappropriate admissions.	3.2 The Emergency Admissions Working Group is to be re-convened to develop operational protocols between the OOHS Service, Care & Assessment Teams, Family Placement and Residential Services. A monitoring system is to be put in place.	October 2003
3.3 The recruitment to vacant posts in the Care and Assessment Teams for Children's Services is also positive. The workloads of the social workers need to be kept under review	3.3 There are a high number of Social Worker vacancies in the Care and Assessment Teams (currently about 26%). Recruitment and Retention pilots are underway in order to attract and retain staff within this area of work.	3.3 The impact on the Residential Service of shortage of Social Workers in the Care and Assessment Teams is to be kept under review. The outcomes of the Recruitment and Retention Pilots will be evaluated and new working arrangements adopted.	December 2003

3 CARE PLANNING (Cont/d....)			
RECOMMENDATIONS - JUNE 2001	PROGRESS TO DATE - JUNE 2003	NEXT STEPS	TIMESCALE
<p>3.4 The volume of paperwork required when “looking after and accommodating” children is being considered. Some resolution needs to be found to reduce the time needed to complete the extensive sets of forms currently required</p>	<p>3.4 SIRCC training courses in Care Planning and Reviewing have been provided for residential staff.</p> <p>Four Working groups are currently reviewing the Looked After Children materials in relation:</p> <p>1 - LAC Materials and paperwork 2 - Standards and Performance in respect of assessment and care planning and permanence. 3 - Standards and performance in respect of carrying out reviewing responsibilities and administration of reviews and involvement and participation. 4 - Through Care and After Care.</p> <p>Looked After Children Development and Implementation Group have contributed to service plan development as per Children’s Services Plan.</p>	<p>3.4</p> <p>The recommendations of the four working groups need to be agreed and implemented.</p>	<p>December 2003</p>
<p>3.5 There is a need to conclude an assessment framework that can be used across the department which will give the units and the teams the opportunity to develop care plans which are firmly based on a comprehensive assessment of need</p>	<p>3.5 A comprehensive assessment framework for use within Children’s Services has been developed. This aims to better inform care planning within a format which is user friendly to all within Children’s Services.</p>	<p>3.5 The comprehensive assessment framework for use in Children’s Services needs to be implemented within Residential Services. This will take into account the review of LAC materials and paperwork that is currently underway</p>	<p>December 2003</p>

4 INTER-DEPARTMENTAL ISSUES			
RECOMMENDATIONS - JUNE 2001	PROGRESS TO DATE - JUNE 2003	NEXT STEPS	TIMESCALE
4.1 The planning processes at Council level should continue, and strategies developed that recognise the competing demands on resources, with the recognition of the particular responsibilities that the Council holds for young people accommodated by the Council	4.1 A Children's Services Plan 2002-2004 has been published. This was a collaborative effort involving various departments of the council, NHS Tayside and other voluntary and private agencies as planning partners. The plan sets out a common purpose and a commitment to work together to develop innovative forms of service delivery across agency and professional boundaries.	4.1 The strategic planning process is now overseen at Council level by the Children's Services Executive Group, chaired by the Director of Education. A Strategic Planning Group for Children's Services co-ordinates the work of a number of Development and Implementation Groups. These plan, develop and deliver services for children and young people who need additional support, including those accommodated by the Council.	
5 WORKING ARRANGEMENTS BETWEEN THE EDUCATION AND SOCIAL WORK DEPARTMENTS AND EFFECTIVE EDUCATION FOR YOUNG PEOPLE WHO ARE LOOKED AFTER AND ACCOMMODATED			
RECOMMENDATIONS - JUNE 2001	PROGRESS TO DATE - JUNE 2003	NEXT STEPS	TIMESCALE
5.1 Exclusion policies must ensure that there are very early discussions where a "looked after and accommodated" young person is on the brink of exclusion	5.1 In line with the joint policy, head teachers and school staff follow the Council's Exclusions Policy in dealing with looked after children. Care is taken to liaise with social work staff and involve them in resolving the issue.	5.1 Education Department are closely monitoring exclusion rates for all children, including those who are looked after and a target has been set to reduce the numbers of exclusions per year.	June 2004
5.2 Residential child care staff and social workers for children and young people should give the educational needs of looked after young people greater prominence in planning their care and then supporting young people to achieve their educational goals. This may include acting as an appropriate advocate for the young person in educational issues in the absence of a parent fulfilling this role	5.2 A joint policy on the Education of Children Looked After by the Local Authority was agreed in February 2001. Each school has identified a lead officer with specific responsibility for looked after children. A link teacher works with looked after children and residential staff across the units and liaises with mainstream schools. A homework base with educational resource materials and a personal computer is now available in each of the residential units. Each young person has a link worker to act as an education mentor. Residential staff liaise on a day to day basis with guidance/class teachers and attend educational reviews/meetings as a matter of good practice.	5.2 All the tasks identified in the action plan set out to implement the joint policy on the education of looked after children are to be achieved. Improved outcomes in educational attainment levels, school attendance and exclusion rates are to be evident. The joint policy on the education of looked after children is to be reviewed.	June 2004 June 2004

5 WORKING ARRANGEMENTS (Cont/d....)			
RECOMMENDATIONS - JUNE 2001	PROGRESS TO DATE - JUNE 2003	NEXT STEPS	TIMESCALE
5.3 In line with the joint policy on the education of young people looked after by the Council, all school management teams and social work staff need to acknowledge the special needs of young people who are looked after for support in their educational placement and for programmes which meet their needs	5.3 Staff development opportunities on looked after children issues have been provided both for head teachers and guidance staff and for social work staff. This has aimed to raise awareness and mutual understanding of the special needs of looked after children.	5.3 All secondary school guidance staff are to be provided with training on looked after children issues during 2003/2004. Training sessions for social work staff on educational issues are also to be provided. Improved systems are to be put in place to ensure the attendance of education staff at looked after children reviews.	June 2004 June 2004
5.4 The issues raised in the recent Scottish Executive report "Learning with Care" should be studied and the collaboration that is recommended in this report compared with the current practices in Dundee and any shortfall addressed	5.4 The need to raise levels of educational attainment of looked after children has been acknowledged and a baseline of current achievements established.	5.4 An improvement of 5% is evident by the end of session 2002/2003 and 5% by session 2004/2005 in young people leaving care who have attained SQA Level 3 or above in English and Maths and in the overall Standard Grade Point Average of children leaving school.	June 2004
5.5 Joint training for education, residential care staff and social workers in specific areas relating to the curriculum and attainments, reasons for young people being looked after and the respective powers and duties of the key Council departments should be considered	5.5 Residential staff have been trained in the use of 'PLATO', an educational system designed to assist young people with their homework.	5.5 A culture of lifelong learning for young people to be promoted in all units. The use of internet access for young people and PLATO educational software is to be further developed.	June 2004
5.6 The Council needs to ensure that there is extensive collaboration and understanding of the corporate responsibilities of the Council for looked after and accommodated young people and through this collaboration enhance the educational attainments of young people with whom the Council has a special relationship.	5.6 Social Work and Education Management staff have systems in place to ensure that the educational needs of looked after children are jointly reviewed.	5.6	

6 THE MANAGEMENT OF YOUNG PEOPLE WHO PLACE THEMSELVES AT SIGNIFICANT RISK			
RECOMMENDATIONS - JUNE 2001	PROGRESS TO DATE - JUNE 2003	NEXT STEPS	TIMESCALE
<p>6.1 Early intervention when young people are identified as being at risk of sexual exploitation and making services available to respond to their needs should continue to be a priority for the Council and partner agencies</p> <p>Resources need to be made available to make their intervention effective.</p>	<p>6.1 Making services available to young people at risk of sexual exploitation has been given high priority. Services have continued to be developed, as has the networking arrangements between professionals that allows for the quick and clear transmission of appropriate information.</p> <p>Child protection case conferences are used as a vehicle to safeguard young people identified as being at risk. Greater use of inter-agency network meetings has also promoted early intervention.</p> <p>The Council has supported the development, by statutory and voluntary agencies, of enhanced services targeted directly at this client group. This has included work of the FACE Group, which has been recognised at a national level. The work undertaken won a Community Care Award.</p>	<p>6.1 Network meetings and child protection case conferences will continue to be used to safeguard for young people.</p> <p>A gap exists in the gathering and flow of information between unit staff, Police and the specialist workers involved in working directly with these young people. A means of tracking and co-ordinating the various individuals and links involved in this issue needs to be found. The 'mapping' process that was in existence needs to be re-introduced.</p> <p>The FACE group has developed and expanded its role and with monies from the Changing Children's Services Fund will establish a base of it's own. This direct work with young people will continue to be further developed.</p> <p>A Child Sexual Exploitation Development Worker is to be appointed. Their role will encompass acting as a co-ordinator, carrying out an audit process, training, fund raising as well as strategic planning.</p>	<p>December 2003</p> <p>March 2004</p> <p>July 2003</p>
<p>6.2 Co-ordination of responses at a city-wide level would maximise the value of all the services and ensure that the services developed were relevant to the needs of all the young people involved. This co-ordination should continue to be closely linked with Child Protection Services</p> <p>The Sub Committee needs to continue to assess the need for resources and to seek funding sources for the services required at different points in the young person's involvement in sexual exploitation</p>	<p>6.2 Co-ordination of responses has continued at a city-wide and inter-agency level. Co-ordination takes place at a strategic and at an operational level, both needs being met by inter-agency groups. This work is overseen by the Dundee Committee for Child Protection.</p> <p>The Sexual Exploitation Sub-Committee of the Dundee Committee for Child Protection has had a role in the co-ordination of successful funding bids that have brought more resources into this area of work.</p>	<p>6.2</p>	

6 THE MANAGEMENT OF YOUNG PEOPLE WHO PLACE THEMSELVES AT SIGNIFICANT RISK (Cont/d.....)			
RECOMMENDATIONS - JUNE 2001	PROGRESS TO DATE - JUNE 2003	NEXT STEPS	TIMESCALE
6.2 cont The ability to co-ordinate responses and services for young people caught in sexual exploitation should be explored. An assessment of the benefits of re-instating a specific post with a lead role in developing and co-ordinating the whole range of Child Protection services could be undertaken. The impact of using money for this post needs to be debated in the light of other reductions that would be necessary to appoint to the post Protocols are being developed for responding to young people who are being sexually exploited and these need to be finalised and a reliable information sharing system put in place.	6.2 cont The Social Work Department is re-appointing an officer to the post of Senior Officer (Child Protection). A bid has been made to the Changing Children's Services Fund to modernise child protection services and this includes 4 elements: An inter-agency protocol and operational procedures relating to young people at risk of sexual exploitation has been developed. This follows the advice contained in national guidelines for the preparation of such materials.	6.2 cont Appointment of a Senior Officer (Child Protection) is to be made. If approved by Scottish Executive, the CCSF proposal to modernise child protection services are to be implemented. The Inter-Agency Protocol is to be approved and implemented. Each Department within the Council and other statutory and voluntary agencies signing up to the protocol will then draw up their own practice guidelines.	August 2003 October 2003 August 2003
6.3 There needs to be continued attention to the safety of young people by the police and police activity to deter the perpetrators of the abuse of young people through sexual exploitation	6.3 There have been several recent examples where Tayside Police has demonstrated its commitment to deter perpetrators and to take action against perpetrators. This has included the successful prosecution of adult offenders. Tayside Police has played a central role in the development of services for young people at risk and has treated seriously all expressions of concern about the safety of young people.	6.3 Close working relationships with the Police are to continue through regular liaison meetings at senior management and operational levels. Increased use of warning letters and possible prosecutions for harbouring runaways are to be used in order to proactively manage this local issue.	
6.4 The work of the specialist workers with individual young people who are being sexually exploited needs to be supported and their ability to offer the young people continuity of support, even if placed at a distance from Dundee, needs to be fully considered	6.4 The work of Dundee Committee for Child Protection and the agencies directly involved in this area of work has supported and enhanced the ability of workers to focus attention on the needs of young people at risk of sexual exploitation. Additional resources have been made available to allow for the expansion of these specialist services.	6.4 A successful funding bid has been made to the Changing Children's Services Fund. The Social Work Department, Barnardo's, The Corner and The Web Project will continue to be involved in this service provision. The Resource Worker currently involved with the FACE Group is to be assigned to that role on a dedicated basis.	October 2003

RECOMMENDATIONS - JUNE 2001	PROGRESS TO DATE - JUNE 2003	NEXT STEPS	TIMESCALE
6.5 Training for staff in residential units to help them to gain a greater understanding of the issues for young people involved in sexual exploitation should be increased. The involvement of young people who have experienced sexual exploitation could enhance the value of the training	6.5 All unit staff have received training to raise awareness and understanding of the issues for young people involved in sexual exploitation. New staff also receive awareness training in relation to these issues as part of the Underpinning Knowledge Course which is provided as part of induction.	6.5 Training and awareness raising for staff on this issue is included in the Staff Development Strategy.	
6 THE MANAGEMENT OF YOUNG PEOPLE WHO PLACE THEMSELVES AT SIGNIFICANT RISK (Cont/d.....)			
RECOMMENDATIONS - JUNE 2001	PROGRESS TO DATE - JUNE 2003	NEXT STEPS	TIMESCALE
6.6 Multi-agency work in relation to drug misuse and offending behaviour is established and should be kept under review as new issues emerge in patterns of drug misuse and in youth crime	6.6 A specialist post within the CHOICE Project has been established to provide drug and alcohol counselling for young people. This has also led to increased training for staff on this issue. It is also a reference point for staff in the management of this issue. A Youth Justice Co-ordinator has been appointed and a Youth Justice Strategy for Dundee has been approved.	6.6 A Drug Awareness Training programme will be provided for residential staff by CHOICE Project staff. SACRO are operating a mediation and reparation scheme which will involve looked after children in residential care when appropriate.	March 2003
6.7 Close collaboration from the CHOICE Project with residential staff could help to inform the units of the different approaches that are likely to be appropriate for persistent offenders. Joint work could also be explored in relation to drug misuse and already the work with the police has been of value to the units	6.7 Workers from the CHOICE Project have made themselves and material available for residential staff to draw on as a resource. Drug awareness training has been made available.	6.7 The CHOICE Project is involved in pilot Fast Track Children's Hearings. Residential staff will be involved when looked after children are required to take part in offence focussed programmes. They will contribute to the evaluation of outcomes.	
6.8 Mental health problems faced by young people need the collective resources of Health and Social Work. The possible development of a Mental Health Team with psychologists, psychiatrists, psychiatric community nurses and social workers should be explored within the Tayside Child Mental Health Strategy structure. This model has been found to be very beneficial to both young people and staff in one of the Councils I visited	6.8 A new Primary Mental Health Workers Team is now in place to offer support, training, liaison, developmental work and direct case work.	6.8 A successful bid has been made to the Changing Children's Services Fund to expand the Social Work Team providing services to children and young people with mental health problems. This will contribute to a more integrated and multi-disciplinary service which will be more accessible to looked after children in residential care.	March 2004

7 RISK ASSESSMENT AND MANAGEMENT						
RECOMMENDATIONS - JUNE 2001		PROGRESS TO DATE - JUNE 2003		NEXT STEPS	TIMESCALE	
7.1	The risk assessment process created by Residential Resource Managers should continue to be developed so the process is understood and assessments carried out in each unit in a consistent way	7.1	As the risk assessment system has been operating for some time, a Working Group has been set up to review it and this will include evaluating the use of CALM as well as monitoring the consistency of the process.	7.1	The Working Group is to complete its review, make recommendations, share these with others and implement changes to the Risk Assessment system. The SIRCC Risk Assessment Training Course is to be made available to all residential staff.	December 2003 March 2004
7.2	The involvement of the young person in this assessment can further stress the responsibilities of the young person and staff to try to identify and manage the risky behaviour	7.2	The views of young people are sought as part of the risk assessment process when staff try to identify and find ways of managing their risky behaviour.	7.2	Any new Risk Assessment process proposed, will involve discussions with young people and include their views and wishes.	
7.3	The developing policy on sanction within units should be completed and available for discussion in the units with staff and young people	7.3	A Sanctions Policy for young people in residential care has been approved and implemented in all residential units.	7.3	The operation of the Sanctions Policy will be kept under review and the views of young people sought with the assistance of the Children's Rights Officer.	
7.4	The work of the Health and Safety Forum for residential childcare should be supported and wider representation from staff in the units pursued	7.4	The Health and Safety Forum for residential childcare staff held a number of meetings at which issues concerning the management of violence and aggression were raised. The need to monitor all incidents and respond to the individual needs of the staff involved was fully acknowledged.	7.4	Health and Safety issues are now included for discussion with staff at the quarterly residential workers forum.	

8 MANAGING CHALLENGING BEHAVIOUR AND THE RIGHTS AND RESPONSIBILITIES OF YOUNG PEOPLE AND STAFF			
RECOMMENDATIONS - JUNE 2001	PROGRESS TO DATE - JUNE 2003	NEXT STEPS	TIMESCALE
8.1 The Department needs to ensure that there is a full assessment of the needs of young people, and their areas of stress and aggression, as the essential starting point for assessing the likelihood of challenging behaviour and how to manage it	8.1 Behavioural risk assessments are made on all young people in residential units, in accordance with CALM.	8.1 CALM risk assessments of buildings are to be undertaken.	March 2004
8.2 Staff groups need to spend time to plan how they will respond to a young person who is displaying aggressive or challenging behaviour	8.2 Staff are working together to achieve a consistent approach to the needs and behaviour of young people whichever staff are on duty. A systematic handover between shifts has been developed across all residential units. The use of behaviour management plans has been developed by staff teams to work out what is to be done by whom, when and how.	8.2 The use of VIG as a resource for tackling challenging behaviour is to be developed. The Children's Rights Officer plans to visit staff and young people to discuss Rights and Responsibilities in relation to challenging behaviour.	March 2004 August 2003
8.3 The discussions with the police need to be continued so that consistent approaches are achieved to their involvement in responding to challenging behaviour in the units	8.3 The current operational liaison arrangements between the police and residential units is well established in some units.	8.3 Operational Liaison meetings between the police and all residential units are to be established, to ensure clarity in information sharing and in the response to incidents.	December 2003
RECOMMENDATIONS - JUNE 2001	PROGRESS TO DATE - JUNE 2003	NEXT STEPS	TIMESCALE
8.4 Opportunities for CALM training in the de-escalation and handling of challenging behaviour need to be maintained and refresher training readily available	8.4 All residential staff have had the opportunity to undertaken CALM training. A CALM Co-ordinator has been appointed to ensure that refresher training can be regularly offered to maintain staff skills within this area of practice.	8.4 The CALM Co-ordinator will deliver a programme of refresher training and will assist in revising and updating the practice guide on risk assessments.	December 2003

8 MANAGING CHALLENGING BEHAVIOUR AND THE RIGHTS AND RESPONSIBILITIES OF YOUNG PEOPLE AND STAFF (Cont/d.....)			
RECOMMENDATIONS - JUNE 2001	PROGRESS TO DATE - JUNE 2003	NEXT STEPS	TIMESCALE
<p>8.5 The Department and the Council need to support staff when it is agreed that a move from residential childcare work would be positive. There requires an acknowledgement of the feelings of failure that some staff experience in asking for a transfer of location and service and there should be no criticism if a move is requested.</p> <p>There needs to be a corporate approach to transfers of staff in these circumstances and opportunities at the time of restructuring residential care services taken to help the service to release these staff and be able to recruit people with energy and experience. This is not going to be an easy task because of shortages of experienced and skilled residential social workers across the country but it is an important step to consider</p>	<p>8.5 A special arrangement for residential staff was agreed which offered 1 year cash conservation to those who met a set criteria.</p> <p>Six staff were re-deployed to other posts. There are no other staff seeking re-deployment.</p>	8.5	

9 STAFFING ISSUES, ROTAS, WAKING NIGHT SHIFTS, WORKING PATTERNS			
RECOMMENDATIONS - JUNE 2001	PROGRESS TO DATE - JUNE 2003	NEXT STEPS	TIMESCALE
<p>9.1 The Council should also consider some of the current sessional staff for permanent contracts as new posts are created. This would have the advantage of providing some stability to staff groups and enhance the continuity and quality of care for the young people</p> <p>9.2 An assessment of the shape of the management team required in residential childcare units should be concluded in the next phase of planning</p> <p>9.3 The assessment of the level of ancillary staff required in the units should be completed and financial assessments of the extra costs be progressed for consideration</p> <p>9.4 Efforts should be made in the longer term units to reach a level of stability where consideration could be given to reducing the need for waking night staff unless there is a period of instability.</p> <p>Where there are challenging and changing needs of young people there require to be waking night staff to prevent sleep-in staff having their sleep seriously disrupted</p>	<p>9.1 Sessional staff do get the opportunity to be taken on, on a permanent basis. The sessional pool is seen now as a primary source of recruitment for the service.</p> <p>9.2 Proposals for a new management, staffing structure and rota have been developed and are being consulted upon with staff and the Trade Unions via the Staff/Training Working Group.</p> <p>9.3 Following a review of administrative and domestic services provision within residential care, extra clerical posts were created to ensure that every residential unit had it's own service. An Admin Assistant post was also created to oversee administrative procedures and develop management information systems.</p> <p>Two additional part time domestic posts have been established.</p> <p>9.4 Where appropriate twilight shifts have been identified to assist in meeting the needs of challenging young people. Sessional staff have also been used on a planned basis.</p> <p>Following a review is has been decided to retain the use of dedicated waking night staff.</p>	<p>9.1 The organisation and management of sessional staff is to continue to be integrated into the recruitment and retention of permanent staff across the service.</p> <p>9.2 Approval of the proposed management, staffing structure and rota is to be recommended to Personnel and Management Services Committee.</p> <p>9.3 This new service provision is to be fully utilised across all the residential units.</p> <p>9.4</p>	<p>August 2003</p>

9 STAFFING ISSUES, ROTAS, WAKING NIGHT SHIFTS, WORKING PATTERNS (Cont/d...)			
RECOMMENDATIONS - JUNE 2001	PROGRESS TO DATE - JUNE 2003	NEXT STEPS	TIMESCALE
<p>9.5 A more effective way of managing access to sessional staff needs to be found. Some central allocation of the tasks of monitoring the availability of sessional staff, and of contacting them to arrange to cover shifts, should be considered. The provision of a dedicated member of staff with personnel expertise could facilitate more effective contact with sessional staff who are needed for shifts and, additionally, allow their work patterns to be monitored centrally in the Social Work Department. While recognising the pressures on personnel staff the further allocation of some tasks in relation to the investigation of allegations and disciplinary matters could be a positive step to take and could release some management time from residential resource managers. Contact with the Council, which has set up an arrangement for this, could be productive</p>	<p>9.5 A Planned Cover Team has been established on a pilot basis, with a Senior member of staff appointed as Co-ordinator. This team has comprised of 4 Social Care Officers employed on a contractual basis to provide additional support.</p> <p>The primary task has been to enable workers to engage in one to one work with young people, facilitate training opportunities for staff, cover for annual leave and in some instances of sick leave.</p> <p>This has enabled the service to provide a more planned, flexible and consistent means of covering shifts. Time spent by unit staff on covering additional shifts has therefore been reduced.</p> <p>The Co-ordinator has also taken a central role in the organisation and allocation of sessional workers across the service. This includes the co-ordinator identifying a base unit where sessional workers can receive supervision and support from an allocated senior member of staff.</p> <p>In the absence of a Senior Officer who was allocated tasks in relation to the investigation of allegations and disciplinary matters, Residential Resource Managers have continued to take on this role within Dundee City Council's Complaints and Disciplinary Procedures.</p>	<p>9.5 The Planned Cover Team is to be established on a permanent basis</p> <p>The arrangements for the investigation of allegations against staff and other disciplinary matters are to be further reviewed.</p>	<p>August 2003</p> <p>December 2003</p>

9 STAFFING ISSUES, ROTAS, WAKING NIGHT SHIFTS, WORKING PATTERNS (Cont/d....)			
RECOMMENDATIONS - JUNE 2001	PROGRESS TO DATE - JUNE 2003	NEXT STEPS	TIMESCALE
9.6 The Council should review what improved support could be offered to staff who are off work following a violent incident. A small staff support scheme could ensure that staff off sick are kept advised about the different options open to them for the future and are given support while absent from work. These support staff would need to be able to access information about the range of benefits available to staff off work following an incident at work	9.6 A Staff Support Officer post has been appointed. Staff can also seek support from external counselling resources, which can be funded by the Council.	9.6 The availability of a range of services to support staff are to be further developed.	March 2004
9.7 Any future changes in the shape of residential provision should be carefully planned and staff given opportunities to move from frontline stressful jobs in units where their health and well-being is being seriously affected. The Council could explore the possibility of pensions being preserved at a person's highest salary point if they move for the latter years of their career to a less well paid post	9.7 See 8.5 above. Individual staff members have had the opportunity to undertake short term secondments in other service areas. The pension rules allow for this possibility and take into account the highest salary point achieved in the last 13 years of service.	9.7	
9.8 Given the very stressful content of the job of residential workers in childcare, it is important that recruitment is very thorough. Even with that rigour some staff who have had no previous experience of residential childcare work do not work as well as had been assessed in interviews	9.8 All managers are required to have undertaken recruitment and selection training prior to participating in recruitment process. The Planned Cover Team is the primary means of recruitment for the service. Formal induction to the service includes a one week underpinning knowledge course. Additionally a one week CALM training course is mandatory for all staff.	9.8 Recruitment and selection procedures are to be further developed. This will take into account the new roles and tasks of workers within the proposed staffing structure. Induction arrangements are to continue for all new staff.	December 2003
9.9 If these staff were able to be appointed for a probationary period where their progress was monitored, their training and support needs met then, if an assessment at the end of the probationary period identified that they were not suitable for the work, they could have their employment terminated. For the member of staff a probationary period would enable them to leave if they had not found the job suitable	9.9 It is Dundee City Council's Corporate Policy not to appoint workers on a probationary basis.	9.9	

10 TRAINING FOR STAFF			
RECOMMENDATIONS - JUNE 2001	PROGRESS TO DATE - JUNE 2003	NEXT STEPS	TIMESCALE
10.1 Dundee should continue to place a high value on residential childcare staff gaining recognised qualifications	10.1 A Residential Resource Manager has been seconded to the Staff Development Service.	10.1 The Residential Resource Manager secondment has been extended.	March 2004
10.2 There needs to be continued collaboration with the SIRCC to develop training courses that meet the needs of staff groups as well as individuals.	<p>A Staff Development Strategy setting out career pathways and training opportunities for residential staff is in preparation.</p> <p>There are three staff members undertaking Dip SW (SIRCC Route), nine undertaking SVQ 111 and ten undertaking HNC.</p>	<p>The Staff Development Strategy is to be finalised and implemented. This will include the selection of HNC/SVQ students and a future plan to ensure that residential child care staff meet the qualification requirements of the Scottish Social Services Council.</p>	March 2004
10.3 CALM training should be continued with regular reviews of the effectiveness and value of this method of restraint. The extension of the training to consider Breakaway techniques is seen as positive by staff. The understanding of what provokes challenging behaviour and how to manage it should be a further module for development.	10.2 The Staff Development Officer has regular contact with the Scottish Institute for Residential Child Care (SIRCC) regarding training and staff development issues.	10.2 The SIRCC Training Programme will continue to be offered to residential child care staff.	March 2004
10.4 Individual training plans for all staff would contribute to the development of staff skills and show the value that management places on staff members' personal learning.	<p>A programme of SIRCC courses is available to all residential child care staff.</p> <p>SIRCC external course programme also available to all staff.</p>	10.3 The evaluation of the use of CALM is to be completed.	December 2003
	10.3 A CALM Co-ordinator was appointed.	10.4 See 10.1 above.	
	<p>A training strategy is in place to deal with CALM training, refreshers and re-accreditations.</p> <p>Three staff have achieved CALM Instructor status. Regular weekly refresher training, re-accreditation training and verification is offered to all staff. There is a comprehensive database on all staff's CALM training</p> <p>Evaluation of the use of CALM is underway.</p>		
	10.4 Scottish Social Services Council has announced qualification requirements for all residential child care staff.		

11 STAFF SUPERVISION			
RECOMMENDATIONS - JUNE 2001	PROGRESS TO DATE - JUNE 2003	NEXT STEPS	TIMESCALE
11.1 The recently published Supervision Policy is a significant and positive development which needs to be widely circulated and discussed	11.1 An "Effective Support to Staff and Good Practice in Management" Handbook has been published. This brings together the Department's policies and practice guidelines on supporting, supervising and developing staff and maps out a clear pathway from effective induction to continuous professional development.	11.1 Supervision monitoring arrangements are to be reviewed to ensure that all staff have access to regular high quality supervision.	March 2004
11.2 The implementation of the Supervision Policy will require to be monitored as residential care shifts make arrangements for regular supervision more complex than in a team where all staff work office hours	11.2 The implementation of the Supervision Policy has been monitored and records are kept of supervision meetings with staff. Planned Cover Team Co-ordinator supervises Planned Cover Team Social Care Officers and Sessional Workers.	11.2 Fully implement contents of Handbook on Effective Support and Good Practice in Management, develop: - Personal Action Plans Personal Development Plans Employee Development Reviews for all staff.	March 2004
11.3 Senior staff with supervisory responsibilities must have the time allocated in their workload to fulfil their supervisory tasks	11.3 Managers and Senior Workers who supervise staff, allocate time within their workload to undertake supervisory tasks.	11.3	
11.4 Team leaders, or other senior staff if introduced, need to have opportunities for training in delivering supervision	11.4 "Supervising and Developing Staff" - Training course through SIRCC available to all staff who deliver supervision. Role of Residential Resource Managers, Residential Resource Workers, Senior Social Care Officers and Social Care Officers have been reviewed by Working Group on Staffing/Training. Service Manager and all Residential Resource Managers have attended a workshop on the implementation of the above.	11.4 In light of changing roles and responsibilities, a workshop for all workers with supervisory responsibilities will be held.	September 2003

12 CONSULTATION FOR UNITS			
RECOMMENDATIONS - JUNE 2001	PROGRESS TO DATE - JUNE 2003	NEXT STEPS	TIMESCALE
<p>12.1 The specialist workers from the Department eg CHOICE, The Rowans, Drug Action and Community Support Teams should continue to work with units in providing specialist advice and direct work with young people in the units</p> <p>12.2 Consideration should be given to setting up arrangements for external consultancy for the residential childcare units from experienced staff with special knowledge and interest in the work of residential care. The possible service from the Scottish Institution of Residential Child Care could be explored</p> <p>12.3 The opportunity to discuss with Tayside Mental Health Strategy Group the development of a team of health personnel who could get to know the units, the young people and the staff would also be a positive step forward. Such a team could provide early intervention when mental health difficulties arise. Models from other Councils could be explored and discussed</p>	<p>12.1 Consultation is provided by the resource teams, other than Drug Action.</p> <p>Specialist Workers from external agencies such as Polepark, Includem, Bridge Project, also provide specialist advice and direct work with young people.</p> <p>The Corner have been providing 'Health Living' group work sessions at The Elms.</p> <p>Links have been made with the Caledonia Youth Service.</p> <p>Sports Development Officers have been visiting Balgowan Avenue and The Elms. They have supplied sports equipment. This service is being extended to other units.</p> <p>12.2 Residential Resource Managers and staff have discussed the potential uses of external consultancy. Consultancy for The Elms Secure Unit from Rossie School in terms of security and working practices has already been arranged.</p> <p>12.3 A new Primary Mental Health Workers Team is now in place to offer support, training, liaison, developmental work and direct case work.</p> <p>A joint bid with Rossie School to the Intensive Support Fund to ensure access to specialist psychiatric/psychological services for the Elms has been successful.</p>	<p>12.1 Current arrangements will continue with specialist workers. Opportunities for identifying and developing best practice and methods of intervention are to be explored such as through holding inter-agency/worker discussion forums.</p> <p>Consideration to be given to expanding this to the other units.</p> <p>Referrals of young people are to be made as appropriate.</p> <p>Funding is to be sought to continue this input.</p> <p>12.2 Other external consultancy links are to be developed as required.</p> <p>12.3</p> <p>New psychiatric and psychological services are to be provided by Tayside Primary Care NHS Trust for The Elms Secure Unit.</p>	<p>December 2003</p> <p>December 2003</p> <p>December 2003</p> <p>December 2003</p> <p>September 2003</p>

13 THE ELMS			
RECOMMENDATIONS - JUNE 2001	PROGRESS TO DATE - JUNE 2003	NEXT STEPS	TIMESCALE
13.1 A review of the staffing levels required to provide safe and intensive care is already in process and should be completed and implemented as soon as possible	13.1 A report which revised the staffing levels and structure was approved by Social Work Committee in August 2001 and implemented in September 2001.	13.1 Proposals to revise the management structure are to go to Personnel and Management Services Committee. This will follow staff and trade union consultation.	August 2003
13.2 The financial consequences of changes in staffing levels to provide safe care should be supported by the whole Council	13.2 A report which addressed the financial consequences was approved by Social Work Committee in August 2001.	13.2 The financial implications of a revision to the management structure will be addressed in the report to Personnel and Management Services Committee.	August 2003
13.3 The major building related works that have been agreed as required to resolve the building and security issues at The Elms require to be completed as soon as possible	13.3 Phase Two building works completed in September 2001. No major problems with security noted since that date.	13.3 Continuous review of building and security issues will be made. Application to the Scottish Executive for a small capital grant has been made to extent the living area to enhance the quality of care for young people.	August 2003
13.4 The work that has been started to review the procedures within the unit for the wide range of situations that arise to resolve some of the early difficulties needs to be completed. The procedures for security, for supervised leave and for secure external activities offsite are all different in this setting from the other units and need to be clear and well understood by all staff	13.4 All new procedures and policies were fully implemented and are constantly reviewed and revised where necessary. Inspection report made positive reference to completion of risk assessments for all young people having supervised leave or activities.	13.4 All staff are fully inducted into the operating procedures within the unit and receive appropriate training to work safely within a secure care setting. The procedures, the arrangements for the induction of staff and the provision of refresher training will continue to be updated.	
13.5 Consideration of how young people's personal space can be further respected should be part of the current review of policies and procedures at The Elms and attention given to the range of activities available for young people	13.5 All young people admitted to secure care have care plans appropriate to their needs which gives structure to their period of care. Work by care staff is focussed around their individuality and their needs.	13.5 The policy on the rights and responsibilities and privileges of young people needs to be made more user friendly. Further work is to be completed on this task.	Dec 2003

13	THE ELMS (Cont/d....)					
RECOMMENDATIONS - JUNE 2001		PROGRESS TO DATE - JUNE 2003		TIMESCALE		
13.6	Time needs to be available when the procedures and maintenance tasks are nearing completion to enable staff teams in The Elms to work together to ensure that they fully understand the procedures and policies. It is essential for the staff to be able to provide a very consistent response to these young people who will be in opposition to many of the rules and procedures	13.6	Team building and training took place over summer 2001. Further team building has taken place. The staff team have produced an action plan from team day on 20th February 2003.	13.6	Team building and training is scheduled for the next year. All action points from team plan are to be implemented.	September 2003
13.7	The procedures need to address the different powers and responsibilities that the Council needs to exercise for young people in close support care from those in secure care	13.7	The roles of the secure care team have been clearly defined. The secure care team have operated within guidance. The secure unit was inspected in June 2002. The joint Social Work and Education Action Plan is to be forwarded to the SW SI and the Care Commission in June 2003.	13.7	The Council's response to the joint inspection of the Secure Unit in June 2002 is to be subject of a separate report to go to Committee.	June 2003
14	SECURE ACCOMMODATION AND EXTERNAL PLACEMENT REQUIREMENTS					
RECOMMENDATIONS - JUNE 2001		PROGRESS TO DATE - JUNE 2003		TIMESCALE		
14.1	Dundee City Council should continue to make budgetary provision for purchasing secure places and residential school places outside Dundee to meet the needs of these young people. This should be a budget with resources from Education and Social Work and the proportion of funds from each could be reviewed as each department carries equal responsibilities for the care and education of these young people	14.1	A Corporate budget for the purchase of secure care and residential schools placements has been in place over the past 2 years. Placement trends and levels of spend have been very closely monitored by a Residential Resources Monitoring Group, comprising Senior Officers from Education, Social Work and Finance who meet fortnightly throughout the year.	14.1	The Residential Resources Monitoring Group will continue to meet to scrutinise professional practice and make recommendations to the Chief Executive for approval of new placements whilst actively promoting the use and development of community based alternatives and monitoring the budget.	March 2004

14 SECURE ACCOMMODATION AND EXTERNAL PLACEMENT REQUIREMENTS (Cont'd)			
RECOMMENDATIONS - JUNE 2001	PROGRESS TO DATE - JUNE 2003	NEXT STEPS	TIMESCALE
14.2 The work in hand to assess the likely demand for secure placements and residential school placements needs to be completed and the outcome of this work presented to the Directors of Social Work and Education and to the Chief Executive as the best assessment of the demand for external placements that the Council will have to meet	14.2 A report on placement trends, historical levels of spend and the projected future budgetary requirements was presented to the Chief Executive. This concluded that expenditure and placements basically remain at around £2.5million per year and residential school placements number 19 and secure care average 5 placements at any one time. A Placement Review Group meets 4 times per year to examine individual care and exit strategy planning for all current placements.	14.2 Dundee will continue to make regular use of secure accommodation both through it's own provision of 4 beds at The Elms but also by making external placements, particularly at Rossie School or Kerelaw. The pattern is for stays in secure care to be shorter and we aim to transfer young people to a less restricted environment as soon as possible. Use of external residential school placements will continue to be made when local resources cannot meet needs.	March 2004
14.3 Community resource teams' staff should continue to work with young people in external secure care so that they can be helped to return successfully to Dundee when their care requires that move	14.3 All admissions are very carefully and thoroughly monitored. Care is taken to ensure that young people in secure accommodation have their placements regularly reviewed and that they are moved on as soon as possible to a less restricted environment. Analysis of reasons for admissions illustrate that vulnerability due to absconding behaviour, drug misuse and self harm, sexual exploitation and risk taking as well as involvement in some types of offending such as road traffic offences are the most common factors leading to the need for the use of secure care.	14.3 The vulnerability of young women is a particular local feature in Dundee and we aim to develop a wider range of alternative ways of keeping young women safe. An interagency sexual abuse protocol will be adopted and implemented by local agencies. Further work with young people will be carried out through the FACE Group who will set up their own resource base. With regard to offenders, Dundee's involvement in the Fast Track Pilot Scheme gives us the potential to try out a variety of new community based alternatives, both in offence focussed programmes but also through the use of individual crisis accommodation support packages. The ACE Foster Carer scheme has funding for 8 carers to provide a direct alternative to secure accommodation and it is planned to recruit to this level. The Community Support Team offering evening and weekend support to young people at risk of being accommodated is being expanded.	March 2004

14 SECURE ACCOMMODATION AND EXTERNAL PLACEMENT REQUIREMENTS (Cont/d....)			
RECOMMENDATIONS - JUNE 2001	PROGRESS TO DATE - JUNE 2003	NEXT STEPS	TIMESCALE
14.4 Strategic planning through the children's Services Planning process should continue to keep all the different parts of the service working together and provide the forum for debate about the direction and funding of these services	14.4 A Children's Services Plan 2002-2004 has been published. This was a collaborative effort involving various departments of the council, NHS Tayside and other voluntary and private agencies as planning partners. The plan sets out a common purpose and a commitment to work together to develop innovative forms of service delivery across agency and professional boundaries.	4.1 The strategic planning process is now overseen at Council level by the Children's Services Executive Group, chaired by the Director of Education. A Strategic Planning Group for Children's Services co-ordinates the work of a number of Development and Implementation Groups. These plan, develop and deliver services for children and young people who need additional support, including those accommodated by the Council.	
15 DEVELOPMENT OF OTHER SERVICES FOR YOUNG PEOPLE			
RECOMMENDATIONS - JUNE 2001	PROGRESS TO DATE - JUNE 2003	NEXT STEPS	TIMESCALE
15.1 Dundee should continue to develop community resources to work with young people at risk of being accommodated and with those in residential care	15.1 A Community Support Team, working in the evenings and at weekends, 7 days a week has been set up to provide a social work service to families and their children where it is assessed that there is a high risk of a child being accommodated.	15.1 See 14.3 above	
15.2 The initiatives to tackle the problems of sexual exploitation should be maintained and the focus of the work through the Child Protection Sub Committee should continue to be the route for service development and awareness raising	15.2 A multi-agency Sexual Exploitation Group has been established under the auspices of the Dundee Committee for Child protection. FACE (Fighting Against Child Exploitation) forum has been established and an 'ACE' magazine, editorially controlled by young people published and distributed. This magazine won a Community Care award.	15.2 A draft inter-agency protocol on children and young people sexually abused and exploited has been drawn up. This is currently awaiting final approval from the various agencies.	August 2003
15.3 Opportunities for using the techniques of the CHOICE Project in residential childcare units should be explored to try to reduce offending behaviour of some of the residents	15.3	15.3 The methods and tools used by the CHOICE team and other resource teams are to be examined and considered for use in residential child care.	March 2004

15 DEVELOPMENT OF OTHER SERVICES FOR YOUNG PEOPLE (Cont/d....)			
RECOMMENDATIONS - JUNE 2001	PROGRESS TO DATE - JUNE 2003	NEXT STEPS	TIMESCALE
15.4 A group of staff, young people resident in the units, "Who Cares?" and the Children's Rights Officer should be asked to explore the possibilities of a mediation service to help to resolve specific confrontational issues in units and reduce the levels of mistrust that can build up when disagreements continue	15.4	15.4 The Children's Rights Officer will re-consider this issue and will explore how a mediation service can be provided.	December 2003
16 USING EXISTING SERVICES FOR STAFF SUPPORT			
RECOMMENDATIONS - JUNE 2001	PROGRESS TO DATE - JUNE 2003	NEXT STEPS	TIMESCALE
16.1 The procedures for managers responding to violent incident reports needs to be carefully followed so that workers are given time to discuss the incident and the impact on them and the young person. Young people also need to be given the opportunity to go over the incident and to work out their feelings and part in the events. The Service Manager needs to try to ensure that she is aware of the serious incidents and that a personal response is made when there is contact next in the unit. The importance of each staff member feeling that care is taken about them enhances their commitment and care for young people	16.1 All managers in the residential service take great care in dealing with violent incidents and the impact that these make on the young people and staff members. The procedures in ensuring completion of violent incident reports are followed and managers take responsibility to speak to the young person involved and individual staff members to ensure that the opportunity is given to go over the incident, their part in the event and any feelings that they may have about it. The Service Manager, Residential Child Care is made aware of all serious incidents and makes a personal response to those involved.	16.1 Proposals to adapt the current Violence and Aggression forms to be more specific to Residential Childcare are to be developed. The monitoring of trends is a key responsibility of all managers in the service and will be reported to the Children's Services Management Team on a regular basis. Training is to be arranged for line managers in post incident debriefing.	October 2003 March 2004 March 2004

16 USING EXISTING SERVICES FOR STAFF SUPPORT (Cont/d....)			
RECOMMENDATIONS - JUNE 2001	PROGRESS TO DATE - JUNE 2003	NEXT STEPS	TIMESCALE
16.2 The Counselling Service supported by the Social Work Department should be continued and assessment made of the resources need to make this service readily available to the staff who request their help	16.2 The existing in-house Social Work counselling service continues to be used regularly and remains a valued support. A service offering group counselling was initiated following a specific request and this proved beneficial to the residential child care staff involved. A Staff Support Officer was appointed in May 2003.	16.2 The demand for counselling services are being reviewed and options to extend this provision are to be considered. It is anticipated that this will include ensuring that the needs of staff within residential child care are well met. The Staff Support Officer in consultation with others, will lead on future developments in relation to counselling services.	March 2004 March 2004
16.3 A complementary staff support service that could offer peer support for staff who are isolated from their workplace following an incident or allegation should be explored	16.3 See point 16.2 above.	16.3 See point 16.2 above.	
16.4 The selection and induction procedures for staff for posts in residential childcare need to include discussion about the attitudes and tolerance of the applicant to potential verbal or physical violence in their work	16.4 The selection and induction procedure for all posts in residential child care include discussion with applicants about their attitude and tolerance to potential verbal or physical violence in the workplace.	16.4	

17 COMMUNICATION					
RECOMMENDATIONS - JUNE 2001		PROGRESS TO DATE - JUNE 2003		NEXT STEPS	TIMESCALE
17.1	The Council should continue to seek to support staff to express their concerns about practice at any level	17.1	Staff have been supported to express any practice concerns through their line manager and by other means. They have all been reminded of the Council's Whistleblowing Policy with specific examples given from residential child care.	17.1	How to raise practice concerns will be covered with new staff in their induction to the service and will continue to be highlighted to current staff through individual supervision and at team meetings.
17.2	The Director, Children's Service Manager and Service Managers should continue to appreciate that some staff have felt unsupported when raising concerns and that extra care is needed to try to understand some of the very deep-seated feelings which remain from some previous management approaches	17.2	This point has been fully acknowledged and accepted.	17.2	
17.3	Staff need to have their responsibilities to the professional values of confidentiality for the service users and their responsibilities to use the council procedures to raise concerns and not the media restated	17.3	This issue was covered in a letter from the Director of Social Work to all staff.	17.3	
17.4	The Director should review with senior managers in Children's Services what kind of regular meetings could be helpful in bringing together the different players in child and family work to enable managers to be accessible to a wide range of staff the is possible on an individual basis	17.4	The Service Manager, Residential Child Care as a member of the Children's Services Management Team contributes to the corporate approach taken to planning, commissioning and service delivery to children and families. All residential staff attend individual unit meetings and a quarterly residential workers forum is held to share information about developments.	17.4	Two mid day briefing sessions have been held on current topics relevant to all Children's Services staff and it is planned to hold more such sessions over the next year. This will enable people from different sections within Children's Services to come together to discuss and debate practice issues. Residential workers forums are scheduled to take place quarterly during the next year.
					March 2004

17	COMMUNICATION (Cont'd)			
RECOMMENDATIONS - JUNE 2001		PROGRESS TO DATE - JUNE 2003		NEXT STEPS
17.5	Methods for the most effective way of giving confidential briefings to members of the appropriate committees of the Council when sensitive and significant issues merge should be further examined	17.5	The approach adopted when sensitive and significant issues emerge has been to agree that confidential briefings should be given by officers at a meeting chaired by the Social Work Convenor and comprising the spokespersons for social work from the opposition groups.	17.5 This approach needs to be discussed with the Social Work Convenor and agreed with the new administration.
				TIMESCALE
				June 2003
18	MANAGING PUBLICITY			
RECOMMENDATIONS - JUNE 2001		PROGRESS TO DATE - JUNE 2003		NEXT STEPS
18.1	The Council should continue to give employees clear information about using the appropriate channels for raising concerns or complaints	18.1	The Social Work Department has given residential child care staff clear information about the appropriate channels for raising concerns or complaints.	18.1 See 17.1 above
18.2	The Council should continue to view seriously any breach of confidentiality by staff about the work of the department or the needs of young people who are "looked after"	18.2	Breach of confidentiality by staff has continued to be viewed very seriously and the needs of looked after young people in this respect have been regularly reinforced with staff.	18.2
18.3	The Council should consider how some of the challenges and dilemmas of providing social work services can be brought to the attention of the public and how the media could help to raise awareness of the types of services that the Council provides and for whom	18.3	A close working relationships has been developed between Social Work Department and Public Relations staff. Timely responses to media enquiries have been provided. A visit by the First Minister to a residential unit provided the opportunity to highlight to the public the work being undertaken in residential child care and the challenges faced by staff in this service.	18.3 Opportunities are to be taken to provide human interest stories and features for the local news media.
				TIMESCALE
				March 2004

18	MANAGING PUBLICITY (Cont'd)			
RECOMMENDATIONS - JUNE 2001		PROGRESS TO DATE - JUNE 2003		TIMESCALE
18.4	The responses of elected members need to reflect an understanding of the complex issues that arise in delivering social work services. They need to be supportive publicly of their senior managers as they deliver services in difficult situations and to recognise the aspirations of their managers to achieve services that are the best that can be provided	18.4	This point has been accepted and acknowledged by Elected Members.	18.4
19	MISTAKES, NEGLIGENCE AND BAD PRACTICE			
RECOMMENDATIONS - JUNE 2001		PROGRESS TO DATE - JUNE 2003		TIMESCALE
19.1	The Council's procedure for dealing with performance issues should be restated and the approach of managers dealing with these issues needs to be thorough, timeous and fair	19.1	Dundee City Council has published an Employee Handbook which sets out procedures for dealing with disciplinary and work performance issues. This includes how incidents of bad practice and negligence will be tackled. The Whistleblowing Policy provides a means for employees at all levels to report any incidents which give cause for concern.	19.1 The implementation of these policies and procedures are shared with staff at team meetings, in workers forums and on training courses. March 2004

19 MISTAKES, NEGLIGENCE AND BAD PRACTICE (Cont'd)			
RECOMMENDATIONS - JUNE 2001	PROGRESS TO DATE - JUNE 2003	NEXT STEPS	TIMESCALE
<p>19.2 Mistakes will be made on occasions and managers need to differentiate them from negligence in their approach to an enquiry into the incidents</p> <p>19.3 Allegations must be taken seriously and the young person listened to carefully. In the past, from enquires of abuse in some councils across the UK, young people often did try to tell someone that abuse was happening and staff need to appreciate that managers will have to enquire about the allegation and that this will be a difficult time for all parties to the events</p>	<p>19.2 All managers have completed training in good supervision practice.</p> <p>Regular supervision provides a formal process where mistakes can be discussed and prevented from recurring in the future. This is clearly a different response from the formal procedures necessary when dealing with issues of bad practice.</p> <p>Supervision training has been extended to include Residential Resource Workers and Senior Social Care Officers, which allows for supervisory input throughout shifts.</p> <p>19.3 To ensure young people are listened to and allegations taken seriously, the Council may invoke Child Protection Procedures. This process allows a thorough investigation of allegations and keeps the young person informed of progress.</p> <p>Child Protection forms an important part of all training provided for all staff employed by the Council. A training programme specific to residential child care has been provided since 2001. This has been instrumental in increasing the awareness of staff members who may be involved in situations requiring investigation.</p>	<p>19.2 Individual supervision is to be complemented by group supervision. This will ensure that peer oversight whilst on shift helps reduce the possibility of mistakes being made.</p> <p>19.3 Child protection training will continue to be offered to all residential child care staff.</p>	<p>March 2004</p>

19 MISTAKES, NEGLIGENCE AND BAD PRACTICE (Cont/d....)			
RECOMMENDATIONS - JUNE 2001	PROGRESS TO DATE - JUNE 2003	NEXT STEPS	TIMESCALE
<p>19.4 The impact of allegations on staff has to be kept in mind throughout any investigation of an allegation. Speedy contact and appropriate support for the person about whom the allegation is made can reduce some of the future difficulties that they inevitably face</p>	<p>19.4 The impact of allegations on staff is fully acknowledged by all managers within the service. Through good communication, every attempt is made to reduce the stress on the staff member involved and to keep them fully informed about the investigation process. The outcome of the investigation is shared as soon as possible.</p> <p>Staff have access to a staff counselling service. A return to duty interview is held to discuss any difficulties or concerns the staff member may have as a result of the allegations.</p> <p>Where complaints/allegations have been unfounded, a mediation meeting is held in order that client and worker can discuss any difficulties which may affect the development of a positive working relationship.</p>	<p>19.4 See 1.1 point 3 above.</p>	<p>December 2003</p>

20 MANAGEMENT OF CHILDREN'S SERVICES			
RECOMMENDATIONS - JUNE 2001	PROGRESS TO DATE - JUNE 2003	NEXT STEPS	TIMESCALE
20.1 The Council should continue to recognise the difficult tasks involved in managing Children's Services	20.1 The difficult tasks involved in managing Children's Services are recognised at all levels within the Council.	20.1	
20.2 In recruiting managers childcare services attention needs to be given to the style of management that is needed in this service. An ability to describe to staff the key values on which the work of the team is to be based, and how to translate those values into their practice, has been found to be a strong indicator of successful management of Children's Services	20.2 The Children's Services Management Team have recently completed a visioning exercise to set out clearly our aspirations for the service. Elevator messages have been prepared to communicate in an accessible way what our core business is about and what we are trying to achieve based on key social work values. Work on core management behaviours and leadership styles has recently been undertaken.	20.2 The vision statement that has been prepared is to be communicated and discussed widely by staff groups within Children's Services. The elevator messages are to be published and made available in different formats in all work locations. Ways of implementing and monitoring the outcomes of the work on management behaviours is to be agreed with assistance from an external consultant.	September 2003 September 2003
20.3 As the service continues to consider further improvements in the provision of residential and community services for children and young people, the Children's Services Manager and Service Managers need to ensure that they are accessible to staff and involving them to discuss the way forward, and to hear the views of staff on any proposals for change	20.3 For management oversight, a regular programme of visits to residential units is made by the Children's Services Manager and the Service Manager, Residential Child Care. The residential workers forum which is held on a quarterly basis, also provides the opportunity for an exchange of views between management and staff members.	20.3 The regular programme of management/staff contacts is to continue and residential child care staff are to be encouraged to join cross service working groups and to attend the mid-day briefings.	December 2003

CONSULTATION WITH YOUNG PEOPLE LOOKED AFTER IN RESIDENTIAL CARE

Background

The Children's Rights Officer consulted with nine young people across five residential units, four young women and five young men.

He asked basic questions around three main areas of rights enshrined in the United Nations Convention on the Rights of the Child. These were:

- 1 Protection (Did young people feel they were being kept safe?)
- 2 Provision (Is the service meeting their needs and is it of sufficient quality?)
- 3 Participation (Are young people included in service development and are they consulted about issues affecting them?)

YOUNG PEOPLE'S ISSUES

Issues relating to PROTECTION

STRENGTHS	NEEDS	CHALLENGES
All young people who were spoken to felt safe.		
<p>The issue of child exploitation is being addressed by the Fighting Against Child Exploitation (FACE) initiative.</p> <p>An anti-bullying strategy is in operation across the residential child care service.</p> <p>All staff have been trained in CALM which is an accredited, physical intervention method.</p>	<p>Young men do not seem to be aware of the FACE initiative.</p> <p>Not all young people felt that staff could protect them from bullying.</p> <p>Some young people feel that some staff use physical intervention more than others.</p> <p>There is a risk of young people being hurt during restraint.</p>	<p>Ensure <u>all</u> young people are aware of the initiative and, if necessary, have access to the service.</p> <p>Monitor and improve anti-bullying strategies to ensure that no young person is at risk of being systematically bullied.</p> <p>Records of restraint used should be subject to regular management analysis to ensure that issues are identified and action taken.</p> <p>If young people complain of being hurt in restraint, this information should be fed to the CALM co-ordinator to ensure the technique used can be adjusted, if necessary.</p>

Issues relating to PROVISION

STRENGTHS	NEEDS	CHALLENGES
<p>Most young people were happy with the physical fabric and furnishings of their unit.</p> <p>All units are well equipped and residential staff assist young people to access a wide range of activities.</p>	<p>Some young people feel that they do not have enough say in the shaping of their immediate environment.</p> <p>Staff need to be aware of how young people perceive those who spend more time in the office.</p>	<p>Ensure young people have an influence on how their unit is decorated and furnished, including how the furniture is laid out.</p> <p>Residential staff need to strike a balance between direct work with young people and their other duties.</p>

Issues Relating to PARTICIPATION

STRENGTHS	NEEDS	CHALLENGES
<p>A number of consultation exercises have taken place with young people, including this one, illustrating a commitment to listen to young people.</p>	<p>Young people should be more actively involved in the day to day running of their unit and in helping plan for service improvements.</p>	<p>Young people's views should be listened to and acted upon and they should participate in the:</p> <ul style="list-style-type: none"> Day to day life of their unit. Recruitment of staff. Meaningful resolution to their complaints. Young person's meetings that are held in every unit. <p>The Children's Rights Service needs to develop a number of initiatives to ensure young people are consulted and allowed to participate.</p>

The young people's issues as above outlined require actions to be taken in order that they are addressed. There is a commitment within residential child care to improve upon our consultation with and involvement of young people in both the day to day running of the service and in helping plan future service improvements.