

**REPORT TO:** East Lothian Council

**MEETING DATE:** 22 August 2017

**BY:** Chief Social Work Officer

**SUBJECT:** Annual Report of the Chief Social Work Officer 2016/17

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## **1 PURPOSE**

- 1.1 To provide Council with the Annual Report of the Chief Social Work Officer (CSWO) 2016/17 on the statutory work undertaken on the Council's behalf. The report also provides Council with an overview of regulation and inspection, and significant social policy themes current over the past year.

## **2 RECOMMENDATIONS**

- 2.1 Council is asked to note the 2016/17 Annual Report of the Chief Social Work Officer.

## **3 BACKGROUND**

- 3.1 The requirement that every local authority should have a professionally qualified CSWO is contained within Section 45 of the Local Government (Scotland) Act, 1994. The particular qualifications are set down in regulations. This is one of a number of officers, roles or duties with which local authorities have to comply. The role replaced the requirement in Section 3 of the Social Work (Scotland) Act, 1968 for each local authority to appoint a Director of Social Work.
- 3.2 This report is prepared in line with the guidance on the role of the CSWO published by the Scottish Government in 2011 – 'prepare an annual report to the local authority on all the statutory, governance and leadership functions of the role'.
- 3.3 The CSWO Advisor to the Scottish Government, in consultation with CSWOs, the Care Inspectorate, Social Work Scotland and the Scottish Government, created this template for the annual CSWO report. This template is designed to create parameters around the information provided. It does not ask for new information to be produced but is designed to draw out key information in a more focused way and to create a more analytical and reflective report. The template was amended in May 2017.

## **4 POLICY IMPLICATIONS**

- 4.1 2016/17 saw significant pressures on all social work services particularly through increasing demand, more complex care needs, and a very challenging budget.
- 4.2 This year involved major restructuring within the management structure of the Health and Social Care Partnership with the aim of making service delivery more efficient and effective than before. There was an opportunity to look at service provision across the county and begin planning and developing better services to those who require it.
- 4.3 This report covers all statutory services particularly child protection; adult protection; criminal justice (including MAPPA); and violence against women and girls.
- 4.4 This report aims to highlight the good work that is going on East Lothian, as well as the challenges that we are facing. Whilst there will be some difficult decisions to be made over the next few years, I am of the opinion that we are developing a flexible and committed workforce that can adapt to these challenges.

## **5 INTEGRATED IMPACT ASSESSMENT**

- 5.1 The subject of this report does not affect the wellbeing of the community or have a significant impact on equality, the environment or economy

## **6 RESOURCE IMPLICATIONS**

- 6.1 Financial – none
- 6.2 Personnel - none
- 6.3 Other - none

## **7 BACKGROUND PAPERS**

- 7.1 The CSWO Annual Report 2016/17 is attached.

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## **EAST LOTHIAN COUNCIL**

# **CHIEF SOCIAL WORK OFFICER ANNUAL REPORT 2016/17**

**August 2017**



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# 1. PREFACE

## Chief Social Work Officer

Under the Social Work (Scotland) Act 1968, all Local Authorities have to appoint a Chief Social Work Officer (CSWO). The CSWO has specific remits with regard to statutory decision making. Further, they must ensure that appropriate guidance and advice is given to the local authority to enable it to discharge its statutory functions in relation to social work and social care. The CSWO has overall responsibility for social work practice and standards – whether provided directly by the local authority or in partnership with other agencies.

The CSWO must:

- Provide professional advice to the Chief Executive and Elected Members, on statutory duties including corporate parenting; child protection; adult protection; and managing high risk offenders.
- Take the final decision on behalf of the local authority on a range of statutory matters (ie. adoption; secure accommodation; guardianship).
- Ensure that only registered social workers undertake functions defined in legislation (ie. Mental Health Officers; management of offenders; etc).
- Ensure that governance arrangements are in place for the management of complex issues and balance risk with need and civil liberties.

## The CSWO Annual Report

In 2014, a new national template for the CSWO Annual Report was introduced. The intention of this template was to support the Chief Social Work Adviser in the Scottish Government to collate an overview Summary Report for the whole of Scotland, based on the key content of the 32 CSWO Reports. Additional guidance was issued in May 2017.

The template provides a structure for the annual CSWO report, which covers the financial year. Its intention is to clearly, and succinctly, set out:

- how social work services are being delivered in the local authority area
- what is working well
- what is not working well
- how the LA is planning for and delivering change
- highlight innovative and good practice
- highlight areas of challenge.

Links to more detailed/strategic reports are encouraged so the reader can refer to these.

## **2. SUMMARY OF PERFORMANCE (Key Challenges, Developments and Improvements 2016/17)**

1. East Lothian Council's 10-year strategic plan, drawn up in 2013, is currently being reviewed to take account of the challenges and opportunities faced by the Council. The Draft Council Plan 2017 - 2022 is being amended following the Council Elections held in May 2017.
2. Originally, the strategic direction was to be over the next 5 years, with focus on the following themes:
  - Growing our Economy – to increase sustainability and inclusive economic growth as the basis for a more prosperous East Lothian.
  - Growing our People – to give children the best start in life and protect vulnerable and older people.
  - Growing our Communities – to give people a real say in the decisions that matter most and provide communities with the housing, transport links, community facilities and environment that will allow them to flourish.
  - Growing our Capacity – to deliver excellent services as effectively and efficiently as possible within our limited resources.
3. The updated draft plan is intended to cover the next 10 years. The aim is to tackle inequalities of outcome, particularly for groups of people who do less well than others because of socio-economic inequality.
4. The overarching objectives are to reduce inequalities across our area; tackle poverty; and work to prevent problems and act quickly when problems start.
5. The Draft Council Plan focuses on several themes:
  - To be prosperous
  - To be community-minded
  - To be fair
6. The Council remains committed to reducing inequality and breaking the cycle of poverty by prioritising measures that will contribute to inclusiveness and growth. The plan stresses the need for a partnership approach involving the Council (including the Health and Social Care Partnership (HSCP)), businesses and third sector and other public sector partners, communities and citizens of the county if these objectives are to be realised.

### **Current Challenges**

7. The Local Government Benchmarking Framework National Report 2015/16 (published in February 2017), states that during the past 6 years, Scottish Councils have faced a reduction in funding in real terms, of 11%.
8. Due to financial and service demand pressures that the Council now faces, the service has to ensure that not only is it in a position to respond to these

pressures, but is also able to utilise opportunities as they arise. Efficiencies have been made in the workforce and in improving service delivery processes. Further, the Council actively collaborates with partners in service redesigns that will help deliver services more efficiently and effectively.

**9.** For East Lothian, challenges include:

- A growing elderly population and children and young people population resulting in additional care needs
- Whilst relatively affluent, there are rising levels of poverty and inequalities in the county
- Through medical advances, a welcome, but increasing number of people with complex needs are living longer; managing this need and demand is one of the Council's biggest challenges
- Increasing demand being put on housing provision to cater for individual needs as well as being affordable to all
- Responding to national government policy and legislative changes; these include Public Bodies (Joint Working)(Scotland) Act 2014; Community Empowerment (Scotland) Act; Community Justice (Scotland) Act 2016; Children and Young Peoples (Scotland) Act 2014; Carers (Scotland) Act 2016; etc.

**10.** The Council has continually adapted to address the above challenges. Significant organisational and governance change, with the introduction on 1<sup>st</sup> April 2016 of the HSCP organisation and management arrangements is a prime example of this collaborative approach. This included the integration of the management of social work and health services through the Director of Health and Social Care supported by two Heads of Service, for Children and Adult Services and for Older People and Access Services.

**11.** 2016/17 built on this with the introduction of jointly appointed NHS Lothian and East Lothian Council Group Service Managers and Service Managers across the services. This will ensure effective and experienced management is in place. Going forward, local services will be remodelled jointly by the Council and NHS Lothian, to ensure that service delivery becomes more flexible, efficient, and appropriate for need and delivers improved outcomes for service users.

**12.** Delayed Discharges presented an ongoing challenge in 2016/17, with an unprecedented number of delays over the summer of 2016. Contributory factors for this (mainly due to staffing pressures) included restrictions on access to care homes and difficulties with supply of care at home. The position improved substantially in the second half of 2016/17, with the HSCP consistently ahead of the improvement target trajectory. The HSCP will be expected to continue its improved position in relation to delayed discharges during 2017/18.

**13.** The Council's Transformation Team are working closely with the HSCP to remodel key processes in assessment and service delivery to improve public experience and create more efficient services. The Transformational Programme has been ongoing in East Lothian for several years with the aim being to maximise benefits via improvements in service delivery through utilising staff skills more effectively and productively, thus increasing capacity.

14. The HSCP and the Council's Development Services completed a strategic analysis of future needs for Housing with Care for Older People in response to a growing and ageing population. An operational Health, Housing and Social Care Group has also been established to better plan and deliver short and medium term housing solutions for all adult clients, but with particular focus on those with complex needs.

### **Health and Social Care Partnership (HSCP) and Integration Joint Board (IJB)**

15. 2016/17 was the first full year of operation of the IJB with delegated budgets and issuing of Directions to the NHS Lothian Health Board and the Council to support delivery of the IJB's Health and Social Care Partnership Strategic Plan 2016-2019.
16. All services other than Children's Social Work Services are now delegated functions of the IJB, although Children's Social Work Services are managed as part of the HSCP. Local management of previously centrally managed NHS Lothian adult health services (Learning Disabilities, Substance Misuse and Mental Health), transferred to the IJB on 1<sup>st</sup> April 2017. These will be developed in partnership with social work services to secure improved service access, service delivery and better outcomes for clients.
17. Children's Services, including school nursing and health visiting services continue to develop links and relationships within the Partnership. Work continues to promote cross cutting service areas and maximising shared and mutually beneficial opportunities, particularly in relation to early intervention and prevention work.
18. The Children and Young People's Services Plan, approved in April 2016, was updated for submission to Scottish Government and re-publication in April 2017, to comply with the statutory requirements of the Children & Young People's (Scotland) Act 2014.
19. Work was undertaken throughout 2016 in preparation for Criminal Justice Authorities (CJAs) being abolished in April 2017, and being replaced with Community Justice Scotland.
20. The Reducing Re-offending Group was set up to report to the Reducing Re-offending Board. This Board sits alongside the Safe and Vibrant Communities Planning Partnership. The East Lothian Community Justice Local Outcome Improvement Plan 2017-20 was submitted to the Scottish Government in March 2017. This forms the basis of how all agencies and stakeholders are going to work together to help reduce inequalities; have effective intervention programmes in place; and ultimately, help to reduce re-offending by individuals in the county.
21. A Clinical and Care Governance Group (CCGG) has been established to provide clear and robust governance within the HSCP. The group will ensure



that there is effective clinical and care governance within the Partnership, providing assurance to the Council and NHS Lothian Board, patients, service users, unpaid carers and their families, clinical and care staff, managers, and members of the IJB.

## **Key Developments and Challenges Going Forward into 2017/18**



- 22.** The Scottish Historical Child Abuse Inquiry was set up on 1st October 2015 to look at the abuse of children in care. The Inquiry intends to raise public awareness of the abuse of children in care and provide an opportunity for public acknowledgement of the victims' experiences. An East Lothian Inquiry Oversight Group has been established to help deliver all functions relating to the Inquiry and will provide strategic and operational direction and prepare for any East Lothian Council contributions to the Inquiry. Suitable systems are in place and key contacts identified.
- 23.** Maintaining and effectively implementing the Children and Young People's Act and the 'Getting it Right for Every Child' wellbeing framework through joint service systems, priorities and efficiencies between Children's Services and Education Services remains a priority. A review of the effective operation of this cross-service partnership working will be a priority during 2017/18.
- 24.** Children's Services are facing significant financial pressures stemming from a long-term trend of increasing population and case referrals. Demand for foster care placements, including children's complex additional support needs and disability, external placements and secure placements in Children's and Education Services remains above budget. Benchmarking analysis is underway supported by the Improvement Service and Social Work Scotland to establish the comparative national context for the pressures being experienced locally.

- 25.**All of the Council's home care services for all adult client groups were retendered during 2016/17. The Council and IJB agreed the model to be tendered and the HSCP worked closely with Council Legal and Procurement teams to tender over 20,000 hours of care at a cost per annum of c£19m. The new contracts came into place in April 2017 and resulted in an increase in the number of providers and in their capacity to meet growing care needs.
- 26.**The new home care model is structured to improve capacity, incentivise quality, improve uptake of Self Directed Support (SDS) and create a more stable provider base. There are now 15 providers on the framework. 2017/18 will focus on implementation and transition for clients from the previous to the new framework.
- 27.**In 2016/17, plans were finalised for the re-modelling of older people's day centres. In February 2017, proposals were presented to the IJB with recommendations to support the re-modelling work with further investment from the Integrated Care Fund to achieve greater community capacity, prevention and early intervention and flexible support for older people in need of day care. This work will continue apace in 2017/18.
- 28.**Neighbourhood Networks have been established in East Lothian to promote a personal outcomes approach for adult clients and reduced dependence on packages of care. To date, networks have been set up in three locations in East Lothian. However, these now need to develop and expand if they are to sustain in the future.
- 29.**The HSCP will commence work on the re-provision of Council-run care home services in North Berwick, Musselburgh and Dunbar. This will be carried out in partnership with NHS Lothian and in the context of the strategic Housing with Care Analysis carried out in 2016/17.
- 30.**In line with the Government focus on reducing custodial sentences by improving community sentencing options, as well as improving services for women, East Lothian's Criminal Justice Service has been improving service delivery by creating a more flexible workforce and working alongside partners in the community to deliver group work programmes for both men and women. Through community justice and partnership working, the opportunity to create more innovative practice now exists. The Criminal Justice Team will play a crucial role in helping drive forward East Lothian's Local Outcome Improvement Plan as part of the community justice agenda.
- 31.**Looking ahead there will be ongoing challenges for social work services in East Lothian in 2017/18, including further implementation of Self Directed Support; process changes in social work assessment and delivery; joint Council and NHS Lothian service reviews; engaging clients and communities in service developments and management of expectations; and working within a constrained financial position.

- 32.** 2017/18 will see the HSCP work with the new Council Administration to identify new ways of working which promotes individual choice, tackles inequality and encourages change, whilst working within efficiencies and budget control measures.
- 33.** Service reviews and management structure developments will take place during the next year as the HSCP moves into its next phase of integrated service development. Opportunities exist to make service delivery more efficient and effective by reducing and removing barriers between services. Pathways are being identified that will make the service user journey more seamless and effective.
- 34.** Within the Council and HSCP, there is a very dedicated and committed workforce. Through them, innovation and creativity in service delivery continues, particularly when faced with challenges and difficulties. Utilising their skills and knowledge to improve service delivery within the challenges we face is something that the Transformation Team will continue working with us on.
- 35.** It is of note that the Council's Domiciliary Care Team won the Team of the Year Award in the Council's annual Star Awards. Further, ELSIE (East Lothian Service for Integrated Care for the Elderly) project, which is based at Roodlands Hospital, Haddington, was voted Team of the Year in NHS Lothian's annual Celebrating Success Awards.

### **3. PARTNERSHIP WORKING (Governance and Accountability Arrangements)**

- 36.** The CSWO role and function is not affected by the integration of health and social care as detailed in the Public Bodies (Joint Working)(Scotland) Act 2014.
- 37.** Following restructuring within the HSCP, the CSWO post is now combined with the Group Service Manager post for Statutory Adult Services. The CSWO reports directly to the Chief Executive of the Council and to the Director of the Health and Social Care Partnership (HSCP). These arrangements are on a formal basis although unplanned ad hoc meetings occur as and when required.
- 38.** The CSWO, whilst not a member of the Council's Management Team, determines attendance as and when necessary. The CSWO regularly participates in other strategic fora e.g. Full Council, Policy Performance Review Committee, etc, thus ensuring that Elected Members and Senior Officials are appropriately advised and briefed, involved in scrutinising performance and service delivery, as well as being aware of service developments.
- 39.** The CSWO is a non-voting member of the IJB giving professional advice regarding social work and social care provision. This helps inform Board members who are from a range of backgrounds and may be unfamiliar with some of social work responsibilities and functions. Throughout 2016/17, the IJB has focussed on implementing and achieving the Directions as stated in the Strategic Plan 2016/19. A review of the Directions for 2016/17 was undertaken with a view to changing the approach for 2017/18 to ensure that Directions reflect current national, East Lothian and NHS Lothian strategic priorities. The CSWO has been able to advise and comment on these.
- 40.** Children's Services are not a delegated function of the IJB. As such, alternative governance arrangements for strategic direction of children's services have been put in place through the Council and the East Lothian Community Planning Partnership. The CSWO is a member of the Children's Strategic Partnership and the Looked After Children Corporate Parenting Group. These formal meetings provide strategic direction and accountability.
- 41.** A clinical and care governance group has recently been established. Core members include the CSWO, the Chief Nurse, the Clinical Director, and the lead Allied Health Professional. This group ensures clear and robust oversight of practice within East Lothian, including guidance and advice on professional standards and expectations across the HSCP. This is crucial for staff working in integrated services. As the partnership develops this group will drive innovative learning and practice, with active involvement of the appropriate professional governing bodies.
- 42.** East Lothian and Midlothian have a joint Public Protection structure which enables close collaboration across all sectors of the public protection agenda.

The overarching body is the Critical Services Oversight Group (CSOG) whose membership consists of senior officers, including CSWOs and Chief Executives from both authorities. Beneath this sits the East Lothian and Midlothian Public Protection Committee (EMPPC) which provides a scrutiny role in overseeing the four improvement plans – Adult Support and Protection, Child Protection, Offender Management, and Violence Against Women and Girls. The Committee reports to CSOG. The CSWO sits on both the Committee and CSOG.

- 43.** Beneath the EMPPC are three sub-groups – the Performance and Quality Improvement Group; the Learning and Practice Development Group; and the Offender Management Group. These groups provide the performance framework, self-evaluation and improvement drivers from which practice is scrutinised with focus on outcomes rather than outputs – they evidence that services are making a difference in people’s lives. Further, staff training is monitored to ensure that staff groups are equipped to recognise and deal with situations appropriately.
- 44.** Lead operational roles for Adult and Child Protection have been identified and allocated to specific posts within the HSCP management structure to enable formal information exchange between services and the CSWO. This gives the CSWO oversight in relation to all public protection matters across the client lifespan. The CSWO can then give appropriate advice to the Chief Executive, to Elected Members of the Council and to IJB Board Members, with regard protection issues.

## **4. SOCIAL SERVICES DELIVERY LANDSCAPE**

### East Lothian Profile

- 45.** East Lothian has a population of 103,050 (2015) which is expected to grow by 23.3% between 2012 and 2037. The number of people aged over 65 is forecast to grow by 72.2% during this period, whilst the number of 0-15 year olds is projected to increase by 27.5%. These increases will bring differing pressures and needs within the community.
- 46.** Life expectancy rates are good indicators of significant health inequalities. In East Lothian, there is an 8-year difference between males and a 12-year difference between females across the county in comparison to the national average.
- 47.** The greatest concentration of deprivation is in the towns in the west of the county (i.e. Prestonpans, Musselburgh, Tranent and Wallyford). However, whilst it makes sense to target these areas with regard to service delivery, those who experience disadvantage or inequalities do not all live in these areas and focused work is required in other areas.
- 48.** The East Lothian school exclusion rate for primary and secondary school pupils was above the Scottish rate in both 2012/13 and 2014/15. Excluding children from school has a marked affect on them with a direct correlation between school exclusion and instances of youth offending. Reducing school exclusions is detailed in improvement plans for education, children services, and community justice.
- 49.** While the misuse of alcohol and drugs affects all communities, the greatest level of harm is experienced by people living in East Lothian's most deprived communities. In East Lothian the estimated number of individuals with problem drug use (between the ages of 15-64 years), is 880: 580 male and 300 female. Compared to national figures, this would indicate a slightly larger percentage of female users in East Lothian.
- 50.** Some 1800 children are estimated to live in East Lothian households where one or both parents have some level of problematic parental alcohol misuse. It is estimated that some 400 children live with a parent with some form of problematic drug use. The consequence of this misuse is that many of these children fail to thrive with others living with an increased level of risk and harm.
- 51.** Whilst older East Lothian residents do not face a higher risk of hospital admission than other areas, their risk of delay in getting home is higher and this can lead to loss of independence and greater dependence on support from statutory services. Addressing this is a priority for the HSCP.
- 52.** In summary, East Lothian is faced with a growing population; an aging population; longer life expectancy for all – which includes long-term conditions

medical conditions and complex needs – as well as a marked difference between east and west of the county in terms of most and least deprived areas.

- 53.** For social work services working within the HSCP, a key aim is to target and address those who experience inequalities and neglect. However, to do so requires multi-agency responses as the fundamental causes of neglect are linked to education, employment, housing and income. Further, the demographic dynamics that make up East Lothian (particularly age profile and geographical layout) present particular dilemmas that need to be addressed in order for service delivery to be effective and efficient.
- 54.** In summary, East Lothian is going through a significant period of change with regards demographics. In turn, this is resulting in major infrastructure developments including housing; medical practices; schools; etc. All this will have an impact on social work services as demand will increase whilst we are faced with austerity measures. It is for this reason that much of our focus over the past year has been to restructure the workforce and work closely with the Transformation Team to ensure that we are getting the best out of ourselves, for the benefit of East Lothian citizens.

#### Service Delivery and Commissioning

- 55.** Early intervention and tackling inequalities are key priorities for ELC and the HSCP. Key examples include:
- Shifting the balance of care for older people from hospitals to care homes (ie. ELSIE: East Lothian Service for Integrated Care for the Elderly) )
  - Using technology enabling people to remain safely in their homes
  - Programmes aimed at improving skills and employability to improve positive destinations for school leavers
- 56.** Whilst the above examples have been around for a few years, local government funding and population growth etc, have emphasised the need for us to think more creatively and innovatively. Through the Transformation Programme, we are systematically looking at service redesigns and options appraisals. This improvement journey is enabling us to be smarter and more creative whilst increasing capacity through better use of our skills and knowledge.
- 57.** The HSCP has given us an opportunity to build on prevention and early intervention initiatives by targeting priorities within our communities. Further, opportunities exist to redirect resources from acute health services to those in the community e.g. Hospital 2 Home; reablement.
- 58.** Improving resilience and capacity within our local communities is at the heart of East Lothian's plan. Through the Poverty Commission, Area Partnerships, Community Councils, and Emergency Planning, we are working in partnership with each other to improve understanding of what all of our roles are in the area of prevention and early intervention whether it be protecting one's own health or improving flood defences in your own home. All of these factors encourage

ownership and involvement and are crucial at this time of reducing resources but growing demand.

- 59.** We are making good progress in reducing delayed discharge through multi-disciplinary weekly meetings. We are able to identify individual needs and set up packages of care that are appropriate and necessary. However, we have to work closely with care at home providers as demand often outstrips supply.
- 60.** Care at Home plays a crucial role in helping people retain their independence. An average of 22,465 hours of Care at Home is provided each week, for approximately 1400 people. Of this, 93.5% of those hours are purchased from external suppliers. Unfortunately, demand outstrips supply with approximately 1500 hours of unmet need per week.
- 61.** The aim of self-directed support is to give people greater choice and control over the type of social care support they require. In East Lothian, we work closely with our partners in the private and voluntary sectors. Fifteen providers are now on the home care service framework. We are encouraging providers to work together to help increase maximum efficiencies within service delivery (eg. working in smaller areas thus reducing travel time).
- 62.** Unemployment is relatively low in East Lothian. This can make recruitment within the social care sector difficult due to competition from other commercial businesses who can offer better financial and working options. Further, the care at home sector continues to be vulnerable to changes in business structure including mergers and acquisitions and sometimes to concerns about quality of service. Not only is managing these issues resource intensive, assessing risk of harm (physical and emotional) to service users is at the heart of any of our concerns.
- 63.** A Strategic Housing Group and a Housing, Health and Social Care Operational Group have both been established. These are focussing on developing appropriate models and plans for housing, based on identified needs of service users. An analysis of future need for extra care housing for older people was completed. A similar review for adults (under 65's) is progressing during 2017/18.
- 64.** Developments in relation to community justice are welcome. During 2016/17, the newly formed Reducing Reoffending Group and Board met to produce the Local Improvement Outcome Plan (LOIP) for East Lothian, as part of the community justice agenda. The LOIP not only aims to increase community understanding and involvement, but clearly identifies partnerships as being crucial to tackling inequalities, discrimination and lack of opportunities for those who have committed offences. Improving access to housing, education and employment, and health services are regarded as priorities if re-offending is to be reduced. During 2017/18, multi-agency base-line performance data will be collated to inform the LOIP outcome indicators to enable progress to be mapped.



## Service User and Carer Engagement

- 65.** Visibility of children and young people's involvement and engagement in service development and community planning has improved significantly with the creation of the care-experienced Champion's Board, supported by Life Changes Trust, and the pilot Tranent Primary Schools Streets Ahead project, supported by the Children's Parliament.
- 66.** The extended use of the online Viewpoint LAC questionnaire during 2016 enabled all young people who were looked after, the opportunity to express their views. These were then reported against GIRFEC wellbeing indicator outcomes – individually to inform the child's planning process but also collectively, to inform the Corporate Parenting agenda within the Children's Strategic Partnership and the wider community partnership.
- 67.** As part of the programme to recommission home care services, there was significant engagement with service users, carers and advocates in late 2015/16, continuing into 2016/17. This was designed to enable stakeholders to influence the models of care that were commissioned and to inform people about progress and likely changes.
- 68.** Throughout 2016/17, there was a co-production approach and review relating to day care provision for older people. Working collaboratively with the East Lothian Association of Day Centres, the 10-day centres themselves, and other stakeholders including Elected Members, the IJB, in early 2017, approved a report detailing how day centre provision would be provided for the next 3 years.
- 69.** The HSCP is committed to ensuring that service users and carers are at the heart of helping to inform and shape service delivery within the county, via a plethora of engagement and consultation channels. The HSCP web pages and social media activity maintain up-to-date information and guide members of the public to appropriate health and social care services available within East Lothian.

## 5. RESOURCES

- 70.** East Lothian Council continues to face significant challenges to deliver services due to increasing demand (and complexity of need) and unavoidable pressures such as welfare and pension reform, uplifts to the living wage, Pay Awards and constraints on national settlements.
- 71.** During 2016/17, the Council provided Social Work services covering Adults and Children's, with a total budget of over £66.1 million (Adults - £52 million and Children's - £14 million). Included within this budget was an additional £1 million of non-recurring support to Adult Services, which was provided by the Council during 2016/17 to support the delivery of a recurring programme of efficiencies. Expenditure commitments during the year based on full cost of service totalled £66.6 million (Adults - £52 million and Children's £14.5 million), resulting in an underspend of £0.06 million for Adults and an overspend of £0.50 million for Children's Services.
- 72.** During the year, both services faced significant challenges from increased demand, complexity in care packages and wider unavoidable pressures such as uplifts in the Living Wage. Further, services had to adapt increasing demand from the Community.
- 73.** In addition, to managing these demands, the Adults service was also tasked with delivering a programme of challenging efficiency savings designed to deliver improved service outcomes for individuals. Whilst the full extent of these savings was not realised, (in part due to implementation delays), the full delivery of the programme will continue in 2017/18. It is anticipated that with the assistance of the additional investment provided by the Council during the year, recurring savings can be realised.
- 74.** Additional investment to the partnership was also provided by NHS Lothian to help address overspends caused by increasing demand. Whilst the additional investment from both bodies has been appreciated, it is acknowledged that more efficiencies will be required whilst balancing recurring need and increased and more complex care amongst all client groups, within the totality of available resources.
- 75.** To enable the Council to deliver these savings, a major HSCP transformation and efficiency programme has been established which includes a wide range of reviews of internal processes, as well as service redesign. During 2016/17, a challenging efficiency programme was identified but was unable to achieve the planned level of recurring efficiencies. Consequently, a further enhanced programme has been established for 2017/18.
- 76.** A wide number of improvements have already been implemented across all service areas during the past year. In Adult Services, significant efforts were made in 2016/17 to improve financial processing linked to client financial

assessment, client billing, debt management, provider payment and inter-authority recharging.

- 77.** A pilot was introduced in 2016, which aimed to introduce a new way for providers to invoice for the care and support they delivered on our behalf, improving the efficiency of financial processing and freeing staff time to do other tasks. It should also help to support timely and accurate year-end forecasting. These changes realised some benefits in 2016/17 and the full year effect will be felt in 2017/18.
- 78.** In Children's Services, significant pressures have continued from increased external fostering and secure placement demands, as well as increased complex care packages. In 2017/18, there will be a review of the joint processes with Education that result in these pressures, including benchmarking activity and costs nationally supported by the Improvement Service and Social Work Scotland.
- 79.** Digital Transformation is significant in achieving both efficiencies and improved service delivery. HILDA (Help Independent Living and Daily Activities), launched in April 2017, is an online self-management and self-assessment service supporting people who are keen to explore the wider range of options and supports available to them by providing information on a range of assistive equipment to support independence and safety in the home. This diverts and decreases demand on statutory services.
- 80.** The Telecare Service was successful in achieving Scottish Government Technology funding to develop Technology Enabled Care (TEC) in East Lothian. The funding has supported the recruitment of a TEC Development Officer post for 1 year to review the existing Telecare/Telehealth strategy and to scope the existing services in East Lothian during 2017.
- 81.** Annual funding for the Criminal Justice Service remained unchanged for 2016/17. However, the Scottish Government provided additional money for enhancing community sentencing options (thus reducing the need for custody) as well as developing services for women. Within East Lothian, £20k was used to develop and enhance the women's group programme, Connect, as well as using £50k additional funding to establish a men's group programme, Nexus.
- 82.** In 2016, the Scottish Government announced that drugs and alcohol funding would reduce by 23%. Midlothian and East Lothian Drugs and Alcohol Partnership (MELDAP) reviewed its commissioning priorities to emphasise local access to treatment and post treatment recovery orientated services. An earmarked reserve has been established over recent years by the Council, and during 2016/17, MELDAP were able to use some reserves to help smooth the transition for these budget and service redesign changes to ensure that the service can be delivered within recurring resources going forward. The plan for 2017/18 was supported by the IJB.

**83.** During this time, a Drugs and Alcohol Thematic Inspection Review took place. From this, the Care Inspectorate were positive about this process:

*“Despite the complex challenges facing the ADP, it had successfully worked in partnership to realign a large proportion of their budget to post treatment and recovery focused services evidencing agility and ability to jointly meet changing priorities”.*

(Care Inspectorate Report 2016)

**84.** In summary, the challenge for Social Work services is to adapt service models to deliver within agreed budgets and meet increasing demand as well as responding to increasing complexity of care and need. Within this challenge, the services will use all opportunities to maximise efficiencies whilst attempting to maintain appropriate levels of provision.

**85.** Key to this is investment across both service areas in prevention/early intervention, as well as the continued partnership working with our partners, including the NHS. This is critical to ensuring that demand pressures can be maintained within available resources as well as ensuring positive outcomes for individuals.

## **6. SERVICE QUALITY AND PERFORMANCE (including Delivery of Statutory Functions)**

- 86.** In 2014, the East Lothian and Midlothian Public Protection Team was established. The aim was to take forward an integrated 'lifespan' approach to all aspects of public protection covering all ages and stages of life. East Lothian and Midlothian Public Protection Office (EMPPO) in Musselburgh became the base for the Public Protection Team in 2014, joined by Midlothian and East Lothian Drug and Alcohol Partnership (MELDAP) later that year.
- 87.** Committee structures across Public Protection were streamlined, and East Lothian and Midlothian Public Protection Committee (EMPPC) established in July 2014 to replace the Adult Protection Committee, Child Protection Committee, Offender Management Group and Violence Against Women Partnership.
- 88.** As the Public Protection Office has evolved, so has the process for assessing practice and performance. Through the Public Protection Performance framework, more robust scrutiny is being achieved.
- 89.** Through the Quality Improvement Sub-group, a quality indicator framework, quarterly figures are reported. The framework allows for effective and robust performance monitoring including written commentary that explains what the figures actually mean. Further, shared learning between East and Midlothian is encouraged and is a major positive to result from this joint approach.
- 90.** Performance is reported to the Policy, Performance and Review Committee on a bi-annual basis. The CSWO presents this report.
- 91.** Findings from initial and significant case reviews are reflected in our Learning and Development Plan. All improvement plans are reported to the EMPPC and the Critical Services Oversight Group. This ensures that strategic governance and scrutiny takes place.
- 92.** Within Social Work services, we have an ongoing commitment to providing quality services. Emphasis is placed on self-evaluation; audit reviews (internal and external); peer reviews; service user engagement; and involvement of the Care Inspectorate.
- 93.** The Council actively use benchmarking data made available through the Local Government Benchmarking Framework to help inform assessment of performance on a national level. Learning from other areas in Scotland, and further afield informs local service development. This is reported to the Policy, Performance and Review Committee within the Council for scrutiny and governance.
- 94.** The CSWO has monthly meetings with the Chief Executive. Discussion on social work performance, quality standards and scrutiny of task are always on the agenda.

## Care Inspectorate

- 95.** The Joint Inspection of Older People's Services in East Lothian took place between June and October 2015. The Care Inspectorate report was published in May 2016. From this, an improvement plan as drawn up to take forward the recommendations made by the Inspectorate.
- 96.** The above plan focussed on 9 recommendations ranging from improving delayed discharge indicators through to ensuring all unpaid carers are offered a carer's assessment.
- 97.** An updated progress report is due in the next month. It is expected that several of the recommendations will have been completed whilst the others are all in the process of improving outcomes. This report will be discussed fully with our new Lead Inspector.
- 98.** The Care Inspectorate carried out a number of announced and unannounced inspections across all sections of social work and social care services. Within Children's Services, we continue to deliver services in an extremely professional and qualitative manner, which is demonstrated by the following:

### Children's Services: Care Inspectorate quality gradings (2016/2017):

Service	Date	Quality of Care and Support	Quality of Environment	Quality of Staffing	Quality of Management and Leadership
Adoption Service	26 Feb 2017	5- Very Good	Not assessable	Not assessed	5 – Very Good
Fostering Service	26 Jan 2017	5- Very Good	Not assessable	Not assessed	5 – Very Good
Housing Support Service	21 Dec 2016	5 - Very Good	Not assessable	5 - Very Good	Not Assessed
Lothian Villa	26 May 2016	6 -Excellent	5 -Very Good	Not assessed	Not assessed
Olivebank	25 Oct 2016	4 - Good	Not Assessed	4 - Good	Not Assessed

- 99.** Within Adult Services, inspections have been ongoing both in terms of Council owned services, and those of independent sector providers. There have been 14 inspections of Council Services throughout the year, including The Abbey Residential Home; Crookston Residential Home, Eskgreen Residential Home, The Adult Placement Service and the Council's Home Care Service.
- 100.** There was an inspection carried out in ELC's Domiciliary Care Service (Housing Support Service) in October 2016. The service was rated 4 – Good, for all quality standards. This shows a significant improvement over the previous inspections in 2014/15.

101. Tynebank Resource Centre (Adult Complex Needs Support Service) received three 5s – Very Good; and one 4 – Good; when inspected in April 2016.

102. The HSCP analyses inspection rating for partner providers and the recent record for care at home and care homes is below.

Care Homes for Older People (NCHC) Register							
Name of Establishment	Provider	Care Type	Date of CI report	Care Inspectorate Quality Grades			
				Care & Support	Environment	Staffing	Management & Leadership
<b>Private Homes</b>							
Astley House	Fairfield Care Homes Ltd	Nursing	29/08/2016	5	5	5	5
Belhaven Nursing Home	NHS Lothian/East Lothian Council	Nursing	06/05/2016	3	4	4	3
Carberry	Carberry House Care Home	Residential	16/02/2017	5	4	5	5
			09/08/2016	4	3	5	5
Drummohr	HC-One	Nursing	16/11/2016	3	3	4	4
Fidra Nursing Home	Randolph Hill Care Homes Ltd	Nursing	20/12/2016	2	3	2	2
Florabank Residential Home	Florabank Home Limited	Residential	02/06/2016	5	4	5	5
Lammermuir House	Tamaris (RAM) Limited	Nursing	16/01/2017	4	3	3	4
			30/06/2016	3	3	3	3
Levenhall Nursing Home	Renaissance Care (Scotland) Limited	Nursing	16/12/2016	4	4	5	5
Muirfield Nursing Home	Randolph Hill Care Homes Ltd	Nursing	14/12/2016	3	3	3	3
			08/10/2016	3	3	3	3
St. Anne's Care Home	Sisters Of Charity Of St Paul The Apostle	Residential	07/12/2016	4	4	4	4

Tranent Nursing Home	HC-One Limited	Nursing	10/11/2016	3	4	3	4
			18/05/2016	1	1	1	2
Tyneholm Stables	Embrace	Nursing	16/05/2016	4	4	3	3
Crookston	ELC	Residential	15/08/2016	5	5	5	5
Eskgreen	ELC	Residential	13/07/2016	4	3	3	3
Hilton Lodge			13/05/2016	6	6	6	6

**103.** In general, this shows a stable or improving position with inspection outcomes for the independent sector in East Lothian. In those exceptions where rates have not improved or have worsened, the HSCP has worked closely with the Care Inspectorate and providers to minimise risk and improve services.

**104.** To ensure quality assurance and acceptable standards within care homes, multi-agency quality in care, care home meetings take place on a bi-monthly basis. The Lead Officer from the Public Protection Office chairs this. The Care Inspectorate are invited to this meeting. If concerns remain, a Multi-Agency Strategy Meeting will be arranged. The care home may be placed under Large Scale Investigation (LSI) if concerns are significant.

**105.** During 2016/17, one private sector Older People’s Care home and one care at home provider were placed under large scale investigation due to concerns about the quality of care. One children’s Initial Case Review led to an Internal Significant Case Review, which will report to the Care Inspectorate in June 2017.

**106.** In December 2016, MELDAP received its final report from the Care Inspectorate following the nation-wide Thematic Review of Drug and Alcohol Partnerships. The report entitled *The Quality Principles: Alcohol & Drug Partnership (ADP) Validated Self-Assessment and Improvement* noted 28 Strengths with many of these relating to the strategic functions of the partnership; Leadership and direction, Policy service development and planning. An example of the significant strengths noted:

*“The ADP demonstrated a robust approach to self-evaluation and had implemented a quality assurance framework based on the Quality Principles. The outcomes from this work are overseen by an appointed quality assurance officer who highlights any issues of note to the governing groups. There was strong collaboration, transparent and robust governance in place with routine reporting on performance, both internally and externally, to joint accountable bodies”.*

(Care Inspectorate, 2016)



**107.** An introductory meeting with the Care Inspectorate’s new Strategic Lead Inspector for East Lothian took place in May 2017. The contribution that the Lead Inspector can make in supporting the HSCP service and practice development agenda is valued. The Lead Inspector has an open invitation to attend the East Lothian and Midlothian Public Protection Committee to maintain oversight of partnership working and improvement relating to public protection in East Lothian.

## **Statutory Services**

### **Children’s Services**

**108.** At 31<sup>st</sup> March 2017, Children’s Services had over 900 allocated cases which meant that one East Lothian child in every 25 (aged 0-18) were involved with the service. The Contact Centre received over 6000 calls in relation to vulnerable children. There were 3,184 referrals during 2016/17, equating to 61 per week. This is a 12% increase on the previous year. The majority of referrals were received from the Police, with the towns of Musselburgh and Tranent being the largest sources.

**109.** During the year, the number of looked after children decreased slightly from 224 to 222, a fall of 0.9%. This relatively stable out-turn positively reflects the support and early intervention approach the service has worked hard to develop.

**110.** Child Protection Register numbers are as follows:

<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>
66	53	59	31	30	41

**111.** During the last year, the number of children on the Child Protection Register rose from 30 to 41, a 37% increase. This increase can be attributed to several large families moving into the East Lothian area, with children already on the register. However, as the table above demonstrates, there has been a downward trend of the number of children on the Child Protection Register since 2011, with much of this reduction being attributed to introducing the Signs of Safety strengths-based practice model in 2012.

**112.** Of those children on the Register, 57% were due to the impact of parental substance misuse.

**113.** The East Lothian Looked After population of children and young people at the end of 2016/17 comprised 222 as follows:

<b>March 2017</b>	Number	Annual Change	Rate per 1,000*	Scotland Rate per 1,000*
Home Supervision	65	5	3.1	3.8
Foster Care	91	-2	4.3	5.6
Formal Kin Care	46	-2	2.2	4.0
Residential Care	20	-3	0.9	1.
(Secure Accommodation = 2)				
<b>Total</b>	<b>222</b>	<b>-2</b>	<b>10.5</b>	<b>15.1</b>

**114.** A rise of 5 in the number of children and young people on a home supervision requirement has brought the total to 65. This means that 70.7% of Looked After Children are accommodated away from home, placing pressures on our capacity for local placement of children within East Lothian.

**115.** Placement Moves for Looked After and Accommodated Children (LAAC) are a key indicator for the service, being closely linked to positive outcomes and general wellbeing. The average number of placement moves for all LAAC has fallen from 2.1 to 1.8 at the end of March 2015 i.e. in 2 years.

**116.** Increasing demands are contained within the duties and obligations placed on the Council by the Children's and Young People's Act. Particular reference relates to now being responsible for those who were a LAAC, up to the age of 26 years. This is putting increasing demand on the Throughcare and Aftercare Team to provide commensurate support to these young people.

**117.** The number of children and young people in Formal Kinship Care has risen to 46. If this is combined with children and young people who are with Informal Kin Carers, the total is 118. This is a significant number when compared to the total number of 219 children who are formally looked after.

**118.** Informal Kinship care includes non-looked after children, who live in an informal kinship care arrangement. These children may be subject to Section 11 of the Children (Scotland) Act 1995 or may be living in a completely private arrangement with extended family, with no local authority involvement at all. Scotland has recognised the important role played by kinship carers in providing secure, stable and nurturing homes for children and young people when they are no longer able to live with their birth parents. Despite the increasing number in Formal Kin Care, numbers in East Lothian are still well below the national average.

**119.** East Lothian is working in partnership with Children 1<sup>st</sup> who are commissioned to initiate 20 family group conferences and complete 20 kinship care assessments each year. Further, they have also developed family support provision targeting as early intervention as possible; the aim being to keep children within their wider families thus reducing the need for formal accommodation.

## **Fostering and Adoption**

- 120.** There has been a sustained recruitment drive to attempt to increase the number of Local Authority Foster Carers in East Lothian. Successful recruitment of new foster carers merely replaces those who have retired or reduced their capacity to offer care placements. Available placements for older children and sibling placements are rare and consequently, the Council has been forced to look to external placements in greater numbers than at any other time. East Lothian has 91 children and young people in foster care and approximately 11% are with external providers.
- 121.** Children's Services actively participated in Adoption Week Scotland's national conference in November 2016. Staff from the Council spoke about Preparation Groups for Fostering and Adoption, with positive feedback being received.
- 122.** A campaign to attract new local foster carers was launched in December 2016 and it is intended that this will result in an increase in recruitment and in the number of local care placements throughout 2017. Work progresses to benchmark and review the package of Foster Carer remuneration and support to enable growth in the Council's local foster care capacity. However, competition with neighbouring local authorities, who are actively recruiting in East Lothian, for carers and market pressures impact on the ability to recruit new carers.

## **Learning and Developments**

- 123.** During the past 2 years, significant time and energy was spent in relation to the Children and Young Persons (Scotland) Act 2014 in respect of the Named Person duty expected to be introduced in August 2016. Following Supreme Court intervention, the Scottish Government undertook to redraft the legislation relating to the Named Person, particularly relating to information sharing requirements over 'wellbeing concerns' about children and young people. The revised legislation and statutory guidance is anticipated to come before Parliament in summer 2017, and further direction is awaited on this.
- 124.** East Lothian took part in the external consultations for the Scottish Government's Child Protection Improvement Programme and look forward to the initial report to Ministers expected in 2017.
- 125.** Under the management of the Public Protection Committee, Initial Case Review and Significant Case Review activities have progressed through 2016/17. From these, learning and improvement actions are embedded in the East Lothian Child Protection Improvement Plan and in the Children's Services Business Plan.
- 126.** Partnership working remains fundamental to service delivery, supporting early intervention and prevention work. For example, in partnership with

Children 1<sup>st</sup>, Family Group Conferences (FGC) and Kinship Care Assessments continue to support strengths based work with families.

- 127.** Within the Youth Offending Service, work is being developed in relation to Early Effective Intervention. Close working with the Police Juvenile Liaison Officers in relation to young people involved in minor offending, has enabled several young people to be diverted from the Court system to work with social work services.
- 128.** Local counter-terrorism procedures under the Prevent framework were activated during 2016/17, responding to one young person's activities leading to Prevent Professionals Case Conference activity. This resulted in shared learning and improvements to the Prevent Referral Pathway overseen by the Public Protection Office.

### **Adult Support and Protection**

	<b>2015/16</b>	<b>2016/17</b>
Total number of ASP Referrals received	493	633
Total number of investigations	69	159

- 129.** Adult Support and Protection Referrals have risen throughout the year. Out of a total of 633, 159 progressed to investigations. The majority of these referrals came from the Police. However, under further investigation, most are not assessed as adults at risk of harm. Due to this, training is being developed for Police Officers to enable them to assess situations more appropriately.
- 130.** During 2016/17, there were two Large Scale Investigations within East Lothian. One was with a private care provider whilst the other related to a private care home. Both evidenced the need to have capable operational service managers in post in order for service provision to be of an acceptable standard, and for this to be maintained.
- 131.** Three Initial Case Reviews (ICRs) progressed during 2016/17. Although independent of each other, there were similar themes of self-neglect, non-engagement with services and the assumption of capacity without fuller investigation. The combined set of circumstances present agencies with a number of challenges specifically in relation to information sharing; when and how to intervene without the adult's consent; and the need for a clear comprehensive assessment of risk. Improvement actions are embedded in the East Lothian and Midlothian Adult Support and Protection Improvement Plan as well as informing development and delivery of multi-agency training.
- 132.** The service is working towards developing and delivering inter-agency adult Chronologies with an expected implementation date of 1<sup>st</sup> December 2017.

**133.** During the past year, a full review of current Adult Support and Protection operational processes has been undertaken. These have specifically looked at the client journey; duplication of tasks for front line staff; and introducing quality audit processes at the most pertinent stages. Consideration of the Signs of Safety model used in Children’s Services as an appropriate model for use in adult services is underway.

**Mental Health**

**134.** Statutory mental health work and activity continues to grow particularly in relation to Guardianship Orders. Demand arising from the growing use of the Adults with Incapacity legislation is of note.

**135.** The Mental Welfare Commission have commented on this in their Annual Report, highlighting that across Scotland, the number of Welfare Guardianship Orders granted has increased by 99% since 2009/10, whilst private applications have increased 117% during this same period. The Commission acknowledge the pressure that applications are putting on local authorities particularly as it is demand-led.

**136.** Figures from East Lothian are as follows:

	<b>2016/2017</b> (New applications)
<b>Financial Guardian</b>	4
<b>Financial and Welfare</b>	21
<b>Private Welfare</b>	15
<b>Local Authority Welfare</b>	20
	<b>2016/2017</b> (total for year)
<b>Private Welfare</b>	131
<b>Local Authority Welfare</b>	51

**137.** Recent amendments to the legislation in relation to the statutory expectations of the reviewing of Guardianship Orders means that this is a Local Authority responsibility and not just a MHO duty. The newly published National Mental Health Strategy also identifies an action to:

*‘work with key stakeholders to better understand MHO capacity and demand, and to consider how pressures might be alleviated’.*

138. An East Lothian Employment and Mental Health event was held in 2016 with the aim of engaging local employers to consider what support they require to support employees who have a mental health concern. While the event was successful and well attended, numbers of local employers participating was small. This remains a challenge aspect of this group.
139. The East Lothian Choose Life Steering Group has a broad local partnership and community planning representation with a clear focus on suicide prevention and on supports for those bereaved by suicide. Collation of data informs the targeting of resources to those most in need and the continued availability of a suite of suicide prevention awareness courses, free to those resident in East Lothian or employed in East Lothian, continues.
140. Support for those in Emotional Distress is being developed with 2-hour drop-in facilities being provided across East Lothian in community resources from June 2017. The need for this has grown further with some attribution to the introduction of Universal Credits. Staff in public places, including libraries, shared their concerns about the increasing number of people presenting in distress as they struggled to manage their Universal Credit. Supports will be available to assist frontline staff in developing the necessary skills and confidence to respond to people presenting in distress.
141. A new national *Mental Health Strategy: 2017-2027* was published at the end of March 2017, and identifies 40 improvement actions. Of note are actions to work with employers; improve support for those in distress; and to improve the transitions for those young people moving from children to adult services. The HSCP will develop a new Mental Health and Suicide Prevention Strategy during 2017/18.

## **Adult Services**

142. For adults and older people, services are aligned to local and national outcomes. East Lothian's Single Outcome Agreement in Outcome 6 :

*"People are enabled to live at home and access opportunities in their communities for as long as possible"*

with Outcome 5 being:

*"Health and social care services contribute to reducing health inequalities"*

143. Adult Services, including older people, are facing significant demands and challenges. To cope with these, the HSCP is :
- retendering the home care service;
  - remodelling older peoples day centres
  - shifting the balance of care from hospitals to the home

- using technology to assist people in their homes (including night time support)
- enabling Mental Health Officers to focus on their statutory duties by realigning 'reviews' within the wider social work team

**144.** At the end of March 2017, adult and older people services had completed:

- 7320 referrals (610 referrals per month)
- 217 assessments completed
- 135 reviews completed
- 70 new SDS support plans agreed

**145.** Operating both an efficiency and budget recovery plan, intent on driving service transformation, with efficiencies linked to packages of care and night-time support provision, continue to be a significant focus for the service.

**146.** The aim of the HSCP and the Council is that if service provision is more flexible and utilises community supports, this is the most effective way for helping improve the quality of life and maintenance of independent living for individuals in our community.

### **Criminal Justice Service**

**147.** Criminal Justice have been preparing for a significant change to their working and reporting arrangements with the Criminal Justice Authorities being abolished in April 2017. Community Justice Scotland are now driving forward the community justice agenda, with criminal justice having a key role to play.

**148.** During 2016/17, the service worked closely with partners to draw up the Community Justice Local Outcome Improvement Plan for East Lothian. This was submitted to the Scottish Government in March 2017.

**149.** Within East Lothian Criminal Justice Service:

	<b>2015/16</b>	<b>2016/17</b>
Number of reports submitted to the Courts	320	312
Number of new Community Payback Orders (total)	190	207
supervision only	42	52
unpaid work only	102	106
supervision + unpaid work	46	49
Total number of unpaid work hours (made in year)	18,593	21,511
Number of new Drug Treatment and Testing Orders	21	15

- 150.** During 2016/17, there has been a slight decrease in the number of Criminal Justice Social Work reports requested by the Courts. However, statutory work generated from these reports has risen with new Community Payback Orders increasing from 190 to 207. Further, the total number of unpaid work hours in the year increased significantly from 18,593 hours to 21,511 hours.
- 151.** Additional funding was made available to all Criminal Justice Services from the Scottish Government with specific focus on enhancing community sentencing options (and thus reducing custody) as well as designing services that cater for the needs of women offenders.
- 152.** In East Lothian, focus was placed on developing the women's group - Connect - as well as piloting a men's group - Nexus.
- 153.** Accessing suitable accommodation remains a significant issue for those coming out of prison, or in temporary accommodation seeking to enter a permanent tenancy. Due to complex needs (mental health; substance misuse etc), clients' behaviours will often trigger other legislation particularly Anti-Social Behaviour. If evicted, problems often escalate thus increasing the risk of re-offending. Inclusion of the needs of this client group within HSCP Housing Strategic and Operational Planning Group and within the Community Justice LOIP is a positive step and generates enhanced opportunity for partnership involvement during 2017/18.
- 154.** Multi-Agency Public Protection Arrangements (MAPPA) remain firmly in place within East Lothian. A MAPPA Strategic Oversight Group is in place within the Lothian and Borders Community Justice Authority (CJA). Whilst the CJA ceased from 31<sup>st</sup> March 2017, this Oversight Group continues.
- 155.** The development of a Recovery Orientated System of Care (ROSC) is a core MELDAP priority. The Lothian and Edinburgh Abstinence Programme provided places for 10 people with seven graduating from the 12-week programme. The Starfish Recovery Cafe, in Musselburgh, provided opportunities for people in recovery to meet within a community setting while engaging informally with others in recovery, peer volunteers and peer workers. For 2016/17, the MELDAP Recovery College undertook 41 assessments and provided active engagement for 30 individuals with 19 gaining a qualification.

## Complaints

**156.** Services remain committed to providing a high standard service. To assist improvement, complaints and compliments are analysed and reviewed. During the past year, the following is a summary of the complaints dealt with:

	<b>Stage 1</b>		<b>Not upheld</b>	<b>Partially upheld</b>	<b>Upheld</b>	<b>Moved to Stage 2</b>
Adults Services	37		5	16	15	1
Children's Services	8		5	0	1	2



	Stage 2	Not upheld	Partially upheld	Upheld	
Adults Services	21	11	7	3	
Children's Services	22	16	5	1	

**157.** Stage 1 complaints are dealt with at the frontline. Within Adults Services, the majority of the complaints related to a delay in service delivery. A consequence of this has been to improve communication with service users and keep them updated on a more frequent basis, thus removing anxiety. Within Children's Services, complaints commonly related to parental access to children.

**158.** Stage 2 complaints require formal investigation, with some being referred to the Social Work Complaints Review Committee. Within Adults, reasons for the complaint were varied – charging; care package stopped; delays. For Children, the majority of complaints related to access; the named social worker; and service delivery.

**159.** The Social Work Complaints Handling Procedure changed on the 1<sup>st</sup> April 2017. This procedure has been developed by social work experts and third sector organisations working closely with the Scottish Public Services Ombudsman (SPSO). The intention is to introduce a standard approach to handling complaints across local authorities. Further, it will closely resemble the complaints process within the NHS, which is also adopting a 2-stage complaints procedure.

**160.** It is hoped that within HSCPs, this procedure will create a quicker, simpler and more streamlined complaints handling system with early resolution being achieved.

## Compliments

**161.** Compliments are received throughout the year but often not logged. Recording of compliments is being promoted within the workforce, as it is important that compliments are shared and promoted in what is often very challenging work. During this year, 50 compliments were formally logged across both services.

## **7. WORKFORCE (Planning and Development)**

- 162.** Social work services could not function without a skilled and dedicated workforce. Due to the variety of skills and experience required across the whole spectrum, the need for a co-ordinated and planned workforce development programme is a priority.
- 163.** The Council provides statutory training to staff via Workforce Development, through a blend of personal development, face-to-face and online e-learning opportunities. This is co-ordinated and timetabled to ensure that the hundreds of staff across the social care spectrum have completed, and are up-to-date with the training required in their job.
- 164.** Professional Supervision and Performance Review and Development (PRD) meetings afford all staff the opportunity to identify essential personal development. During 2016, a revised PRD template was introduced, resulting in a more user-friendly document and process. Further, the most recent staff survey highlights that those who have had PRDs completed, are more focussed and more aware of issues within the service and the Council itself than when compared with those who have not.
- 165.** Student placements continue to be offered across all social work services. Further, newly qualified workers receive additional assistance to enable them to complete their post registration training and learning (PRTL).
- 166.** Professional Development for Social Work Practice Educators has focused on supporting one practitioner to complete the SCQF Level 11 Practice Education Award at Stirling University. Training for Practice Learning Link Workers was provided for two members of staff.
- 167.** An existing employee was supported to complete the Mental Health Officers Award in June 2016 and another worker commenced the next intake in October 2016. The decision to encourage internal recruitment to the MHO programme arose from difficulties when trying to recruitment externally.
- 168.** The Social Care workforce is one of the main target groups (due to legal requirements) and include: Health and Safety training, Manual Handling, First Aid, Food Hygiene, Infection Control, and Continence Care as well as personal training and development (i.e. Positive Behavioural Management).
- 169.** Ongoing training in Dementia Care is consistent with the Promoting Excellence Knowledge and Skills Framework operating in NHS Lothian. Approximately 80 Care Home workers have completed this training to 'Dementia Skilled' level. Due to the increasing number of people with dementia in the community, this training is now viewed as essential.

- 170.** As part of the Lothian Palliative Care Redesign Project a professional development programme for the service's Care Home and Care at Home staff was delivered in End of Life and Palliative Care throughout 2016. This comprised two elements - firstly single day awareness training and secondly an online advanced module for individuals who have completed single day awareness training. 118 care workers completed the single day awareness sessions. 21 individuals went on to successfully complete the online module.
- 171.** Scottish Vocational Qualification (SVQ) assessment for the Social Services and Healthcare Award at SQA Levels Two, Three and Four continues to be offered for Social Care staff. In the Home Care Service, over 90% of staff are now qualified. This is in readiness for the opening of the SSSC professional register for frontline Care at Home staff in autumn 2017.
- 172.** Registration linked SVQ qualifications also provided for supervisory staff including Professional Development Award (PDA) in Supervisory Management at Level 7 (Scottish Credit and Qualification Framework-SCQF). The Council piloted the new Higher National Certificate (HNC) in Social Services and Healthcare for a group of 8 workers who are on course to receive their awards in June 2017.
- 173.** A full range of Public Protection training has been provided through the East Lothian and Midlothian Public Protection Office including Adult and Child Protection as well as Violence Against Women and Girls training. Multi-agency training is made available to staff working in Adult Support and Protection, focussing on the legislative context and on risk assessment and risk management. In addition, work is progressing to deliver inter – agency Chronologies, for adult clients, with an implementation date of 1<sup>st</sup> December 2017.

Measure		Q1 2016/ 17	Q2 2016/ 17	Q3 2016/ 17	Q4 2016/ 17
Adult Support and Protection	Number of courses held	7	6	9	7
	Number of attendees	205	169	147	68
Child Protection	Number of courses held	6	3	4	5
	Number of attendees	102	100	76	58
Violence Against Women and Girls	Number of courses held	-	1 <sup>[1]</sup>	1	5
	Number of attendees	-	24	20	76
Public Protection	Number of courses held	-	-	-	1
	Number of attendees	-	-	-	117

<sup>[1]</sup> Collation of Violence Against Women and Girls training course data only began in September 2016

174. Within ELC, EMPPC support and facilitate learning informed by practice highlighted through recommendations and outcomes of Initial / Significant Case Reviews. Within this reporting period (2016/17) there have been three initial case reviews. Although independent of each other there were similar themes of self-neglect, non-engagement with services and the assumption of capacity without fuller investigation. The combined set of circumstances present agencies with a number of challenges specifically to information sharing, when and how to intervene without the adults consent and the clear comprehensive assessment of risk. Our findings are reflected in the Child Protection and Adult Support and Protection Improvement Plans.
175. In Children's Services, the "Signs of Safety" strengths-based practice approach continues. During 2016/17, a further six half day courses were offered to non-Children's Services staff as an introduction to this way of working.
176. All Residential Children's Services staff received bespoke training on Child Sexual Exploitation in recognition of the particular role they play with Looked After young people.
177. Due to the disestablishment of the Community Justice Authorities, work is currently underway with regard how best to ensure the criminal justice workforce can access national training. Lothian and Borders CJA had a Training and Development Officer who co-ordinated all training across the area. This post is due to cease in October 2017, and Community Justice Scotland will confirm future arrangements in due course.
178. A HSCP Social Work Conference, with the theme of Resilience, was organised and delivered in January 2017 for approximately 150 Older People, Adult and Children's Services multi-disciplinary HSCP staff. This event was initiated and facilitated by the CSWO. As a result of the very positive feedback, a 2019 Conference is being planned.
179. Employee Engagement results for the HSCP (Council) were positive. Of note:
- ***Am I empowered to make decision and act on them?***  
24.86 Strongly Agreed; 56.07% Agreed; and 16.76% Disagreed  
(strongly disagreed, minimal)
  - ***My work is interesting and uses my skills and experience***  
34.97% Strongly Agreed; 57.8% Agreed; 6.36% Disagreed
  - ***I am encouraged to offer new ideas for improvement***  
21.0% Strongly Agreed; 58.4% Agreed; 18.16 Disagreed
180. Moving forward, the HSCP needs all staff to offer new ideas and to use their skills and experience to improve service provision. A good example of this is the Level 1 Falls training, which has been provided to Fire Officers by Occupational Therapy and Physiotherapy staff. This has enabled an increase in

awareness and identification of falls risk in the home alongside the benefits of improved partnership working and referrals across the teams. 45 people identified as a falls risk have been referred to Adult Services by the Fire Service for further assessment since October 2016.

181. A range of fora exist to enable staff involvement and suggestions, ranging from staff bulletins through to notice boards and blogs.
182. The Council was reassessed in March 2017 for the Investors in People Standard and upgraded to Silver Award level.

#### Workforce Development Initiatives within the HSCP

183. Work is in progress to develop further Workforce Development initiatives across Health and Social Care in 2017. The HSCP has created an Organisational Development and Human Resources Group to oversee this. Any potential changes to training will be brought to the Clinical and Care Governance Group for consultation and discussion, prior to any implementation. Access and Older People's Services within the Partnership are currently reviewing the roles of care support workers across Health and Social Care to ensure alignment of roles and function. In this context, a joint approach is being planned to staff induction.
184. This builds on current joint learning and development for Social Work and Health professionals. For example, the aforementioned End of Life/Palliative Care professional development programme was delivered in East Lothian through a multi professional group involving Social Work, Nursing colleagues and the Third Sector (Marie Curie).
185. Current joint Health and Social Care learning and development projects planned include the delivery of a 'dementia bus' resource for Health and Social Care workers within the Partnership. This virtual dementia experience will raise awareness of the lived experience of individuals living with dementia. It will also demonstrate to participants the benefits of Technology Enabled Care. The resource is being made available for the first time in East Lothian in May 2017.
186. Other joint Health and Social Care Workforce Development initiatives include the delivery of leadership and management training for the broader Partnership workforce. This includes the 'Playing to Your Strengths programme' and the Covey Leadership Programme.
187. The Scottish Social Services Council (SSSC) has just published its Learning Strategy 2017-20. The strategy's vision is that:

“social service workers feel supported by the SSSC, their employers and others to learn and develop throughout their career, and deliver high quality services by taking responsibility for their learning and practice.”

**188.** The Council and HSCP are now actively committed to growing the workforce for the future. School and college placements as well as apprenticeships, give young people an insight into the variety of careers that are potentially open to them should they wish to pursue this. In-house, we are committed to developing our staff in order for them to reach their potential.

**189.** The registration of the social work and social care workforce is aligned to improving the quality of staff providing services to the people of East Lothian. This is a long-term commitment by the Council and the HSCP to ensure that services can be delivered safely, and to a high standard, whilst encouraging innovation within practice.

**Fiona Duncan**  
**Chief Social Work Officer**

## APPENDIX

### Key Documents/Links

The East Lothian Plan Single Outcome Agreement 2013 – 2023 (2013)

[http://www.eastlothian.gov.uk/info/200135/community\\_planning/1750/the\\_east\\_lothian\\_plan\\_soa\\_201323](http://www.eastlothian.gov.uk/info/200135/community_planning/1750/the_east_lothian_plan_soa_201323)

Draft East Lothian Plan 2017 -2022 (2017)

East Lothian IJB: Strategic Plan for Health and Social Care 2016-19 (2015)

[http://www.eastlothian.gov.uk/downloads/file/11117/ijb\\_strategic\\_plan\\_2016-19](http://www.eastlothian.gov.uk/downloads/file/11117/ijb_strategic_plan_2016-19)

East Lothian Community Justice Local Outcome Improvement Plan (2017)

<https://eastlothianconsultations.co.uk/policy-partnerships/east-lothian-community-justice-local-outcome-impro/>

The Role of the Chief Social Work Officer – Principles, Requirements and Guidance (2016)

<http://www.gov.scot/Resource/0050/00503219.pdf>

Scottish Social Services Council Learning Strategy 2017 – 2020 (May 2017)

<http://ssscnews.uk.com/2017/05/23/learning-strategy-2017-20/>