

[***Edinburgh’s Children Loved, Safe and Respected***](https://www.edinburgh.gov.uk/children-families/edinburghs-promise/1)

**LEADERSHIP GROUP REPORT**

**September 2022**

OVERVIEW

As we would expect by this stage in the planning and activity of Edinburgh’s Promise, there has and is a significant amount of work being undertaken across organisations, services and teams. This report will attempt to gather all the different strands of work that are currently being taken forward with clear linkages and involvement of Edinburgh’s Promise.

FUNDING

In February 2022, from five Edinburgh’s Promise supported applications, two were successful in receiving Corra managed Promise funding:

* A contextual safeguarding approach to children in conflict with the law
* Sparrow project - trauma support for parents who have lost the care of their children

Both projects received one-year, non-repeated funding to recruit a post holder in taking forward the project focus. After lengthy recruitment processes, both projects now have colleagues in place and leading on this work.

Three new areas of funding have been announced, that once again have been managed by the Corra Foundation on behalf of the Promise Partnership Fund. These three areas cover the following and applications are being led by the colleagues identified:

* A Supportive Workforce (Claire Ryan Heatley/Rose Howley/Keith Dyer)
* Supportive School Structure (Right to Education) (Sharon McGhee/Lewis Whale)
* Youth Justice and Rights (Janine McGowan/Alan McDonald)

These funds for supportive school structures (GC3) and youth justice and rights (GC11), directly relate to existing calls to action and have been allocated to their respective leads to take forward. The funding for a supportive workforce is not aligned to an existing call to action, and therefore has had to be looked at from anew. This highlights some of the significant challenges such funding causes the Children’s Partnership as there is no agreed workforce strategy in place that this work naturally aligns with and progresses. These issues have been raised through national lead events, especially in relation to community planning partnerships compared to singleton organisations. Funding applications are predicated on the procurement or partnering with other agencies to provide services to take matters forward. The challenges connected to short term secondments/fixed term contracts, the length of time taken by their recruitment as well as general workforce shortages, led to a view being taken that this was not the preferred approach to be taken this time around.

PLAN DELIVERY

See appendix 1 which details the progress of the four Working Groups, taking forward the 27 actions of the Edinburgh’s Promise plan.

The Working Groups have outlined their intention, activity to date, involvement of colleagues, as well as indicative timescales attached to each activity.

There are key developments underway connected to Working Group 4 and the Scottish Government funding of Whole Family Support. This development of Whole Family Support will likely involve several key colleagues, yet this area of service development does sit with Working Group 4 who would be well placed to co-ordinate the approach as it develops in Edinburgh. The Edinburgh Children’s Partnership was unsuccessful in its application to be a pathfinder area for Whole Family Support. A new lead, senior manager in children’s services, is in place for taking this work forward. Edinburgh will receive an initial £1.9m in funding to establish what is required to be implemented. Further funding from the £500m national fund is unclear.

ORGANISATIONAL UPDATES

Police – A lot of work taken forward across the Division to make sure that all colleagues aware of the Promise. The public protection unit have produced a language document to support changes, and this is also used in the concerns hub. Two videos have been produced for colleagues looking at practical application of the Fundamentals in a policing role.

Education – Colleagues have produced a Love, Safe and Respected video. This has been shared with every school alongside information on how to embed the Fundamentals into each school’s renewal plan.

Social Work – Development work ongoing to create a child friendly plan format. Early days to see language changes yet supported by additional work on this from contextual safeguarding project. Work underway to analyse data held on where brothers and sisters have been placed together or separately away from home. Work with tools in place to look at whether we are capturing children’s voices. Council business plan is being reviewed and will hold Edinburgh’s Promise as part of this. Elected members briefings planned.

NHSL Public Health – All 60+ workforce have had presentation on Edinburgh’s Promise and their involvement in the NHSL corporate parenting plan.

NHSL – New corporate parenting board taking forward key aspects of the Promise.

EVOC – EVOC’s network has met to discuss Whole Family Support and had input from the new lead on this work. EVOC have continued to link with 100 organisations regarding Edinburgh’s Promise and the Fundamentals.

LAYC – LAYC have a training and capacity programme in place on the Promise for member organisations. The youth and children’s managers forum have been sharing Promise developments. A staff and board development session allowed some self-evaluation as to whether LAYC were keeping the Promise

VOICE AND PARTICIPATION GROUP

This shortlife working group have been creating a framework of principles for participation and voice. The document, in draft, has been shared with the Delivery group for comment, before coming to the Children’s Partnership for final agreement. The document uses the same approach to the other Edinburgh’s Promise documents, in explaining the theory as well as its application. The document makes use of the 5 levels of participation, as well as what needs to be in place for participation to be effectively channelled. The document also covers continuous evaluation to ensure that the document and its principles have an impact on how we gain participation as well as listen to what the collective voice of children and young people is telling us.

ENGAGEMENT EVENTS

Engagement group to be established to take forward workforce engagement with Edinburgh’s Promise and reinforce key aspects of the Fundamentals, trauma informed practice and overall good practice in keeping the Promise.

COMMUNICATIONS

Edinburgh’s Promise communications have gone quiet, partly due to the summer, and due to resources being pulled to support the Ukrainian refugee efforts.

Work will be underway to re-establish the formal internal and external communications around Edinburgh’s Promise.

Colleagues are still asked to look for opportunities to connect work undertaken and communication around children’s services to Edinburgh’s Promise. We cannot overcommunicate Edinburgh’s Promise, its ambition and intent, nor overcommunicate that colleagues in everyday situations are, can, and could keep the promise through the Fundamentals with the children, young people, parents and carers with who they work. Edinburgh’s Promise is as much a cultural transformation, as it is an infrastructure and systems transformational programme, and we can achieve that through our daily actions and choices.

DECISIONS AND DIRECTION

The Children’s Partnership are asked for their view and direction on:

* Raising the issue of geographical challenges for education and health care access (GC2) at national level
* The Children’s Partnership’s plan on future work on joint commissioning (P1)
* Sharing these update reports on the public facing website – accessible by all children’s workforce as well as public

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Appendix 1

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| **ACTION** | **WORKING GROUP LEADING ACTION** | **ACTION** | **WHAT WILL SUCCESS BE MEASURED BY?** | **PROGRESS** | **TIMESCALE** |
| **GC1** - Every child that is ‘in care’ in Scotland will have access to intensive support that ensures their educational and health needs are fully met. | WG1 | What is the level of unmet need in education or health from existing reviews?  What are the trends where intensive support is not offered? | All looked after young people will be considered for a CSP  Education outcomes | Guidance on CSPs produced. Information shared with reviewing officers | December 2022 |
| **CG2** - Local Authorities and Health Boards will take active responsibility towards care experienced children and young people, whatever their setting of care, so they have what they need to thrive. | WG1 | Are there still issues for education and health support when a child or young person is placed outwith Edinburgh?  What are the thematic issues connected to gaps in support provision? | Children who are unable to live with their families, continue to have their educational and health needs met, regardless of where they find themselves living – in Edinburgh, or away from Edinburgh. Geographical location of Edinburgh’s Children is not a barrier to the educational opportunities and health care offered. | A national approach to this call to action is required and will not be addressed by activities of Edinburgh’s Promise alone.  Call to action to be escalated through the national Promise network | Working Group Meeting Nov 2022 |
| **GC3** - Care experienced children and young people will receive all they need to thrive at school. There will be no barriers to their engagement with education and schools will know and cherish their care experienced pupils. | WG1 | See GC1  Review by school-based colleagues regarding care experienced pupils and accessing everything they need for their support and opportunity to thrive | Measures we already have,   * We know all our of care experienced children * Process in places to track attainment * All currently looked after children are considered for a CSP   Attendance is monitored regularly. Health and social work colleagues are aware of patterns of absence and are actively involved in plans to improve attendance.  There is a designated manager in each setting who has an overview of each care experienced baby/child and their education planning.  Senior Leaders have regular and positive interactions with and about the care experienced community, this includes children, families, staff and partners.  Settings maintain accurate records including key contact information, review meetings, chronologies and relevant information from partners. | Short film and guidance on Love, Safe and Respected in Edinburgh’s Schools shared with schools based workforce  Over 6000 staff participated in collegiate discussion  Film and guidance document shared with COSLA | Completed |
| **GC4** - School improvement plans will value and recognise the needs of their care experienced pupils with robust tracking of attendance and attainment so that support can be given early. | WG1 | Tracking and monitoring of attendance and attainment work underway between Virtual HT for care experienced children and young people and Practice Team Managers | All school improvement plans will refer to attendance and attainment needs of care experienced children and young people and have development plans for early support to be both identified as being required and of being offered. | Key lead group established  Guidance for HTs produced  All schools participated in a senior leader briefing on school renewal plans  Self-evaluation toolkit produced to support staff in schools to review current practice and support improvement  Guidance on love, safe, respected produced and shared with staff in schools | Guidance circulated June 2022  School Renewal Plans reviews by Oct 2022  Good practice shared at Inclusion conference Jan 2023 |
| **GC5** - Care experienced young people will be actively participating in all subjects and extra-curricular activities in schools. | WG1 | Active school’s co-ordinators in Primary settings (Edinburgh schools) will already know  What resource to monitor in Secondary setting and outwith Edinburgh?  Any identified unmet need via Reviewing Team? | Identified barriers are removed  Participation is based on children’s interests and motivation  Care Experienced children and young people are encouraged and enabled to maintain positive friendships and relationships with peers and where barriers exist, they are removed.  Children have access to wider achievement opportunities and are supported to develop their interests and hobbies.  Our care experienced community have access to adults who value education and encourage them to have high aspirations.  All care experienced young people have an Edinburgh leisure and are supported to participate.  Education should be a priority in the child’s plan and when needed, is supported by ASL services.  Action points from Review and GIRFEC meetings are actioned, monitored, and reviewed. | All Care Experienced children’s wider achievements are tracked by staff in schools and existing opportunities offered  Schools, social work and families are encouraged to apply for the Care Ex Fund to support health and wellbeing and extracurricular activities  Professional learning for Active Schools staff and Instrumental Music Staff on Corporate Parenting and the Promise | Ongoing  Termly  Dec 2022 |
| **GC6** - The formal and informal exclusion of care experienced children from education will end. | WG1 | Existing policy review – what does it say and how in line with this call to action is it? What happens to Edinburgh’s Children not placed in Edinburgh schools? | Gathering, analysis and interpretation of existing exclusion data  Open and honest professional discussion about what is required to meet this call to actions  GIRFEC processes  LAC reviews, Education outcomes  Involvement of education in LAC reviews explained, clearly defined | Key lead group established  Meeting of the group  Analysis of key data  Trends identified  Meeting with HTs/ASL/EPs organised for June 2022  Carrying out research with young people, staff and schools and partners on exclusions for Care Experienced young people | Report completed August 2022 and shared with Education Leadership Team |
| **GC7** - Schools will support and ensure care experienced young people go on to genuinely positive destinations, such as further education or employment | WG1 | Existing provision via Hub for Success and TCAC team. Data on positive destinations already held.  SDS also actively working in Edinburgh with schools. | Professional learning on P1 and S1 transitions through a Care Experienced Lens  Guidance for staff in schools and social work produced on supporting transition in, through and out of school.  Tracking and monitoring of attainment  Strong partnership working between relevant agencies | Briefing and guidance on supporting care experienced learners with transitions produced and shared with all schools  Briefing with secondary and primary Depute Heads on supporting transition between P7 and S1  LOIP working group established | Guidance shared June 2022  6 weekly LOIP meetings  Termly DHT meetings |
| **ACTION** | **WORKING GROUP LEADING ACTION** | **ACTION** | **WHAT WILL SUCCESS BE MEASURED BY?** | **PROGRESS** | **TIMESCALE** |
| **StW2** - There will be no blanket policies or guidance that prevent the maintenance of relationships between young people and those who care for them. Settings of care will be able to facilitate the protection of relationships that are important to children and young people. | WG2 | Review existing policies for colleagues and foster carers offering care.  Establish or create an overarching policy regarding clarity on roles and extending a role beyond the immediate care of a child or young person | Policies and procedure will support the active promotion of all significant relationships to children and young people who are unable to remain in their family’s care.  Children and young people will be able to identify who is significant in their lives and that they have been supported in keeping these safe and loving relationships alive, regardless of their care arrangements. | The four areas (StW2, GC8, GC9 & GC10) will be taken forward by a small multi-agency working group that has been established. Co-chairs of the group in place.  Meeting fortnightly. Benchmarking what exists.  This group will map, review, amend existing documentation and guidance to meet the action requirements. | 2023 |
| **GC8** - All children living in and around Scotland’s ‘care system’ will be maintaining safe, loving relationships that are important to them. | WG2 | Voice of the child, stating who is important to them (SCRA)  Shift in culture where focus is primary relationships with parents – all other relationships secondary to that.  How to formalise the informal? | Children and young people will be able to identify who is significant in their lives and that they have been supported in keeping these safe and loving relationships alive, regardless of their care arrangements. | The four areas (StW2, GC8, GC9 & GC10) will be taken forward by a small multi-agency working group that has been established. Co-chairs of the group in place.  Meeting fortnightly. Benchmarking what exists.  This group will map, review, amend existing documentation and guidance to meet the action requirements. | 2023 |
| **GC9** - There will be no barriers to ‘contact’ and children will be supported to have time with people they care about. | WG2 | Reviewing how we informalise care to be more like family life?  De-professionalise contacts and relationships for children and young people living in care. | Children and young people will be able to identify who is significant in their lives and that they have been supported in keeping these safe and loving relationships alive, regardless of their care arrangements. | The four areas (StW2, GC8, GC9 & GC10) will be taken forward by a small multi-agency working group that has been established. Co-chairs of the group in place.  Meeting fortnightly. Benchmarking what exists.  This group will map, review, amend existing documentation and guidance to meet the action requirements. | 2023 |
| **GC10** - Relationships between brothers and sisters will be cherished and protected across decision making and through the culture and values of the people who care for them. | WG2 | Work underway to have better data on the complexities of why brothers and sisters are placed apart.  Thematic analysis of issues  Maintenance of connections to be key focus of reviews | Children and young people will know who their brothers and sisters are, where they are and if separated from them, be supported in maintaining high levels of contact with them. If there are challenges in the relationship between brothers and sisters, adults supporting children and young people will promote and facilitate mediation to repair damaged and fractured relationships. | The four areas (StW2, GC8, GC9 & GC10) will be taken forward by a small multi-agency working group that has been established. Co-chairs of the group in place.  Meeting fortnightly. Benchmarking what exists.  This group will map, review, amend existing documentation and guidance to meet the action requirements. | 2023 |
| **GC11** - The disproportionate criminalisation of care experienced children and young people will end. | WG2 | Review where we are with this – data.  Understand the issues as they stand in Edinburgh. Work with both colleagues and young people on alternatives to criminalisation. Union involvement  Age of criminal responsibility affected this call to action | Incidents are deescalated and are less likely to require police involvement and intervention, reducing the likelihood of children’s behaviour being criminalized.  Colleagues have been supported in expanding a culture, approach and skillset of de-escalation techniques.  Key data will inform of a reduction in the use of police to intervene in incidents connected to care experienced children and young people. | Lead officer identified as lead for this work. Working Group to be created to look at GC11  Formation of this group to take this forward has proven challenging and may require being taken back to Children’s Partnership or escalated through Edinburgh’s Promise Leadership Group | 2024 |
| **GC12** - There will be sufficient community-based alternatives so that detention is a last resort | WG2 | Extensive alternatives to detention exist and are in place  Challenge exists regarding Remand and decision making connected to these circumstances | Wherever possible children and young people will be cared for in settings that do not remove or restrict their liberties.  A range of alternatives will exist that are targeted at supporting children and young people who find themselves involved in behaviour and activities that place themselves and others at risk of harm.  Detention of children and young people will be a last resort. | Lead officer identified as lead for this work. Working Group to be created to look at GC12  Formation of this group to take this forward has proven challenging and may require being taken back to Children’s Partnership or escalated through Edinburgh’s Promise Leadership Group | 2024 |

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| **ACTION** | **WORKING GROUP LEADING ACTION** | **ACTION** | **WHAT WILL SUCCESS BE MEASURED BY?** | **PROGRESS** | **TIMESCALE** |
| **GC13** - All care experienced children and their families will have access to independent advocacy at all stages of their experience of care. Advocacy provision will follow the principles set out in the promise. | WG3 | At what stages do we offer advocacy?  In what settings do we offer advocacy?  When and where do we offer family/parent advocacy? | Our Advocacy contract will follow the principles of the Promise.    Feedback from our young people and families indicates Advocacy is provided at the right time for them | Current commissioned contract with Who Cares extended for a further 12 months until 31/12/2023    Discussion with Who Cares lead about to commence to consider how we approach children who are Looked After at home.    Attendance at national Network meeting allows us to baseline against other LA areas in terms of development and approach. | 31/03/2024 |
| **GC14** - Care experienced children and young people will be able to easily access child centred legal advice and representation. | WG3 | Review existing supports from CLAN, SCRA and other agencies.  Are these as well promoted as they could be? | At which point on the process is legal advice required/offered? | Police have information that is provided to children and young people that details the legal process and what their options are.  CLAN Law are keen to become involved in Edinburgh’s Promise work on this. | 31/03/2024 |
| **GC15** - Decisions about transitions for young care experienced people who move onto independent living or need to return to a caring environment, will be made based on individual need | WG3 | New process (Jan ’21) in place for transition between practice team and TCAC  Enhanced continuing care arrangements in place  Return to caring environment process to be reviewed/mapped. | Housing and Housing Support options for care leavers are clear and established.    Literature for young people and key stakeholders clarifies housing pathways for young people.    There are no gaps between the Over 12’s Panel and the Housing Support Panel for young people requiring care/support.    Continuing Care requests are approved based on the principle of need. | This work is being taken forward via a Review of the Housing Support Panel.  An Action Plan is being devised to take this work forward.  The outcome of the Review will be presented to the GBRV. | 31/03/2024 |
| **GC16** - Each young care experienced adult will experience their transition as consistent, caring, integrated, and focussed on their needs, not on ‘age of services’ criteria. | WG3 | Larger numbers of care experienced young people remaining in care  Reporting arrangements to CPMOG | Mapping of outcomes for young people.    Continuing Care requests/approvals are monitored for conversion rates.    Young people are supported in their transition | Ongoing.  This work is also captured through the Corporate Parenting Strategy reporting.    There is work ongoing about transitions for children with disabilities between children’s social work and health and social care  Continuing care oversight board to be re-established | 31/03/2024 |
| **GC17** - All care experienced children, wherever they live, will be protected from violence, and experience the safeguard of equal protection legislation. | WG3 | Are Edinburgh’s Children safer in our system than when at home?  Benchmarking of this call to action?  Number of care experienced children experiencing issues - as described - whilst in care. | Core outcomes can include:  Number of complaints submitted by children in our care.  Number of staff where Allegations of Abuse Against Staff policy is enacted.  Number of Advocacy reports from Who Cares regarding concerns of physical harm.  All staff in residential care will have undertaken Essential Training including:  CALM training.  Complaints Procedure.  Allegations of Abuse Against Staff.  Disciplinary Procedure  Performance Management    Where this is cared for at home etc, we need to develop wider outcomes for this area of work | Some of this work is ongoing through a Terms of Reference Group titled “Complaints, Restraints and Single Separation”    Advocacy from Who Cares can assist in baselining issues for young people not in residential care. | 31/03/2024 |
| **GC18** - Restraint will always be pain free, will be used rarely, and only when required to keep a child safe. | WG3 | Critical analysis of the use of restraint and single separation at ESS underway  Restraint in foster care – what happens?  Role of critical debrief following restraint  Restraint notification of a significant event?  Use of restraint in education and health – scale and procedures/review | Restraint numbers are low (baseline across 5 years’ worth of data)    Staff involved in restraints are trained in the use of CALM    A Central Register of Restraints is held with Senior Manager review of all incidents to ensure a restraint was required and occurred within CALM guidance | Ongoing within Residential Services.  The ToR looking at this work is underway, and the focus of the work currently is within fortnightly meeting of Residential Managers to ensure everyone is clear of the desired outcomes.    A Training log for CALM is reported monthly to Managers of Residential and Secure Services and Senior Manager for Looked After Children.  KPI’s/milestones are set against the ToR work plan | 31/03/2023 |
| **GC19** - There will be well communicated and understood guidance in place that upholds children’s rights and reflects equal protection legislation. | WG3 | Learning and development work to be undertaken to ensure practice guidance is understood and in place across care settings | Edinburgh will have a clear approach to speaking about and supporting children’s rights.  Edinburgh will have one model of understanding and speaking about Children’s Rights that is the same for children and young people as it is for adults supporting them | A working group including education, learning and development, LAYC and other colleagues has begun meeting (4th meeting planned) to take forward the work underway in Rights Respecting Schools, and build/borrow an existing model, that preferably uses either GIRFEC or the 3Ps approach to children’s rights. Final version of this will be ready for sign off by Children’s Partnership in October. | 01/01/2023 |

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| **ACTION** | **WORKING GROUP LEADING ACTION** | **ACTION** | **WHAT WILL SUCCESS BE MEASURED BY?** | **PROGRESS** | **TIMESCALE** |
| **WFS1** - The 10 principles of intensive family support will be embedded into the practice (planning, commissioning, and delivery) of all organisations that support children and their families, directly or indirectly.   * Holistic and relational * Therapeutic * Non-stigmatising * Patient and persistent * Underpinned by Children’s Rights * Community-based * Responsive and timely * Work with family assets * Empowerment and agency * Flexible | WG4 | Review of what we have, are there any gaps set against the 10 principles? | The 10 principles will be embedded and identifiable in the way that all services work with children, young people, parents, and carers.  The 10 principles will be embedded into Edinburgh’s approach to Whole Family Support | **Step 1** – understanding language of principles. Establishing understanding of the Promise and the 10 Principles.  **Action** - Parent Support Collaborative Outreach sub-group can provide data from recent survey and to be taken forward with Parent Support Collaborative EVOC Children/Young People and Families Network Promise sub-group.  **Step 2** – ensuring that the principles are introduced/embedded into new and recommissioned services. The Principles to be routinely used in the planning and commissioning of services.  **Action** – new funding streams and lead for Whole Family Support in place  .  **Steps 1 and 2** - Mark meeting with Jillian Hart to discuss PSC report Holistic Outreach Family Support Survey and to discuss activities with the Outreach Family Support sub-group.  **Step 3** – establishing an understanding of how well the 10 Principles are embedded into current service provision.  Focussing on principles for 2022 and then move on to WFS 2 and 3 in early 2023. | 01/03/2024  By 31 December 2022  01/03/2024  01/03/2024  By October 2022  By December 2022  By 31 May 2022. |
| **WFS2** - Scotland’s family support services will feel and be experienced as integrated to those who use them. | WG4 | How do we measure integration at this level?  How are services felt by families currently – baseline – what needs to change and how do we improve the integrated feeling?  Use of advocacy to guide families through services?  Services agreeing a basic level of language that is helpful to families? | Edinburgh’s family support services will feel and be experienced in a way that they offer the right support, at the right time, for the right duration need is required.  Edinburgh’s Whole Family Support strategy is implemented and | Scottish Government project underway to refresh GIRFEC and new guidance to be brought into this work.  Development of Whole Family Support plan and strategy | End of 2022  March 2023 |
| **WFS3** - All families will have direct and clear access to family therapies and specific support across a range of issues, so that accessing support is seen as something that a range of families may need throughout life. | WG4 | Family therapy mapping –  what exists;  how is it accessed;  demand versus capacity;  identify gap. | Edinburgh will have a clear pathway for children, young people, parents, carers and professionals are all aware of and can reach into for support as and when the need arises. | Single point of access work to be used as a pilot for expanding the model to a broader access/no wrong door contact point.  Development of Whole Family Support plan and strategy | Summer 2023  March 2023 |
| **P1** - Investment in the lives of children and families will be considered strategically and holistically in the context of their experiences. | WG4 | Where and how is money invested currently – across the Children’s Partnership – how does this align to this call to action? Does anything need to change? | Edinburgh will have a process in place that ensures that children, young people, parents and carers views and voice will inform the strategic investment available. | Joint commissioning work had begun yet was then halted.  Clarity required from Children’s Partnership regarding future work in this area | Overdue |
| **P2** - Organisations with responsibilities towards children and families will be confident about when, where, why and how to share information with partners. Information sharing will not be a barrier to supporting children and families | WG4 | Review information sharing arrangements – integral to this - GIRFEC | Edinburgh will have in place a clear information sharing | EVOC consultant is working cross-sector on new information sharing protocol.  GIRFEC refresh will support this work | March 2023 |