

**DUNDEE CITY COUNCIL**

**REPORT TO: Social Work Committee - 20<sup>th</sup> February 2006**

**REPORT ON: The Integrated Inspection of the Elms Secure Unit**

**REPORT BY: The Director of Social Work**

**REPORT NO: 142 - 2006**

**1.0 PURPOSE OF THE REPORT**

1.1 The report seeks committee approval of the Joint Action Plan from Social Work and Education in response to the Integrated Inspection report received in December 2005 following the inspection in June 2005 of the Education and care arrangements at the Elms Secure Unit. The Care commission and the HMle inspectorate of Education conducted the integrated inspection.

**2.0 RECOMMENDATIONS**

It is recommended that the Social Work Committee:

- 2.1.1 approve the joint Social Work and Education Action plan as the response to the Integrated Inspection report on the elms secure unit as detailed in Appendix 1.
- 2.1.2 note the director of Social work's intention, to bring forward a report to committee advising of the progress within the residential services in Dundee that will include recommendations from the improvement plans for the Elms secure and Close support unit.
- 2.1.3 approve the continuation of the working agreement with Angus Council, which was originally agreed on a pilot basis in 2002 to provide a secure placement when available to young people residing in Angus and requiring secure care provision.

**3.0 FINANCIAL IMPLICATIONS**

3.1 There are no financial implications attached to this action plan. All the recommendations that involve expenditure have been approved out of existing budgets to date.

**4.0 LOCAL AGENDA 21 IMPLICATIONS**

4.1 The Actions recommended in response to the integrated inspection report 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 integrated inspection will improve the social and educational opportunities offered to young people requiring secure care.

## 6.0 BACKGROUND

6.1 The Care Commission and HM inspectorate of education inspected the Elms Secure Unit in June 2005 as part of the programme of integrated inspections of secure accommodation provision. It was one of the twice-yearly inspections that are conducted by the care Commission. SWSI and HM inspectorate of Education carried out the previous inspection in 2002.

6.2 The inspection covered key aspects of the work of the secure accommodation provision at all stages including arrangements to ensure the care and protection of young people, the environment for care and learning, educational provision and support for young people. The inspection paid close attention to the quality of leadership and the capacity of the service to improve. Selected National care standards and quality indicators were used.

6.3 The inspection report published in December 2005 outlined six recommendations for action. The joint response (appendix 1) is based on these recommendations. The unit was measured against selected National Care Standards and Quality Indicators from "How Good is our school".

### Leadership

6.4 The comments received regarding the leadership of the unit were good. The new appointments to the Head of Home and to the Depute Managers post has engendered a sense of optimism and enthusiasm and has allowed the external manager the opportunity to concentrate on developing a strategic approach to the management of the service.

### Inspection

6.5 The key strengths identified during the inspection were:

- The quality of individualised responses to the care and education needs of young people.
- Weekly planning meetings attended by Care and education staff and young people with their families
- Teaching and learning strategies that ensured young people re-engaged with education.
- Staff expectations of high quality work and acceptable behaviour in class.
- Partnership between education, health services and other agencies which was improving the young people's understanding of and ability to cope with, their health and emotional needs.
- Attention by care staff to identifying and meeting young people's health needs.
- Commitment and strategies of the principal teacher and residential resource worker in managing the challenging behaviour of young people.

### The views of Service users

6.6 The views of parents and carers and placing authorities were sought and the feedback was very positive about the service received by young people at the elms. With parents commenting on the way staff made them feel welcome and involved in the care of their child.

6.7 The views from young people were mixed although in the main young people said they felt comfortable in the unit and felt they could discuss their personal issues with particular members of staff.

### Areas of particular note

- 6.8 The report commented on the excellent attention paid to the health of young people. It was acknowledged that the young people benefited from the input of the Rossie Elms project that promoted their mental health and well being and allowed fast access to psychiatric services where appropriate. This project is currently funded from the Intensive support fund and has been granted an extension of funding until 2008.
- 6.9 The Elms has upheld its agreement to Angus council and has offered one secure placement when available since 2002. This has proved to be a good working partnership in the spirit of good child care practice. One child from Angus was in residence during this integrated inspection it is therefore important that this working arrangement is no longer considered a pilot arrangement.
- 6.10 It was highlighted in the report that young people were well supported throughout the process of leaving the service. Care and education staff worked closely with young people, their families and other professionals to ensure that transitional arrangements were well organised. Staff were very attentive to the details of the plans to promote young people's sense of security in moving on.
- 6.11 The report highlighted that the accommodation for education had a major weakness. This is one of the recommendations in the report and the action proposed to improve this situation is outlined in the action plan.
- 6.12 The integrated inspection report reflects the sustained commitment of Dundee City council as the managing authority to provide high quality secure care and the joint social work and education Action plan confirms the commitment to continuous service improvement.

## **7.0 CONSULTATION**

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

## **8.0 BACKGROUND PAPERS**

None.

Alan G Baird  
Director of Social Work

Date: 10 February 2006

## ACTION PLAN

### HMIe/CARE COMMISSION INTEGRATED INSPECTION

#### THE ELMS - DUNDEE CITY COUNCIL

**Recommendation**

- *Improve bedroom accommodation, accommodation for education, and the system of ventilation and heating within the unit.*

National Care Standard	Quality Indicators 'How good is our school'	Action	Timescale	Lead Person	Outcomes for Young People
Standard 5	6.1	<p>Heating and ventilation system has been prioritised on the Minor Capital Works Budget.</p> <p>"Tough" bedroom furniture has been purchased deemed suitable for bedsits in the unit, and meeting health and safety requirements.</p> <p>Principal Teacher has drafted a report identifying the limitations on the curriculum, due to the education accommodation. Discussions to take place with property services manager.</p> <p>Improvements have been made in terms of young peoples privacy by the installation of opaque coverings on the adjacent CSU windows.</p>	<p>Instruction given for work to begin immediately</p> <p>January</p> <p>Completed</p>	<p>A Fitzgerald</p> <p>A Middleton</p> <p>External Managers</p>	<p>Better accommodation would improve on safety and provide a broader curriculum</p> <p>Privacy upheld.</p>

**Recommendation**

- *Improve the presentation of food and continue to promote health eating.*

National Care Standard	Quality Indicators 'How good is our school'	Action	Timescale	Lead Person	Outcomes for Young People
Standard 3-6	4.1; 4.22	<p>The curriculum promotes a healthy lifestyle programme through their PSE programmes. Part of the programme was planned in conjunction with the LAC nurse.</p> <p>Food committees are to be set up including young people.</p>	Ongoing	A Middleton	Improve the health of looked after children.

		Employment of cook who promotes healthy food choices	Ongoing	A Fitzgerald	
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**Recommendation**

- ***Ensuring staffing levels are sufficient at all time and improve approaches to the supervision and training of staff, to better meet the needs of the young people.***

National Care Standard	Quality Indicators 'How good is our school'	Action	Timescale	Lead Person	Outcomes for Young People
Standard 7	7.4	Principal Teacher to implement staff development and review strategy.	June 2006	A Middleton	Improve quality of provision to young people.
		External Manager to complete Formal Review on principal teacher	ASAP	G Tocher	
		Residential Training Strategy completed with all Senior Care Staff.	Completed	M Dymock	
		Review supervision and supervision structure.	Completed	A Fitzgerald	
		Joint CALM training completed with education staff and social care staff.	Completed	A Fitzgerald	Meeting young peoples needs in a consistent way.
		Joint Child Protection Procedures to be drafted and included in Function and Objectives document.	June 2006	A Fitzgerald/ A Middleton	
		Establish joint training initiatives in Child Protection, Mental Health	Ongoing	A Fitzgerald/ A Middleton	
		Review of rota - staffing schedules - being undertaken by working group.	Ongoing	A Fitzgerald	
Absence Management Policy fully implemented	Completed	A Fitzgerald			

**Recommendation**

- ***Improve approaches to collaborative working, particularly in relation to PSE.***

National Care Standard	Quality Indicators 'How good is our school'	Action	Timescale	Lead Person	Outcomes for Young People
Standard 14 Standard 6	4.2 3.4	Establish Plan to promote collaborative working involving the formation of a Working Group - including care/education staff to discuss potential issues/barriers to effective collaborative working.  Implement timetable involving care staff and the delivery of PSE.  Review rewards system in education/care promoting positive behaviour.	Ongoing	A Middleton  A Fitzgerald	Young people will benefit from a more consistent and holistic experience.

**Recommendation**

- ***Review the statement of functions and objectives, and clarify roles and responsibilities of senior managers, including external managers; and***
- ***Develop an improvement plan with support of external managers, and improve approaches to quality assurance through involving all staff in self-evaluation.***

National Care Standard	Quality Indicators 'How good is our school'	Action	Timescale	Lead Person	Outcomes for Young People
Standards - ALL	ALL	Produce a joint statement of functions and objectives. This document will define clearly the staffing roles and responsibilities in Education/Care.  Produce joint development plan covering improvement proposals for education and care in the Secure Unit.  Visit establishments who have joint plans and incorporate into the development plans 'what works' and best value principles that would work in Dundee, Secure Unit.  Combine formats between Education/Care staff for self-evaluation (including the Social Care staff professional development competencies evaluation tool).  External managers for social care and education continue to conduct strategic planning group, agreeing quality assurance tools.	Draft June 2006  June 2006  ASAP  June 2006  Ongoing	A Middleton/ A Fitzgerald  A Middleton/ A Fitzgerald  A Middleton/ A Fitzgerald  G Tocher/ M Dymock/ A Fitzgerald/ A Middleton	Improve quality of care for young people.

