Integrated Impact Assessment – Summary Report

1.   Title of proposal

Children's Services and Performance, Quality and Improvement Service Review

2.   What will change as a result of this proposal?

The Organisational Structure of two services which currently sit within the Children, Education and Justice Directorate are being reviewed as part of the Council's Managing Change process. This follows early engagement and consultation and a Children's Services Redesign Project which provided valuable insight which helped inform proposed changes to the alignment of services to ensure they reflect the children-s-services-strategy-2024-2027- *Edinburgh's My Home* and our commitment to improvement, development and quality assurance across our services.

3.   Briefly describe public involvement in this proposal to date and planned

Engagement work was undertaken as part of the Service Redesign Project. No further public involvement has taken place or planned as part of the organisational review process.

4.   Is the proposal considered strategic under the Fairer Scotland Duty?

N/A

5.   Date of IIA

Thursday 12 June 2025
Review of IIA held on Friday 15 August 2025

6.   Who was present at the IIA? Identify facilitator, lead officer, report writer and any employee representative present and main stakeholder (e.g. Council, NHS)

Name	Job Title	Date of IIA training
Nichola Dadds	Operations Manager, Children's Services and Justice Services (Facilitator)	23 June 2021
Steve Harte	Head of Service, Corporate Parenting	
Jenny Fawkes	Executive Assistant to Service Director, Children's Services and Justice Services	
Janine McGowan	Head of Service, Safeguarding – Children's Practice Teams	
Karen Pedder	Head of Service, Early Intervention Teams	
Peter Collins	Senior HR Consultant, Relationship Partner	
Rose Howley	CSWO and Service Director, Performance, Quality and Improvement	

Evidence available at the time of the IIA

Evidence	Available – detail source	Comments: what does the evidence tell you with regard to different groups who may be affected and to the environmental impacts of your proposal
Data on populations in need – where available use disaggregated data	Children (Scotland) Act 1995 Independent Care Review – The root and branch review of Scotland's care system. https://www.gov.scot/policies/human-rights/childrens-rights/ https://orb.edinburgh.gov.uk/downloads/file/38623/democracy-ethnicity-identity-2022-census-infographic https://orb.edinburgh.gov.uk/downloads/file/38660/health-disability-and-unpaid-care-2022-census-inforgraphic Criminal Proceedings in Scotland 2022 - 2023 - 16% across Scotland dealt with via EEI. Decrease of 7% from previous year. Looked after children statistics 2023 – local authority benchmarking tool Children's social work statistics Celcis - Children's Services Reform Research https://www.gov.scot/publications/commission-future-delivery-public-services/	**A Children's Services review will consider how we deliver services to:** Align with twenty-minute neighbourhoods, providing services more local to people. Feedback from 5000 young people (the Promise) has informed what we do well and what could be done better. UNCRC highlights the need to engage with children and young people to hear their voices and get their views. Strengthening and increasing capacity of Independent Review Service. Adopt and strengthen Child Friendly Complaints service and increase quality assurance and culture of learning. Greater strategies for children, families and their wellbeing and understanding the profile of people within communities using a strengths-based approach.

Evidence	Available – detail source	Comments: what does the evidence tell you with regard to different groups who may be affected and to the environmental impacts of your proposal
		Ensuring we maximise the use of prevention and early intervention resources and supports to meet the needs of families at the right time, ensuring appropriateness, proportionality and timely response when social work services are involved and required. Early intervention and prevention and poverty and prevention agenda (3 main objectives of the Council) Meeting the needs for our changing population with more UASC and new families and adopting an approach that allows us to be continually agile in meeting needs and being alert to changes. Consideration of contingency plans when people are absent long-term or on maternity leave if there is no capacity to cover within the team. The social work model has not changed much over the years – focus on enhancing a learning organisational approach is essential Strengthening public protection arrangements, complaints and quality assurance.

Evidence	Available – detail source	Comments: what does the evidence tell you with regard to different groups who may be affected and to the environmental impacts of your proposal
		Increasing learning and development in line with changes in legislation, growth of services and changes in workforce Data informs why we want to take more of a preventative rather than a crisis service approach. Some areas were *Add Ons* to services at time of need and have grown significantly without appropriate resource the review will enable an approach to delivering services differently to meet changing demands. Ambition to transform services and support people back into their own families and communities - aligns to the Council's priorities and national priorities
Data on service uptake/access	Data Cleanse Reports – monthly and annually. Performance Report – monthly SCRA Statistical Dashboard https://children.nhslothian.scot/parents-and-carers/social-work/ - What is currently included in information provided by NHS on hospital social work services is not reflective of	Data Cleanse - The numbers currently accessing services and those on a waiting list to be allocated. A review by the Team Manager on the data available and services provided by the Hospital Team was undertaken, this highlighted that work did not differ from that of other locality teams, CP resource and CAD teams. Some anomalies were

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	statutory social work or how statutory services should be delivered and doesn't reflect GIRFEC or Edinburgh's Front Door model Child Protection Data SCD Insight Reports Children's Social Work Statistics, Scotland 2020-21 - gov.scot (www.gov.scot) Looked after children statistics 2022: local authority benchmarking tool - gov.scot (www.gov.scot) **SCRA Statistical Dashboard** – 2023/24 SCRA – referrals – *Edinburgh 9 for every 1,000* (676 children referred – 1709 referrals) Fife – 6.8 (418 children referred – 769 referrals) Dundee – 12 (282 children referred – 394 referrals) Aberdeen 7.1 (253 children referred – 478 referrals)	identified in relation to GIRFEC processes being followed, social workers undertaking non-social work tasks and services provided to CYP who were the responsibility of other local authorities. Whilst some practitioners within the team had a focus on CAMHS there is no SLA in place to support this work and evidence from the engagement indicated a need for a better link to CAMHS across all service areas. Nationally issues around access to resources for Children's mental health and neurodiverse services. In Edinburgh work is being developed around single point of access to meet this need. A review of the data for children affected by disability highlights significant waiting lists and S23 assessments, realigning service provision will help address this, utilising skillsets from other areas. UASC reports indicate a significant increase in the UASC population in Edinburgh – *currently 213 requiring a service from Practice Team and TCAC services*

Evidence	Available – detail source	Comments: what does the evidence tell you with regard to different groups who may be affected and to the environmental impacts of your proposal
		Residential Services report indicates stability of placements and quality provided by Care Inspectorate Reports.

Family Based Care reports indicate a decrease in the Fostering population currently with a net loss of 20 foster carers in the past year.

Reviewing and re-aligning how we support kinship care across Edinburgh using existing resources and locality-based resources to maximise the reach and support we provide to kinship carers.

SCRA data – data shows since 2014 there has been a net year on year reduction of children subject to CSO's – with more ending than beginning.

TCAC have substantial waiting lists blocking smooth transition of young people to aftercare services.

Child Protection Data – number of IRD's, number of Child Protection Planning Meetings, Child Protection registration and deregistration. All of which is scrutinised by the Child Protection |

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		[Committee](#) (CPC) Quality Assurance Subgroup and CPC

The age of criminal responsibility is currently 12. There is an aspiration for this to raise further. Service will still be required to support children where there are concerns about behaviour being displayed.

CF Social Care Direct continues to receive a high number of referrals on a weekly basis. 4% of referrals made result in further social work intervention with 96% closed or referred back/onwards to another agency.

Good evidence and data that shows why we have designed CS proposal this way and made the decision to change alignment in some areas.

Children in our Care and Child Protection has remained an area of growth. Strengthening our ability to manage child friendly complaints and reviewing officer oversight within Children's Services will align with those areas of growth.

Learning and Development was not at the capacity required to provide public protection |

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		learning across Council services and meet the demands of changing landscapes and legislation. Public Protection oversight across services delivered independently of those services to ensure child protection and management of allegations of abuse against those in positions of trust.
Data on socio-economic disadvantage e.g. low income, low wealth, material deprivation, area deprivation	Poverty commission Report Scottish Index of Multiple Deprivation https://edinburghpoverty commission.org.uk/ Tackling Child Poverty Delivery Plan 2022-26 - gov.scot https://www.gov.scot/publications/homelessness-in-scotland-2022-23/ https://orb.edinburgh.gov.uk/downloads/file/38623/democracy-ethnicity-identity-2022-census-infographic	Tackling child poverty is a priority for the Council, strengthening our front door and early intervention services will support this work. There is an impact due to the housing crisis in Edinburgh on our care experienced and the families who use our services The Council's priority is a move to prevention led services and there have been services developed in localities which we will align with the proposed service model.
Data on equality outcomes	equalities-and-diversity-framework-2021-25 (edinburgh.gov.uk) education-outcomes-looked-after-children-2022-23	There is an indication that outcomes for looked after children differ, there is an adverse impact of being in care – a preventative approach and strengthening how we return children to their

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	CELCIS - *The rate of exclusions for 'looked after' pupils have risen from 78 cases of exclusion per 1,000 pupils in 2021-22 to 97 in 2022-23. The attendance rate for 'looked after' pupils dropped from 87.9% in 2021-22 to 84.4% in 2022-23.*	families and communities quicker will hopefully reduce this impact. Changes in legislation over time and how we deliver services to meet this hasn't always been considered through a future proofing lens.
Research/literature evidence	The Promise Children's Services Reform Research Concluding report (celcis.org) National Guidance for Child Protection in Scotland 2021 (updated 2023) (Coronavirus (COVID-19): Children and Families Collective Leadership Group - (www.gov.scot) Principles of Holistic Whole Family Support Caring for our Children and Young People: An update on Scotland's Corporate Parenting 2018 - 2021 (celcis.org) Independent Care Review – The root and branch review of Scotland's care system. https://www.gov.scot/publications/trauma-informed-practice-toolkit-scotland/	Changes in legislation including Continuing Care whilst identifying increasing demand on some services can be addressed through consideration of where services currently sit and where they would be better placed. Reviewing Officer handbook developed and rolled out across Scotland. A change/shift will be developed in line with immediate need, what we currently have hasn't given us a universal approach to what the changing need in Edinburgh is and instead we have introduced 'Add Ons' when needed, to better address this need requires a whole service change and approach.

Evidence	Available – detail source	Comments: what does the evidence tell you with regard to different groups who may be affected and to the environmental impacts of your proposal
	https://www.gov.scot/policies/human-rights/childrens-rights/ A Rights Respecting Approach to Justice for Children and Young People: Scotland's Vision and Priorities Joint Investigative Interviews for child victims and witnesses – the Scottish Child Interview Model (SCIM) Understanding Criminal Exploitation in Scotland The Jay Review of Criminally Exploited Children Celcis - Children's Services Reform Research Early and Effective Intervention for Children in Conflict with the Law	
Public/patient/client experience information	Corporate Parenting in Edinburgh PDF Corporate Parenting Plan 2023.pdf	Care Inspection routinely reporting children feeling Loved, Safe and respected in our residential houses. Strengthening complaints process through independent oversight and robust learning and outcomes.

Evidence	Available – detail source	Comments: what does the evidence tell you with regard to different groups who may be affected and to the environmental impacts of your proposal
Evidence of inclusive engagement of people who use the service and involvement findings	**PDF** CS EMH Surveys & Engagement Update_ (early feedback from stakeholder engagement as part of the redesign project)	Feedback through the Children's Services redesign project has helped shape the proposals for further consultation. As part of consultation process feedback around possible cessation of social work services provided within the hospital outlined concerns regarding unmet need. The proposal does not include any plan to stop social work services provided to Edinburgh's children, young people and their families who meet the threshold for social work support, it will be provided from the appropriate team following screening from contact and assessment team. This will ensure GIRFEC and use of appropriate community-based supports are at the forefront to supporting children and their families.
Evidence of unmet need		Lack of consistent analytical detail on the impact of social work on children and their families. Planned increase in TCAC and CAD staffing should lead to a reduction in timescales for assessments, plans and interventions for children and their families.

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		The demand on services to support children affected by disability has significantly increased. Increasing resource in this area will support prompter allocation, reducing waiting times for assessment and ensure that robust assessments are undertaken which involve direct contact with families in their homes and communities. The Care and Justice (Scotland) Act 2024 also raises the age of referral to the Reporter. It is not clear when this will be live, this could increase workload of social workers to complete IAR's and SBRs and increase the number of hearings and those on a CSO. The increase in age is for all children, not only those in conflict with the law therefore it is difficult to predict what the increase in numbers could be.
Good practice guidelines	https://thepromise.scot/ https://thepromise.scot/plan-21-24/ edinburgh-s-promise-plan-2021-to-2024 Getting it right for every child (GIRFEC) - gov.scot (www.gov.scot)	Shifting relationship that social work has with communities and partners, changing profile of social work across Edinburgh, working closer with partners Provide services which are best value, better use of and access to resources

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	Practice Standards https://orb.edinburgh.gov.uk/quality-governance-regulation/trauma-informed-services-advisory-panel Secure Care Pathways and Standards	Addressing need at an earlier stage, working with partners and acknowledging their roles and accountability - collective responsibilities Families and communities will be supported to manage increased vulnerabilities Reduce the missed opportunities for child prevention, changing how people are referred to services which should impact on what is referred through to social work.
Carbon emissions generated/reduced data	https://www.edinburgh.gov.uk/climate-2/climate-target-net-zero-2030 People Strategy	Less travel as children and young people remain within their own communities and city. 20-minute neighbourhood using resources in the area to support families, whilst also having city-wide approaches for specialities.
Environmental data	https://orb.edinburgh.gov.uk/directory-record/272551/children-s-services-strategy-2024-2027 People Strategy	
Risk from cumulative impacts		Number of team managers and team leaders being introduced into PQ&I Service who won't be operational or have the same number of staff to

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		manage - any increases within the PQ&I Service will be monitored, including increases in collaborative working and learning and training. Displacement of workforce, impact of change on colleague's morale and the uncertainty around roles and responsibilities could have an impact on staff retention and sickness absence during the review process. The uncertain impact of significant change and outcomes and budget realignment. Appetite for risk will be increased within some communities
Other (please specify) <mark>Colleagues/Workforce</mark>		Up to date structure chart will show where there are gaps which can be addressed through consultation. Worked on basis of FTE, this will ensure budgets are aligned to growth of numbers in teams where there is more need. Review is not about savings, however in terms of future demand and impact, there may be longer term impact should there continue to be a growth

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		in demand – i.e. UASC, changes to legislation, response to impact of poverty. Impact on staff morale – targeting resourcing at front door / SCD to have positive impact for children, however this could be construed as lacking unequitable. Staff being potentially unsettled moving to a different social work discipline. Potential future recruitment is dependent on good quality social work students coming through from universities. Previously there was not a robust costed structure – We know what we have in terms of 2 tiers of management but below that it was difficult to decipher. The review will provide clarity allowing each vacancy to be replaced where need is greatest. A strong and confident wider management team regularly meeting and discussing change and support, alongside improved and regularly reviewed data, supporting the roll out of a new client database system.

Evidence	Available – detail source	Comments: what does the evidence tell you with regard to different groups who may be affected and to the environmental impacts of your proposal
		Engagement has been good, more qualitative data is available to ensure a greater oversight. Reviewing job descriptions and roles will enable skills to be developed and provide clarity for workforce. Closer monitoring of vacancies will be undertaken as part of the SMT agenda to ensure a workforce that meets changing needs. Work considered as part of early engagement has shown that there can be a positive impact when colleagues change alignment within the structure, this allows more opportunities to succession plan. Estates workstream – feedback from engagement and redesign project noted areas of concerns around working environment and availability of appropriate meeting spaces. When a final structure is agreed, work can be taken forward on ensuring our estate meets our needs. Flexible working – consideration and looking at the needs of service and how that reflects the flexibility of the workforce

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		Flexibility clause – provides a moveable workforce and reduces stagnation. This may cause disruption and asking colleagues to work anywhere in Edinburgh, will be considerate and supportive with moves to allow people time to put that in place. Growing and increasing capacity – longer term. Strengthening managerial oversight to support CSWO and PQI Service. Feedback around proposed structure has noted that some colleagues felt there was a lack of pre-launch engagement with specific impacted teams and that there should have been more involvement within the IIA process – this is acknowledged however following the managing change process limits what information can be shared prior to formal consultation and the redesign project was the opportunity for engagement around the future structure where gaps and unmet need was discussed and areas of good practice highlighted and colleagues were encouraged to provide suggestions. Acknowledgement of the impact of proposed changes to service structure on those colleagues directly affected by proposed change and how

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		this would be received in the consultation launch – preparation events with managers and team leaders to highlight supports for colleagues including links to Council supports and encouraging team discussions post consultation launch.
Additional evidence required	The EFQM Model - EFQM	

8. In summary, what impacts were identified and which groups will they affect?

Equality, Health and Wellbeing and Human Rights and Children's Rights	Affected populations
Positive Consultation as part of an organisational review is pivotal to developing a structure which provides stability, empowers the workforce and best meets service delivery demands. Job descriptions will be reflective of roles and ensure accountability and improved governance with clear lines of management oversight. Having services aligned in a reviewed structure will reduce silo working and improve consultation and collaborative approaches to best meet the needs of those who use our services. A restructure across all services will modernise how we deliver services and future proof, providing stability for service users.	Children's Services and Performance, Quality and Improvement Colleagues
Negative Service Reviews can provide uncertainty and bring change. Colleagues may feel leaving the Council is a better option for them. This could lead to a loss of skills and experience.	Children's Services and Performance, Quality and Improvement Colleagues

Environment and Sustainability including climate change emissions and impacts	Affected populations
Positive A review of our estate and better alignment of services may bring positive outcomes. Our commitment to providing joined up services to support young people to remain in their own communities as a priority.	Care Experienced Young People Service Users Children's Services and Performance, Quality and Improvement Colleagues
Negative None	

Economic	Affected populations
Positive Developing services aligned more efficiently and with clear operational management will support clearer budget management. Improved opportunities for career progression and a commitment to 'grow your own' with adequate development and training opportunities. Reducing duplication and having clear roles and responsibilities impacts budgets and spending.	Children's Services and Performance, Quality and Improvement Colleagues
Negative Vacancies may take time to fill, and this could impact on structure changes. Loss of experience staff and knowledge base.	Children's Services and Performance, Quality and Improvement Colleagues

9. **Is any part of this policy/ service to be carried out wholly or partly by contractors and if so how will equality, human rights including children's rights, environmental and sustainability issues be addressed?**

   No

10. **Consider how you will communicate information about this policy/ service change to children and young people and those affected by sensory impairment, speech impairment, low level literacy or numeracy, learning difficulties or English as a second language? Please provide a summary of the communications plan.**

    Comms Plan for colleagues will be developed as part of consultation process. Any changes to services will be communicated in line with our commitment to working with children, young people and their families to achieve the best possible outcomes.

11. **Is the plan, programme, strategy or policy likely to result in significant environmental effects, either positive or negative? If yes, it is likely that a <u>Strategic Environmental Assessment</u> (SEA) will be required and the impacts identified in the IIA should be included in this. See section 2.10 in the Guidance for further information.**

    No

12.   Additional Information and Evidence Required

No

13.   Specific to this IIA only, what recommended actions have been, or will be, undertaken and by when? (these should be drawn from 7 – 11 above) Please complete:

Specific actions (as a result of the IIA which may include financial implications, mitigating actions and risks of cumulative impacts)	Who will take them forward (name and job title	Deadline for progressing	Review date
Develop a Comms Plan	HOS, Review Group	July 2025	
Finalise Consultation Pack	HOS, Review Group	July 2025	
Develop presentation for engagement sessions	HOS, Review Group	July 2025	
Develop FAQs as part of consultation process	HOS, Review Group	August 2025	Weekly during initial consultation
FAQ – additional resource to ensure responses are sent timeously	HOS, Review Group	August 2025	

14.   Are there any negative impacts in section 8 for which there are no identified mitigating actions?

No

15.   How will you monitor how this proposal affects different groups, including people with protected characteristics?

This will be monitored throughout the consultation process, through regular engagement with our trade union representatives and our management teams. We will also undertake a post review feedback exercise to ensure we identify any learning.

16.   Sign off by Head of Service

Name Steve Harte Interim Service Director and Rose Howley CSWO and Service Director

Date 01/07/2025 and 01/09/2025

17.   Publication

Completed and signed IIAs should be sent to: integratedimpactassessments@edinburgh.gov.uk to be published on the Council website www.edinburgh.gov.uk/impactassessments