

REPORT TO: East Lothian Council

MEETING DATE: 28 August 2018

BY: Chief Social Work Officer

SUBJECT: Chief Social Work Officer Annual Report 2017/18

1 PURPOSE

- 1.1 To provide Council with the Annual Report of the Chief Social Work Officer (CSWO) 2017/18 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 2017/18 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 national guidance - *The Role of the Chief Social Work Officer* - published by the Scottish Government in 2016. Further, this report fulfils a statutory requirement for the CSWO to produce an annual report on the activities and performance of the social work service within East Lothian.
- 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 focussed way and to create a more analytical and reflective report.

4 POLICY IMPLICATIONS

- 4.1 This report covers all statutory requirements including child protection, adult protection, criminal justice (including MAPPA, and violence against women and girls. Commentary and analysis on the Health and Social Care Partnership is also included.
- 4.2 During 2017/18 social work services have continued to receive high numbers of referrals across all departments. Further, presenting needs are becoming more complex. These pressures need to be addressed within the confines of austerity measures and efficiency targets.
- 4.3 Our task is to learn how to manage our demand better, within safe and sustainable services. We also need to demonstrate that we are being effective and achieving outcomes.
- 4.4 A transformation programme is assisting the HSCP to become more efficient and effective in terms of smarter ways of working. We are now needing to identify how we can reduce barriers within the different professional roles and services so that we can deliver services on a partnership basis.

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 2017/18 is attached.

AUTHOR'S NAME	Fiona Duncan
DESIGNATION	Chief Social Work Officer
CONTACT INFO	(01620) 827897
DATE	17 th August 2018

EAST LOTHIAN COUNCIL

CHIEF SOCIAL WORK OFFICER

ANNUAL REPORT

2017/18



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1. Care Homes: Inspection Outcomes

SUMMARY OF PERFORMANCE

KEY CHALLENGES, DEVELOPMENTS AND IMPROVEMENTS

DURING 2017/18

1. The Chief Social Work Officer Annual Report 2017/18 provides an overview and summary of social work and social care delivery, achievements and challenges within East Lothian. Whilst I have to report on the statutory functions, particularly child, adult and public protection, I will be able to do so in the context of the Health and Social Care Partnership. This will allow me scope to look at services being provided to the most vulnerable people in the county through East Lothian Council services and those delegated to the Integrated Joint Board.
2. Significant advances have been made since the formation of East Lothian's Integrated Joint Board (inaugural meeting in July 2015), and the Health and Social Care Partnership which became operational in October 2016. Our challenge for 2017/18, was to demonstrate improved and more efficient ways of working through better planning and delivery of services. Ultimately, better outcomes for clients were to be achieved through smarter and more effective and efficient partnership working.
3. Throughout this period, the council has continued to operate within a very challenging financial climate and within that, significant and ongoing budgetary pressures across adult and children's social work services. This has highlighted the need for a programme of transformational change in order to achieve identified efficiencies and ensure we have sustainable and safe services that will allow us to meet our statutory duties towards vulnerable people.
4. During 2016/17 the care at home service for all adult client groups, was remodelled and new contracts procured. We implemented the new framework during 2017/18, with many clients transitioning over to new providers. This has been a significant and successful achievement for all staff working in adult social work due to the need to re-assess all clients, within an agreed timescale. This work has now been completed.
5. During the year, key financial and decision making processes have been reviewed and refined to improve quality of practice, efficiency and strengthen budget control measures. For example, in order to address the longstanding challenge of increasing and maximising capacity within the care at home provision across the county, we introduced the collaborative allocations process. Partner agencies (eg. care brokers, independent and voluntary sector care at home providers, the NHS, ELC home care service,) meet regularly to agree priority care packages and how to deliver services more efficiently making best use of time and travel and the care available across our different localities. Since the introduction of this process, there has been a 50% reduction in undelivered support each week.

6. The Night-Time Support Project made significant strides in 2017/18. All clients who received night-time support (eg. sleepovers – shared/single; waking nights; etc) were reviewed. Over the past year, we have been able to reduce costs through better use of technology and more efficient use of shared staffing arrangements.
7. The health and social care partnership has continued to perform strongly in moving people out of hospital in a timely manner, avoiding delayed discharge and improving the balance of care. A key priority for 2018/19 will be to negotiate an appropriate resource transfer in recognition of this performance that will allow us to further develop our community resources.
8. During 2017/18 we have worked alongside colleagues in housing and the 3rd sector to equip a dementia friendly "Wellbeing Hub" based at Wellwynd Sheltered Housing, Tranent. On display is a range of Community Alarm /Telecare and Occupational Therapy equipment. The plan is to have new mainstream SMART technology on site, to demonstrate how it may be used to help provide support at home. The focus of the Hub will be to support and promote changing models of service delivery including Technology Enabled Care, Self- Management, Rehabilitation and Early Intervention with East Lothian Citizens and staff.
9. Demand for supports and services for young people and adults with complex needs continues to rise, contributing to significant budget pressures. Staff across adult and children's services are working to improve the transitions pathways and forecast future need and use this to inform our specialist housing and support services. We have embarked upon a programme to develop new models of community support for adults with complex needs and mental health problems. By developing new models, our aim is to ensure that services assist clients to achieve their outcomes and potential and we have a service that can meet current and future demand.
10. The Shared Lives Scheme enables adults with learning disabilities to live with a family or individual in the community (whether for day support, respite, or a more permanent basis). The governance structure is currently being reviewed and developed. Ultimately, this review will help build capacity through the development of short breaks and respite capacity as well as the recruitment of new carers. Our aim is to develop the transitions pathway for transferring Foster Carers to Shared Lives. With this, will be the development of a Shared Lives Champions Network. The success of the Children's Champions Board has been the driver for this model.
11. The National Mental Health Strategy (2017-2027) has provided a framework for a number of consultation events held throughout 2017 to develop an East Lothian mental health strategy and implementation plan. The themes identified in the national strategy provide the structure for our local work – Prevention and Early Intervention; Access to treatment and joined-up accessible services; the physical wellbeing of people with mental health problems; and rights, information use and planning.
12. In 2015, Council took the decision to place the children's wellbeing service within the operational management of the Health and Social Care Partnership, but chose to retain strategic, statutory, and financial and governance powers over children's services. A decision is now required about the position of children's

services and there is a need to establish whether the strategic and operational effectiveness can be maximised with it remaining in the Council or becoming a delegated function within the IJB. This work is underway and will report with recommendations in October 2018.

13. Referrals to children's wellbeing, numbers of children needing to become looked after, both at home and away from home increased throughout 2017/18. There is a need to examine the current and forecasted future demand for services and consider the effectiveness of GIRFEC and partnership approaches to early intervention and prevention in universal services as the key driver for reducing reliance on social work as a targeted service.
14. The East Lothian Local Outcome Improvement Plan for Community Justice was accepted by Community Justice Scotland in April 2017. This plan acknowledges the disproportionate number of people in the criminal justice system in East Lothian affected by poverty, mental health issues, and substance misuse problems. The plan focuses on improving outcomes for clients with these issues. We will report to Community Justice Scotland later in 2018 via the first Community Justice Annual Report, which will detail our plan's progress.
15. The IJB will soon produce its Annual Report for 2017/18. The Directions for 2018/19 have been agreed and sent to the Council and NHS Lothian. Within these Directions, the Strategic Change Board has been established and will now provide accountability and drive transformational change. Priority Project Boards include: the IJB Strategic Plan 2019-22; Primary Care; Adults with Complex Needs; Mental Health and Addictions; Shifting the Balance of Care; and Re-Provision Programmes. Through these, the IJB has a crucial role in ensuring that all workstreams and services are making progress on agreed outcomes, and that the partnership is making the most efficient and effective use of resources.
16. Alcohol use and the subsequent issues that can arise from problematic use, is an increasing concern issue within East Lothian. Treatment services reporting 189 new service users with support needs related to alcohol during this financial year. It is estimated that there are some 1800 children living with a parent who has some form of problematic alcohol use.
17. In 2016, there were 11 deaths recorded as drug related deaths within East Lothian. In 2017, this was recorded as 20. Agencies met to complete Drug Related Death Reviews (DRDs) with the findings of these detailed in NHS Lothian DRD reports. In response to findings, Midlothian and East Lothian Drugs and Alcohol Partnership (MELDAP) developed and produced a leaflet in relation to the drug 'Xanax' as this had featured in deaths during the first six months of the year. Further, a Naloxone Programme was rolled out to family members of drug users as well as staff who have contact with clients. This medication can be given to individuals who are having an opiate overdose, thus saving their life.
18. The Scottish Historical Child Abuse Inquiry was set up on 1st October 2015 to look at the abuse of children in care. Towards the end of 2017, East Lothian received legal notification that compensation claims were to be pursued for individuals who had allegedly suffered abuse whilst in care within the county – many of whom will have been placed in the area by other authorities. These claims date back to the 1970's and 80's. Significant work has been undertaken as

a result, including confirmation/clarity regarding insurance company details; client file location; etc. These matters are continuing.

19. Poverty continues to be a key driver of inequality for some of East Lothian citizens. East Lothian was identified by the Government to be a pilot site for the introduction of Universal Credit Full Digital Service (UCFS) by the Department of Work and Pensions on 23rd March 2016. Since the introduction of UCFS, there has been a significant rise in rent arrears; debt owed by tenants claiming Universal Credit; and a continuing rise in referrals being made to East Lothian Foodbank. Staff working in the Rent Income service have raised concerns about the vulnerabilities that clients are presenting with, particularly mental health issues, addictions, literacy and financial difficulties.
20. To improve the economic status within East Lothian, the Local Development Plan seeks to grow East Lothian's economy by encouraging employment generating development in town centres and on existing and proposed employment and business sites. Delivery of such development is key to securing sustainable and inclusive economic growth and job creation. The Plan takes a practical and flexible approach to support a wide range of appropriate economic development uses in sustainable locations, whilst safeguarding existing business uses.

PARTNERSHIP WORKING – GOVERNANCE AND ACCOUNTABILITY ARRANGEMENTS

21. The Chief Social Work Officer (CSWO) role within East Lothian remains embedded in the Group Service Manager post for Adult Statutory Services. The CSWO reports directly to the Chief Executive of East Lothian Council and to the Director of the Health and Social Care Partnership (HSCP).
22. Following the implementation of the Integration Joint Board (IJB) in 2016/17, it was agreed that in East Lothian, Adult Social Work Services (including the Criminal Justice Service) would be delegated functions of the IJB. Children's Services are not a delegated function although are managed through the Health and Social Care Partnership (HSCP).
23. In 2015, Children's Services were placed within the operational management of the Health and Social Care Partnership, but the Council chose to retain strategic, statutory, financial and governance powers over children's social work service. The future positioning of the service is currently being considered with a recommendation expected later in 2018. 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.
24. The CSWO will have a crucial role in ensuring that safe and effective practice continues to be embedded and monitored within the agreed Children's Services structure due to the different professional governing bodies as well as different agencies and teams.
25. East Lothian and Midlothian Councils have joint Public Protection arrangements including a joint public protection committee structure. The CSWO sits on the overarching body which is the Critical Services Oversight Group (CSOG). This group's membership consists of senior officers including Chief Executives from both Local Authorities; both CSWOs; Chief Officers from the IJB; and Senior Police, Fire Service, Health and Heads of Children and Adult Services.
26. Reporting to CSOG, and overseeing all sub-groups, is the East Lothian and Midlothian Public Protection Committee (EMPPC). This group provides scrutiny and monitoring of all improvement plans and performance indicators of:
 - Adult Support and Protection
 - Child Protection
 - Offender Management
 - Violence Against Women and Girls
27. The CSWO sits on the Committee and CSOG and as such, is able to oversee all areas of Public Protection and inform and advise strategic direction of these services. There are 3 sub-groups that report to the EMPPC. These include:
 - The Performance and Quality Review Group
 - The Offender Management Group

- The Learning and Practice Development Group

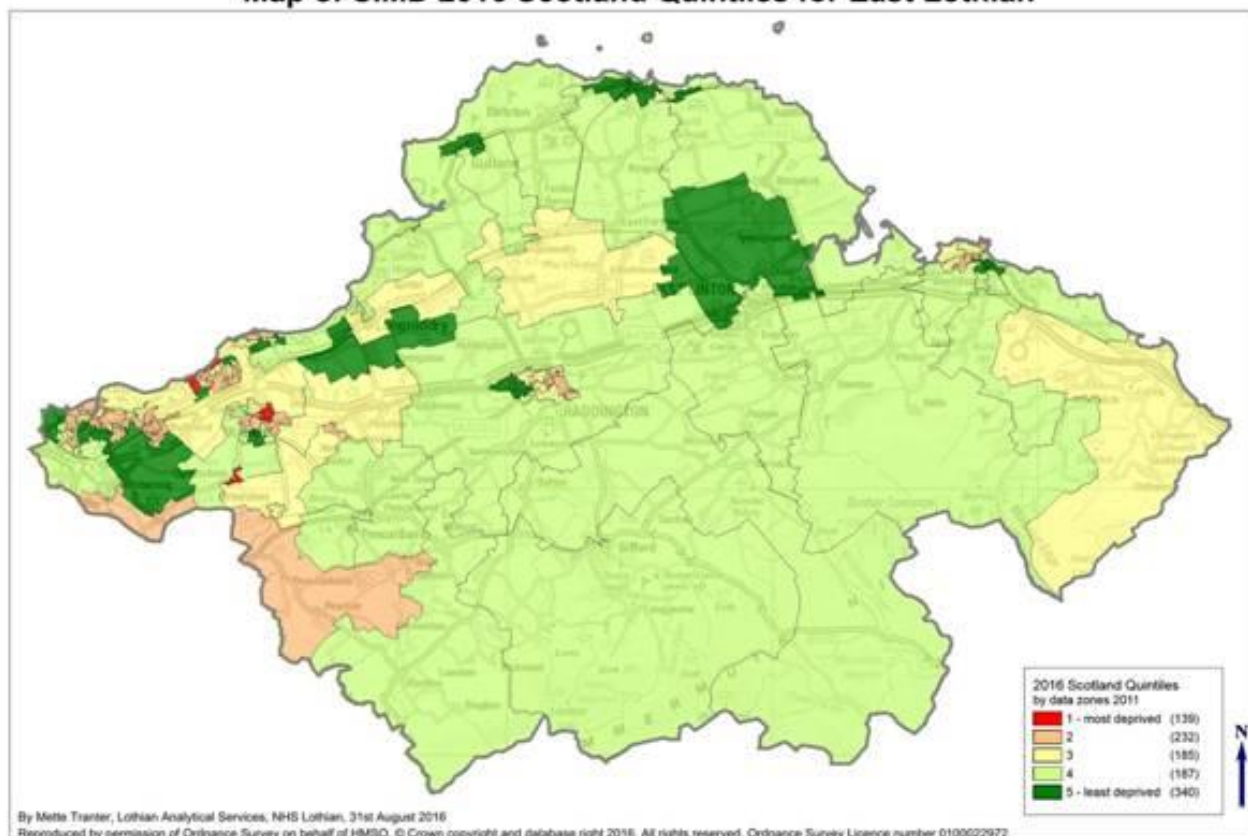
28. The Performance Framework is reported on quarterly with all framework indicators reviewed annually. This is to ensure that what is being reported on is appropriate and necessary. Further, as the Public Protection Office and scrutiny arrangements within East and Midlothian have matured and developed we have become more confident in challenging ourselves and our practice. Our future focus is on being better able to demonstrate that our work is making people safer and making a difference in people's lives.
29. Action plans arising from Initial Case Reviews and Large Scale Investigations are reported to the Public Protection Committee and the Critical Services Oversight Group. This enables strategic scrutiny to take place with emphasis on implementing any actions as well as ensuring that any learning is cascaded to teams and services. Learning includes highlighting good practice.
30. East Lothian's care at home framework was remodelled during 2016/17. With this, 15 providers were placed on the framework. During 2017/18, we have been able to monitor service delivery – ranging from provider performance to quality of the service. This is closely monitored by performance and quality officers with incentives available to providers to encourage them to drive up quality standards. The Procurement Board analyses these performance measures. The CSWO is a member of the Board, and as such, has an informed overview of quality issues within the care at home service.
31. Commissioning social care services is much more than organising and buying services. It is also about how councils and the NHS work together to plan services that will meet future demand and make efficient use of their combined resources as well as procure services with the third and private sector. As a partnership, we have a statutory duty to keep the supported person's plan under review, and to ensure that their eligibility needs continue to be met.
32. The Care at Home Review Project has been established to examine the client review process and work began on this during 2017/18. We are aiming to not only streamline the review system, we are ultimately wanting to ensure that it aligns itself with up-to-date assessed packages of care so that it is not creating dependency or unnecessary budget expenditure, as well as being tied in with quality assurance and best value principles.
33. The Community Justice Local Outcomes and Improvement Plan was produced in 2017 with all partners contributing to this. This plan received positive feedback from Community Justice Scotland particularly as East Lothian made a decision to include youth justice and early intervention/prevention as an outcome rather than simply focussing on adults. This plan was subject to public consultation prior to its implementation.
34. Within East Lothian, the CSWO chairs the Reducing Reoffending Group which is the working group for the Community Justice Improvement Plan. This is then reported to the newly established East Lothian Partnership so that scrutiny and monitoring of the plan is carried out on a strategic basis. The Partnership are currently examining progress made with this plan and this will be reported to Community Justice Scotland in September 2018 by way of the first Annual Report.

35. The CSWO chairs bi-monthly meeting with all managers in the HSCP, including both social work and health managers. This is a formal meeting where managers' report on their services, including any audit and scrutiny work being undertaken. The next area of work for this group is, whilst working with the Head of Adults and Children's Services, to introduce a systematic framework for self-evaluation and quality assurance for child and adult services that is carried out by workers and managers across services and teams. Re-enforcing quality standards is a core task for the CSWO. By involving workers at all levels in the audit process, understanding and ownership of work standards is encouraged.
36. A shared culture and professional identify of health and social work now needs to be developed. Whilst we have started to bring services together, we are still bound by separate organisational arrangements. This will be key to us reaching our potential as a partnership.
37. The Health and Care Standards, added to the Duty of Candour (when there is an unexpected or unintended incident resulting in harm or death, this will be reviewed so the person or family can be advised why it happened, and an apology given) report requirements, have now been introduced. We will now have to embed these within practice, respond to as and when appropriate, and provide an annual report (for the Duty of Candour). Again, these will be reporting to the Care Governance Group as we will need to review each incident and examine our practice. Having shared standards is welcomed as these will help to inform practice in all services thus improving consistency and understanding of what we need to achieve.

SOCIAL SERVICES DELIVERY LANDSCAPE

38. East Lothian has a population of 104,840 (2017) 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%.
39. These demographic changes bring opportunities and challenges due to the differing needs and strengths within the towns and villages. However, by working with our partners, as well as helping to build resilience within the community, we are actively trying to improve service growth within the county.
40. East Lothian Partnership includes a variety of organisations from across public, private, third and community sectors. The East Lothian Plan 2017-27 is the strategic plan for the county with the priority focus being:
 - Reducing inequalities
 - Tackling poverty
 - Early intervention and prevention
41. As detailed in last year's report, the greatest concentration of deprivation within East Lothian is in the towns in the west of the county (i.e. Prestonpans, Musselburgh, Tranent and Wallyford).
42. The IJB strategic plan focuses on delivery of the nine National Health and Wellbeing outcomes set out in the 2014 Act. Further, it seeks to address health inequalities across the county, where people living in the poorest neighbourhoods can, on average, expect to die four years earlier than people living in the richest neighbourhoods and spend more of their lives with ill health (see following map).

Map of SIMD 2016 Scotland Quintiles for East Lothian



43. Over 90% of care at home provision is delivered by independent providers. With this, we have to continually monitor the service provider's quality of care as well as assess whether they are delivering services as expected. In the current market, there is high staff turnover within these organisations which does impact on the level of care provided as well as consistency of care. We work with these providers and offer training and support to help them improve quality standards. Due to current market conditions, there is a concern that should a provider stop trading, there would be major challenges in securing replacement care.
44. Through our current commissioning of services, some concerns have been raised in relation to providers having recruitment and retention issues, as well as a shortage of adequately trained staff to provide care for current identified complex care needs. Forecasting from children's services has clearly indicated that clients with more complex care needs will be transitioning into adult services in the immediate and longer term. The Integrated Joint Board have been made aware of this risk and further discussions regarding a comprehensive approach to commissioned services will be taken forward.
45. Care at Home currently supports over 1376 adult service users, with approximately 21000 care at home hours being provided each week. Like many authorities we are experiencing a shortage of care at home hours and presently have approximately 850 care hours unallocated. However, this is a significant improvement on last year where there were approximately 1500 hours of unmet need per week. This reduction has resulted from a combination of collaborative

allocations (providers working together) and reviewing cases on the waiting list to assess if care is still required.

46. East Lothian has 17 care homes in total. Three are Council-run homes, with Belhaven Hospital/Care Home provided by being NHS Lothian. All other homes are provided by the independent sector.
47. In April 2018, there were 599 clients (aged over 65) being supported within Care Homes. This compares to 584 the previous year. Of these clients, 39% are self-funding – an increase of 3% in the previous year. Forty-nine service users (under 65) are currently supported in Care homes compared to 52 in April 2017.
48. Of note, length of care home placements are getting shorter. Of the 199 placements ended after September 2017, 61 (30%) were 6 months or less and 91 (46%) were less than 1 year. This is linked to clients moving into care homes at later stages in life with more significant physical and mental health problems. Unfortunately, this has resulted in the resident group within care homes becoming less stable, which can cause confusion for some clients. With regard to social work, this activity means there has been an increase in the need for social work assessments due to high turnover.
49. East Lothian has no residential resource for adults (not including care homes for older people). As a result, approx. £3.8m per year is spent on external placements. Adults with Learning Disabilities, complex needs and/or autism make up the majority of those living outwith their home areas. It should be acknowledged that external resources may be appropriate for a client's needs. However, we need to ensure that the mix and capacity of resources within the county is appropriately matched to assessed need.
50. Through forecasting, we are actively examining the resources that will be required in the coming years, whether it be specialist services, appropriately trained staff, or suitable accommodation. This information will then help inform strategic planning. We will be working closely with our partners and the community in relation to this as we need to utilise all resources, learn to manage our demand as best we can, and build resilience within the community.
51. The lack of foster carers and placements within the county is a significant challenge. Whilst it is appropriate for some children to be moved outwith the area, for the majority, the decision is due to not having a placement available. This is often detrimental to the child and their family, and as a result, is one of our main priorities within East Lothian – hence the additional investment of £300k.
52. Significant concern was raised when the Scottish Government announced that drug and alcohol services were to receive a 25% reduction in budgets. However, they have since advised that there will be an additional £20m available for distribution throughout Scotland. This is welcomed as recent data indicates that within East Lothian, drug deaths have increased 100% in this last year. Again, the demographics of the county challenge us with ensuring that services are available to all those who require it, regardless of where they live.
53. We are currently designing a Recovery Hub to be based in Musselburgh. Initially this will provide mental health and substance misuse services as a matter of priority. However, discussions are continuing to take place in relation to the Hub

becoming a 'one stop shop' including housing, criminal justice, and general advice and support. Whilst not fully inclusive of all relevant services, this initial focus will be on people whose lives are more chaotic and less stable and often are the most difficult to engage with.

54. With regard mental health, we are feeling the impact of the Royal Edinburgh Hospital Campus redevelopment as there is currently a reduction in acute admission beds. Alongside this, the Intensive Home Treatment Team (IHTT) within NHS Lothian, has begun a redesign process – working towards a joint mental health service model. As this team offers a service for individuals who are experiencing mental health crisis or risk, it is vital that the redesign improves access and service delivery as they are some of the most vulnerable people in our communities.

RESOURCES

55. During 2017/18, Social Work Services received a total budget of £66.066 million. £14.169 million for Children's Services and £51.897 million for Adults and Older People Services (including Criminal Justice Services).
56. At the end of the financial year, there was an overspend of £1.769 million against the budget - £667,000 in Children's and £1.101 million in Adults and Older People. However, the Adult and Older People position was offset by a number of one-off benefits totalling £876,000 which related to the release of a care provision. There was an additional funding of £325,000 from the NHS relating to the delivery of IJB delegated functions.
57. Taking this into account, the actual reported overspend was £892,000.
58. The summary of efficiencies within the H&SCP in 2017/18, equates to:
- a) Efficiencies achieved (**£166,000 in total**)
- Increased Service Charges - £25,000
 - Efficient Workforce management - £100,000
 - Children's Services buy smart reviews - £37,000
 - Increase in the number of student placements - £4,000
- b) Efficiencies not achieved (**£80,000 in total**)
- Integration of Health & Social Care - £60,000
 - Adults buy smart reviews - £20,000
59. The Children and Adult Services budget for 2017-18 was balanced on the requirement to deliver an ambitious efficiency programme, in part relating to unachieved efficiencies from 2016-17. Further plans will be required to ensure that future spending commitments can be delivered within available budget during 2018/19.
60. The main pressures in the Children's budget were due to demands for external residential places; external fostering and care at home services. Within Adults and Older People services, main pressures arose from demand for care services for the over 65's and complex care needs for adults with learning and physical disabilities.
61. Due to financial pressures alongside increasing demand, we introduced a governance, audit and compliance framework to support evidence based decision making as well as increasing staff's understanding and involvement of budget and control measures.
62. Through delegated authority within Adult and Older People Services, we devolved authority to authorise assessment and support planning to senior practitioners, service managers, and group service managers. Each stage has an agreed limit

to authorise to, with the higher cost packages being authorised by a more senior manager. This will be monitored during 2018/19 to ascertain if we have met basic outcomes – improved customer experience by being more efficient in decision making; more consistency with eligibility framework; evidence based decision making; and greater transparency within our decision making.

63. Criminal Justice Services funding, which is ring-fenced, received no uplift from the Scottish Government within their budget. Consequently, the service has had to adapt to service need by altering its staff mix as and when team members leave. This has enabled greater flexibility to be achieved within the service whilst making full use of the available budget.
64. The Community Justice local outcome improvement plan gives all statutory partners the platform to work more effectively together to address needs of offenders. Better outcomes could be achieved through using current resources better rather than relying on additional funding. Poverty, health issues, unemployment and general instability in lifestyle, are core issues that continue to emerge from data gathered.
65. During 2017/18, efficiencies have been achieved through service redesign, vacancy control measures and transformational working. Working smarter and more efficiently have been at the heart of this so that the impact on front line staff has been kept to a minimum. However, there has also been investment during this period which has helped target specific projects and pressure areas.
66. As we look to the future, we are looking to develop and invest in new models of care. Within older adults, considerable investment has been received from the Scottish Government to reduce people going into hospital as well as improve delayed discharge. In East Lothian, developments have included the Hospital at Home Service and the Care Home Team.
67. Due to budget pressures alongside more complex need and demand, we will have to ensure that resource transfer is used as efficiently as possible with risk assessments (to client, service delivery, etc) being carried out. Further, we will need to be clear as to what is achievable, and what is not. Expectations will need to become more realistic.
68. The CSWO is involved in budget discussions and decision making in relation to social work services. Clarity is also provided on statutory services and functions, risks and challenges associated with the different services, and the impact efficiencies can or will have on staff delivering services.

SERVICE QUALITY AND PERFORMANCE (including statutory functions)

CSWO and Service Standards

69. One of the core tasks of the CSWO is to provide professional oversight and leadership in relation to social work and social care services being delivered, and by the workforce that is delivering them. In summary, the CSWO must ensure governance so that standards and performance are achieved, with staff operating within the standards and the codes of practice as set out by the Scottish Social Service Council (SSSC).
70. The Care Inspectorate has a duty to inspect all registered care services as well as social work and social care services. Through inspections, service improvements are highlighted alongside best practice examples. These inspections bring accountability and provide the general public confidence in services being delivered.
71. Inspection findings and recommendations are reported in several places within East Lothian. These include:
- The IJB
 - The CGG
 - The Public Performance and Review Committee
 - Critical Service Oversight Group
 - East and Midlothian Public Protection Committee
 - Council Management Team
 - Health and Social Care Partnership
72. Any inspection recommendations are integrated into Service Plans so they are actively addressed and then monitored.

Care Inspectorate Inspections

73. The Care Inspectorate carried out a number of announced and unannounced inspections throughout East Lothian's social work and social care services throughout 2017/18. These included:

a) Children's Services

Lothian Villa Care Home Service had an unannounced inspection on 9th May 2017. Grades were exceptional with 6's being awarded for quality of care and support; and quality of staffing.

Since September 2010, Lothian Villa have consistently scored 5s and 6s in Inspections. To maintain these standards, the level of commitment and professionalism by all staff has been quite remarkable and is recognised nationally as an exceptional resource.

b) Adult Services

EL Domiciliary Care Service (housing support) was inspected on 17th November 2017. Grades of 4's were awarded for Quality of Care and Support; Staffing; and Management and Leadership.

The Adult Placement Service was subject to an unannounced inspection on 29th March 2018. Grades of 5's were awarded for Quality of Care and Support; and Management and Leadership.

c) Care Homes for Older People

A total of 19 inspections were carried out with the majority being in the private sector. Whilst the majority demonstrated high levels of quality and care, low grades were given to 5 private homes. 2 of these resulted in Large Scale Investigations being commenced whilst the others were subject to close monitoring and scrutiny. The full list is attached as Appendix 1.

74. It is noticeable that during the past year, our Care Review Team has had to spend increasing amounts of time with private providers ensuring that action plans are implemented. We are becoming increasingly concerned that some providers are reacting to poor grades rather than striving to maintain high quality care and standards within their care homes.

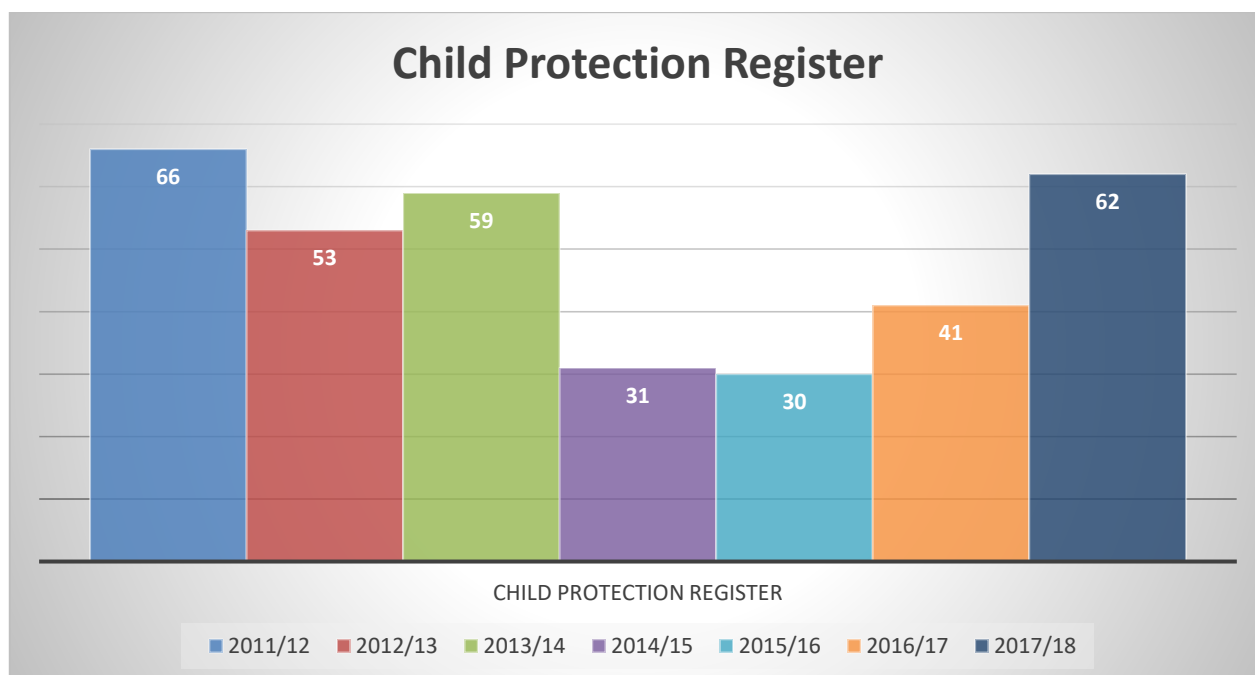
Statutory Functions and Services

Children and Families Services

Protection and Family Support Service

75. At 31st March 2018, Children's Services had 881 allocated cases which meant that one East Lothian child in every 26 (aged 0-18) were involved with the service. There were 2,865 referrals during 2017/18, equating to 55 per week. The majority of referrals were received from the Police, with the towns of Musselburgh and Tranent being the largest sources. These statistics remain consistent with last year's figures.
76. During the year, the number of looked after children increased slightly from 222 to 227, a rise of 2.3%. This relatively stable out-turn positively reflects the support and early intervention approach the service has worked hard to develop.

Child Protection Register



77. The number of children on the Child Protection Register rose from 41 in April 2017, to 62 at the end of the financial year, a 51% increase. The rate per 1,000 of 3.3 is above the national rate of 3.0. Historically, East Lothian figures have always been under this rate.
78. There was a significant number of sibling groups on the Register which contributed to the above average rate. This included families moving into the area with children whose names were already on the Register. The other feature is the significant percentage of babies and unborn children - over a third were below the age of 12 months. Of those children on the Register, 34% had domestic abuse as a registration category – whereas last year, the major category was substance misuse. We are examining this in more detail to help inform the type of intervention work that is required to ensure that children (and partners) are safe.
79. Of note is the fact we are training staff in the ‘Safe and Together’ model of working (focus on domestic abuse) where we work with all members of the family unit including the perpetrator of the violence. Staff in Children’s Services and Criminal Justice have trained together on this. During 2018/19, our aim is to co-work cases and review the impact and expected positive outcomes that this type of working will bring.
80. Based on the evidence of the last 6 or 7 years, it is reasonable to assume that numbers on the Child Protection Register in East Lothian will begin to fall during the next six months. However, teams have to not only be aware of number spikes, the service has to be flexible and adaptable to these varying demand pressures. At the core of this is the ability to assess risk(s) that are being presented and vary contact/input accordingly.
81. Any increase in numbers results in an increase in workload and time management. This includes increases to: client contact, case conferences, effective and frequent communication with professionals, etc. Supervision plays a key role during these pressure times to enable a comprehensive review of cases as well as worker reflection on their practice.

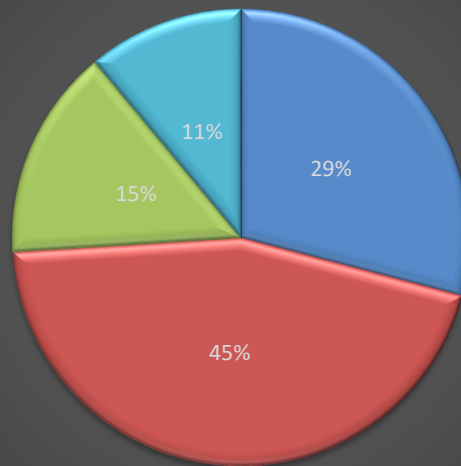
Looked After Children and Young People

82. The East Lothian looked after population of children and young people at the end of 2017/18 comprised 227 as follows:

	March 2018	March 2017	Rate per 1000* (2018)	Scotland Rate per 1000* (2018)
Home Supervision	66	65	3.1	3.8
Foster Care	102	91	4.8	5.6
Formal Kin Care	34	46	1.6	4.0
Residential Care	25	20	1.2	1.5
(Secure Accommodation = 2)				
TOTAL	227	222	10.7	15.1

83. 71% of looked after children are accommodated away from home, placing pressures on our capacity for local placement of children within East Lothian. Further, a significant number of children are placed in external foster care as well as external residential care. Not only is this detrimental to the young person and their family, but is also an expensive resource as well as being time consuming for workers and family members (due to distance).
84. Due to these pressures, East Lothian Council agreed to invest £300,000 in the fostering service in the new financial year. This will enable us to change our fee structure so that we can compete with other local authorities. Our goal is to add 18 new carers by April 2020. This is our biggest challenge and we need all agencies, partners, elected members and the HSCP and ELC workforce to acknowledge the role they play in driving this forward.
85. Minimising placement moves for looked after and accommodated children (LAAC) is a key indicator for the service, being closely linked to positive outcomes and general wellbeing. The average number of placement moves for all children looked after away from home has fallen from 2.1 to 1.7 at the end of March 2018.

Looked After Children and Young People



■ Home Supervision (66) ■ Foster Care (102) ■ Formal Kin Care (34) ■ Residential Care (25) ■

86. The local residential service provides 12 placements in two locations within the Care Home Service (Lothian Villa). Some young people remain in placement after their 18th birthday; some who are currently in long term care who may choose to stay on; and some will return to their family with aftercare support provided by the residential service. This is a valuable resource and one that East Lothian is very proud of.
87. The residential service has a satellite flat based in Musselburgh with this being used as flexibly as possible. This is often to prevent external placement being required.
88. 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.
89. The shortage of suitable accommodation within East Lothian for young people in receipt of After Care continues to challenge the Authority. Children Services are actively engaged with housing services in trying to increase the stock of social housing to meet this high demand. Placing a young person in Bed and Breakfast; travel lodges or low budget hotels – even when there is no alternative available – is unacceptable. We are currently looking at a 'Step Forward Scheme' which involves recruiting for Supported Lodging Hosts to ease transition from care to independence. However, whilst it is important that suitable and appropriate accommodation is available, support services also need to be accessible. Our partners play a key role with regard to this.
90. There were 71 East Lothian young people who were receiving an After Care service at the end of March 2018. Of these, 49% have a known destination, with these being recorded as positive destinations such as education, training or employment. The national average is 47%.
91. The number of children and young people in Formal Kinship Care has fallen to 34 which is less than half the national rate per 1,000. However, we have 79 children

and young people with Informal Kin Carers which is a significant number who are being supported outwith the statutory care framework.

92. 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. Many may not have an allocated worker but will be an open case within the service.
93. Olivebank Child and Family Centre provides a service to 44 vulnerable children aged 4 months to 4 years, with children receiving a 2 or 3 day service. Over the past year, the young mother and toddler service has been developed. Parents are integral to this service and are actively involved in family learning.
94. East Lothian is working with the following colleagues in the Third Sector to provide early intervention services to concerning children, young people and their families: Aberlour Childcare Trust, Action for Children, Children 1st, Cyrenians Conflict Resolution Services, East Lothian Special Needs Playscheme, Home-Start East Lothian, With YOU Horizons Young People Services and WHO Cares? Scotland.

Fostering and Adoption

95. There has been a sustained recruitment drive to attempt to increase the number of Local Authority Foster Carers in East Lothian. However, the 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 102 children and young people in foster care and approximately 11% are with external providers. Ideally, we want to use external resources when assessed as appropriate, rather than being the only option.
96. A noticeable trend has not only seen a rise in referrals for Foster Placements, but further, fewer children returning to their families once they are accommodated. Whilst this may be as a result of appropriate decision making, we need to ensure that all options have been exhausted.
97. 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 carers from East Lothian, added to market pressures, impact on our ability to recruit new carers.

Corporate Parenting

98. East Lothian has a strong commitment to Corporate Parenting and 'Getting it Right' for all care experienced children and young people. The planning and delivery group has been in existence since 2008, with the Champions Board coming on stream in 2015. The latter provides a very strong commitment to listening to care experienced young people and using their knowledge and experiences to inform and improve outcomes for young people in East Lothian.
99. The East Lothian Corporate Parenting Plan 2017-2020 makes promises and commitments to all care experienced children and young people. The 3 main priorities include:
- Better outcomes in relation to education
 - Better housing options for when they leave care
 - More care placements that will keep sibling groups together
100. In relation to the above, we need to improve attainment outcomes for looked after children in East Lothian. The Scottish Government investment fund that will be forthcoming this year and next is welcome. We are currently examining how best to use this money so that maximum benefit is achieved. As mentioned previously, we are investing in foster carers and placements so aim to keep sibling groups together.
101. Within East Lothian, the strategic children's partnership is critical in enabling the shift and re-alignment of resources to meet identified priority needs as well as developing integrated approaches to delivering services. Due to current and forecasted future demand for services, we need to consider the effectiveness of GIRFEC and partnership approaches to early intervention and prevention in universal services.
102. Whilst there has been a number of events promoting the role of Corporate Parents, there remains a need to raise awareness of the role and duties this entails to all staff working across the Council, the HSCP and elected members. There are opportunities to improve the experiences and outcomes for looked after children and young people and care leavers through joined up working as part of the "One Council" approach. We currently have two champions from the current administration although we would like to add to this.
103. The Champions Board works in collaboration with a wide range of partners including the Council, Health, Police, Who Cares? (Scotland), colleges, universities, and the third sector. Through the board, care experienced young people themselves can influence improvements in the services and support available to them. Two short films covering education and housing priority have been produced in conjunction with Queen Margaret University, and these films are used to raise awareness of corporate parenting and highlight how additional support could be given to young people.
104. When discussing the role of Corporate Parents, the Champions Board stated:
- 'We're not just talking about social work, schools & health, we need support with housing, employment, leisure and lots of other things that most young people get support with from their parents - we're asking our corporate parents to step up & help us in the same way.'*

105. Forty care experienced young people have benefited from personal budgets of around £500 to help them achieve their aspirations.
106. A crucial area for East Lothian relates to school exclusions. Whilst 2017/18 figures are not yet published, we are aware that last year, there were 34.2 pupils per 1,000 pupils excluded from East Lothian schools compared to 26.8 pupils per 1,000 pupils excluded as a national average. Excluding children from school has a marked effect 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. The Champions Board have helped inform this.

Unaccompanied Asylum Seeking Young People

107. East Lothian have had 2 spontaneous presentations of an unaccompanied asylum seeking young person – one from Vietnam and one from Iran. We have worked closely with the City of Edinburgh due to their level of experience of working with these young people due to the higher numbers presenting in the city. Further joint work was undertaken with Edinburgh when completing the Age Assessment.
108. Whilst numbers in East Lothian have been small, our limited accommodation options have created problems for finding suitable housing for these young people. Further, it created unexpected challenges in relation to mixing with some of our vulnerable young people who we have a statutory duty to work with.

Adult Services

Adult Support and Protection

109. East and Midlothian Public Protection Committee meets on a quarterly basis and reviews all performance framework indicators. Areas also monitored include Sexual Exploitation, Female Genital Mutilation, Human Trafficking, and Gender Based Violence.

Adult Protection Indicators

	2015/16	2016/17	2017/18
Total number of ASP referrals	493	633	791
Total number of Duties to Inquires	226	343	449
Total number of investigations	69	151	112

110. During 2017/18, East Lothian received 791 adult support and referrals – an increase of 158 in one year. The vast majority of these referrals were from the Police.
111. In relation to investigations, operational systems were reviewed in the final quarter of the year as there were concerns that some investigations were being progressed when it was not necessary. This review informed a more robust and proportionate response to adults who were known or believed to be at risk of harm. Staff briefings have taken place to refresh workers about the procedures they need to follow.
112. Large Scale Investigations were carried out during the year in relation to two private care homes who received low inspection grades. Whilst the providers were willing to work with us – and work alongside the care home review team – it is concerning that standards could decline so quickly. Poor management and leadership has been present in both of these as well as issue with regard clients' care plans.
113. In addition to the above LSIs, there were four multi agency strategy meetings which took place. These meetings are called when concerns have been raised about a Care Home and all information is discussed to agree whether the Home should progress to a LSI or not. Whilst the majority did not progress to LSI, it is evident that there have been a number of issues, in a number of Homes. This is something we are monitoring and discuss with our Care Inspectorate strategic link inspector and relationship manager for regulated services at our quarterly meetings.
114. ASP achievements during 2017/18:
- Preparing for, and training staff, in the use of E-IRD: an electronically shared recording system which triggers an initial referral discussion. This will be implemented at the end of April 2018.
 - The Scottish Appropriate Adult Network and subgroup are helping to develop training standards across Scotland to accommodate legislative changes coming in in September 2018
 - Monthly council officer meetings are now established to support staff, monitor workload and share good practice stories
 - Practitioner Pack developed for staff to assist with their role, function and evidence based decision making
 - Audits now in place to monitor activity and assess decision making
115. **Case Example:** the following example demonstrates the complexities that are often involved in ASP cases:

Client A had a history of alcohol abuse and chaotic living. Home was sparsely decorated and frequently used as a drinking den for the local community. He was reported missing by his half-brother in December 2017. It transpired that his brother had moved into their one bedroom property and together they submitted a joint tenancy application to move to a 2 bedroom property. The brothers had been estranged for many years with the other brother living in Edinburgh.

When found, Client A refused to go home and was taken to a local hospital where it was discovered that he had fractured ribs and a black eye. At this stage, it was unclear what had happened to the adult but he continued to refuse to go home

and did not want anyone to communicate with his brother. Unfortunately, his brother appeared at the local hospital resulting in the police being called due to his level of aggression.

Following this incident, an Adult Protection case conference was arranged in order to piece together the chain of events as well as develop a protection plan to support Client A. He attended the APCC and whilst he refused to disclose the actions of his brother he did admit to the group that his brother had threatened to kill him. Known associates of his brother were considered to be dangerous so this threat was taken seriously.

Client A was considered to be an adult at risk of harm and we therefore placed him in a place of safety where he remained until we secured an alternative tenancy for him in a new area. Housing cancelled the joint application and the locks on his existing property were changed thus stopping his brother from entering. Because of the evidence available, we successfully secured a banning order against Client A's brother due to his history of violence.

Mental Health

Mental Health Care and Treatment (Scotland) Act

116. The annual statistical report from the Mental Welfare Commission on statutory interventions has not yet been issued for 2017-18. However, the report issued in October 2017 by the Mental Welfare Commission on activity in 2016-17, noted 5422 new episodes of compulsory treatment across Scotland during the year. This was an increase of 8.2% on the previous year. This is the highest number of new compulsory episodes since the 2003 Act was implemented.
117. In 2017, the Commission publicised concerns regarding the number of emergency detentions under the Mental Health (Care and Treatment) Act. These had risen considerably in certain areas of Scotland – with an increase of 35.9% over a ten year period. This suggests a lack of earlier planned and less restrictive interventions.
118. Positively, this increase was not reflected in East Lothian. Our rates of short-term detention certificates and compulsory treatment orders are below and around the Scottish average.

Table 3.4.1 STDCs and CTOs by local authority 2016-17 – number and rate per 100k population

	STDC		CTO	
	Number	Rate per 100k	Number	Rate per 100k
East Lothian	63	60.5	22	21
Scotland	4371	80.9	1203	22.3

Adults with Incapacity Act

119. The most recent Mental Welfare Commission report shows that the number of existing guardianship orders has risen across Scotland by 12.5% since 2015/16. In East Lothian, there are currently 48 local authority guardianships and 144 supervised private guardianships. This compares with 49 and 109 respectively in 2015/16 – an overall increase of 21.5%.
120. In the most recent Commission reporting period our activity was below the Scottish average reflecting staffing pressures on service. This has been addressed in the past year by the transfer of social work hours into the Mental Health Officers team thus ensuring that regulatory requirements regarding reviews of private guardianships can be completed.

Guardianship Orders Granted by LA 2016-17

	Population 16yrs +				Rate per 100k 16+ population		
	Total Numbers	LA	Private	ALL	LA	Private	ALL
East Lothian	85,101	8	24	32	9	28	38
Scotland	448,783	707	2146	2852	16	48	64

121. The primary causes of incapacity for local authority orders were dementia (50%) and learning disability (25%). In private orders, the causes were learning disability (67%) and dementia (29%). Sheriffs have been guided in recent years not to grant orders indefinitely as was often previous practice in order to protect the rights of adults and ensure orders are still least restrictive option. Within East Lothian, no indefinite private orders were granted with all orders being for three years or less. Whilst this brings additional work to the team, this practice carries the least restrictive option, and one that as CSWO, I would concur with.
122. Work has been undertaken to increase the Mental Health Officer (MHO) capacity within East Lothian. In the last four years, five social workers (selected from within the Council) have undertaken this training – with one scheduled to qualify in summer 2018. This is a major commitment for the service especially when backfill cannot be secured for the social workers due to budget constraints. However, in the same period three MHOs have left the Council or been promoted elsewhere in the service. At this moment in time, East Lothian's MHO capacity is under resourced.
123. The Mental Welfare Commission has noted pressures on MHO numbers nationally, mainly through demands of the Adults with Incapacity Act. We will be undertaking a review of the MHO service in 2018/19 to ensure it is fit to meet continuing statutory requirements.

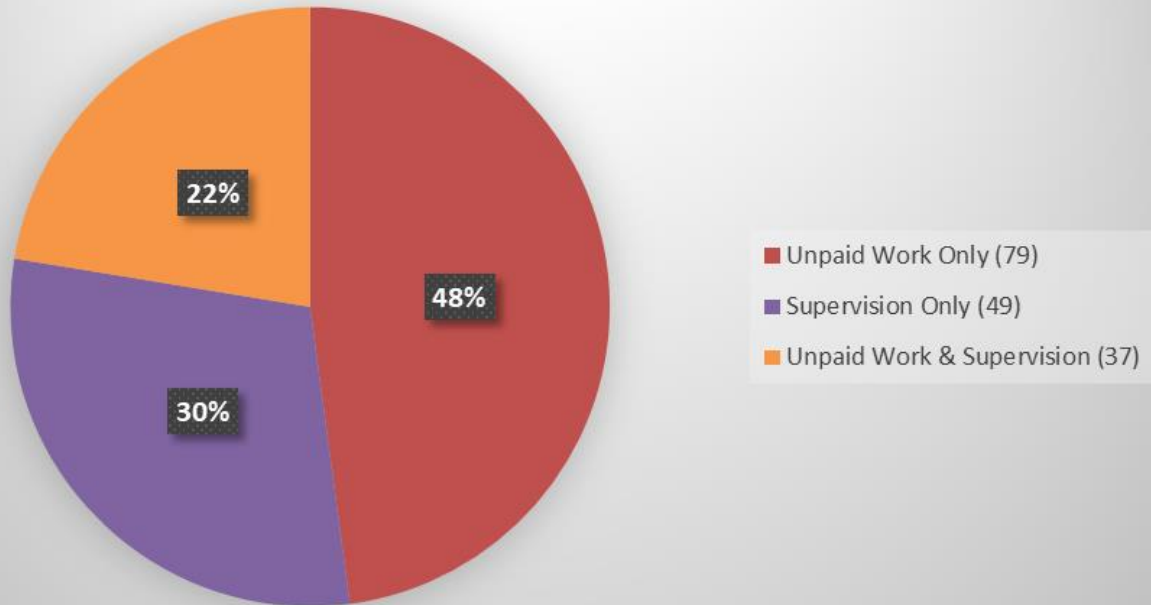
Criminal Justice Service

124. East Lothian's Criminal Justice Service has adapted to changing pressures throughout the year. Due to the impact of welfare reforms, particularly Universal Credit, clients have presented with more welfare type issues, often in a distressed state. Consequently, the staffing mix was adapted enabling an additional Social Work assistant to be recruited to address the accommodation and welfare issues that were emerging. Along with this, requests for food bank referrals increased throughout the year.
125. During 2017/18, there was a reduction in the number of Court report requests and new Community Payback Orders (CPOs) made in Court. This is illustrated in the table below:



126. If the Court is considering a community sentence, they will normally request a report. Therefore, the reduction in report requests detailed in the above table, would negatively impact on new CPO numbers. However, an audit of reports written, recommendations made within the report, and subsequent court disposal, was undertaken, to ascertain if there was an issue with the social workers assessment. This concluded that there was no disparity between the two. Consequently, the service is currently liaising with other local authorities to see if this is a national issue.
127. During the past year, 3 members of the criminal justice team have been put through national training to enable them to carry out risk assessments and supervision of clients who have sex offences and/or domestic abuse offences.

Community Payback Orders - 2017/18



128. Unpaid work remains the most common community sentence disposal made by the Courts, with the number of unpaid work hours completed totalling 11,462. Types of work and placements included the allocation and maintenance of six allotment plots; landscaping - projects varied from general landscaping of gardens, through to larger and ongoing projects such as coastal paths and public parks; building work such as erecting wooden raised beds; internal and external painting projects such as village halls; as well as a variety of personal placements in charitable organisations.
129. Managing high risk offenders remains a priority for the CJS. Throughcare, whether it be voluntary, in custody, or on licence in the community is a core task for workers within the team. On the 31st December 2017, there were 79 clients in total subject to throughcare supervision.
130. Multi Agency Public Protection Arrangements (MAPPA) continue to work well within East Lothian with multi agency supervision and monitoring of offenders who have committed sexual offences taking place. However, the past year has seen an increase in vigilante type unrest within the community. Consequently, we are working closely with our Police colleagues in relation to this and have held briefing sessions for elected members. During the coming year, we will be examining our communication strategy to ascertain how best to engage with the community in relation to this issue.
131. During 2017/18, achievements within the CJS have included:
- Establishing a second Social Work Assistant role
 - Implementing the East Lothian Offender Employment Programme with our partner -Access to Industry
 - Developing the women's group 'Connect' including recruiting staff from other services and agencies to help facilitate this group (1 day per week)
132. Working in partnership with the Team Leader in the Family Placement Team in Children's Services, the Community Payback Work team identified appropriate locations to place advertising for fostering throughout the Musselburgh area as

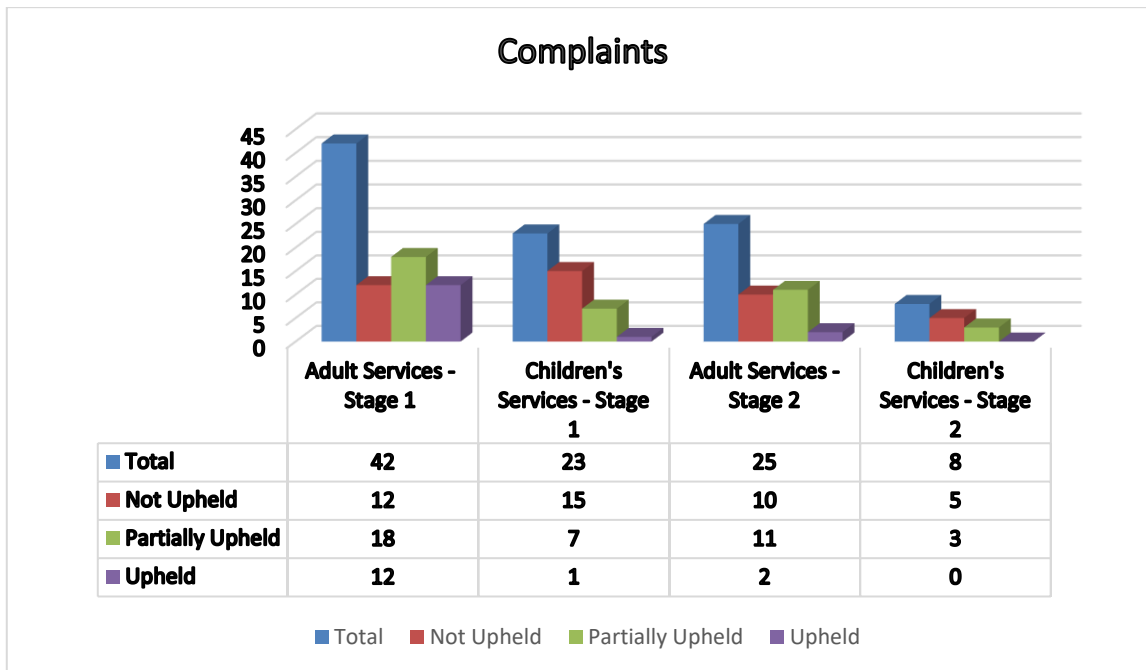
part of a recruitment drive. This was the first time this had been undertaken and feedback from clients was very positive as they felt they were doing something worthwhile for the community, the Council, and for children requiring help.

Violence Against Women and Girls

133. The Violence Against Women and Girls (VAWG) Services Review concluded in July 2017 with the following improvements agreed:
 - posts within the service made permanent
 - a streamlined contract for housing and support services for women and children affected by domestic abuse was awarded to Women's Aid
134. Following consultation with services during 2017, it was agreed that we would strive to embed the Safe and Together model within practice in relation to domestic abuse. In doing so, we would work with the child, the non-offending parent, and the perpetrator. In January 2018, intensive training was provided for practitioners and supervisors with children's services and criminal justice services coming together for this. The next stage is to embed this model into existing assessment frameworks.
135. The above is a major commitment by services and the public protection office to work together using a different, but well researched model to help achieve better outcomes for all affected by through domestic abuse.
136. The East Lothian Sexual Abuse Service, funded by East Lothian Council and NHS Lothian, operates 25 hours per week with support taking place across a variety of locations in the county. The service is currently operating at full capacity. We are actively pursuing funding streams to try and secure additional funding with a view to increasing capacity.

Complaints and Compliments

137. On 1st April 2017, the Social Work Complaints Handling Procedure changed with the introduction of a standard approach to handling complaints across local authorities and closely resembles the complaints process within the NHS. This is now a 2-stage complaints procedure working closely with the Scottish Public Services Ombudsman (SPSO).



(Please note, Adult Stage 2 total: one case cancelled and one not concluded)

138. The change in procedure has had an impact on numbers. Adults saw a slight increase in Stage 1 complaints (increase of 5 in total). Although reason for the complaint varied, time waiting for care packages and charging letters were the two main categories for complaint.
139. Within Children's Services, there was a significant rise from 8 in 2016/17 of stage 1 complaints, to 23 this year. This figure also includes repeat complainers. The two most frequent category of complaint related to parental access to the child; and dissatisfaction with the worker.
140. With regard Stage 2 Complaints, adults remain steady with a slight increase of 4 from last year. Children's however saw a significant drop from 22 to 8. It would appear that for Children's Services, complaints have been dealt with satisfactorily at an earlier stage – something we want to see happen more.
141. We take complaints seriously and strive to ensure that any action or learning from a complaint is used to better service delivery. However, there is no doubt that the complaints process is time consuming particularly with such tight time frames. Internally, we intend to review the complaints findings from this year to identify any learning opportunities for social work services.
142. Across services, there were 48 compliments recorded. However, formal recording of compliments remain under reported by staff. We are actively looking at ways of promoting good practice. Recently, Children's Services introduced a Bravo notice board which has been positively received by staff:

Not only have you been a guiding light through dark times for the children but also, for myself too.

Thanks to you and your team we were kept safe, our lives changed for the better and we're in a safe and secure place.

I wanted to take the opportunity to share the positive feedback I received from Share the Carers who received a service from yourselves recently. The Telecare worker was described as friendly and professional, having knowledge of the children who receive Share the Care, was helpful and beneficial. There seemed to be a mutual understanding of the challenges in the need to minimising risk.

Well done and thank you very much

And sometimes comments from clients can help to remind us what is important. A resident within one of our care homes stated:

It is nice to get together with other residents. The scones and pancakes are lovely. We have a blether.



I like the therapy ponies. It is great to get a cuddle – they are so soft and lovely to stroke. It makes me feel nice. I even kissed one on the nose.

143. Complaints and compliments are now reported to the Clinical and Care Governance group for scrutiny and monitoring. Anonymised complaints and compliments are shared at staff briefings.

WORKFORCE

144. There is a variety of professions and skills mix that work across the services. During the past year, we have been examining roles and tasks and assessing whether things can be done better. As CSWO, ensuring staff are registered with the SSSC and have access to training and support to enable them to do their job are simple but basic priorities.
145. We are developing team and service profiles within ELC to help inform managers as to the make-up of workers within their team, and what this may mean for service delivery, supervision, succession planning, etc. Within services, teams can have very different profiles which will bring different needs. For example, at the start of 2017, there was a shortage of Council Officers (these are trained staff who investigate whether or not an adult is at risk of harm or not). Having had a high turnover of staff, all newly appointed social workers within the Adult Social Work team, had limited experience and could not initially undertake council officer duties. One year on, this is no longer an issue. In another team, all bar one worker is nearing retirement. Succession planning is a priority for this team.
146. East Lothian Council has been developing a new Workforce Plan (2018 -2022), with it now approved and implemented. This plan will build on the achievements of the previous plan whilst taking account of the challenges and new opportunities faced by the Council.
147. The Workforce Plan forms a key part of the Council's organisational, service and resource planning activities (including the Financial Strategy) to support the delivery of the Council vision and strategic objectives. This Plan will support the achievement of the ongoing transformation programme that is central to delivering the changes required. The CSWO has a clear governance role within this in ensuring that appropriate training is given to those who require it for specific roles and registration requirements.
148. Within core training, the Public Protection Office has established a learning and development plan for public protection work. In 2017/18, over 65 courses were delivered to some 1452 participants. These courses range from basic awareness training through to in-depth knowledge required for specific posts (ie Council Officer training).
149. A significant piece of work that is currently being undertaken relates to SVQ Level 3 requirements for Care Home staff. A Learning and Development Plan has been prepared and submitted to SSSC to update them on progress made within East Lothian. An extension had to be requested on this however, as the plan had not progressed as quickly as had been expected.

150. A plethora of training has taken place through the year, ranging from staff training for Self Directed Support – Option 2; through to more intensive training such as the Mental Health Officer Award. What is key within this is to ensure that there is a range of training for staff at different stages of their development and professional need.

151. As CSWO, the need to have a skilled and appropriately registered workforce is essential. Supervision needs to be effective with clear agreed outcomes within the process; Performance Review and Development helps staff to develop their skills and their knowledge thus improving service delivery; whilst encouraging student placements and practice teachers. Investing in the workforce's development is critical to future success and this is core to the workforce plans that have/are being developed by ELC and the HSCP.

CHALLENGES FOR 2018/19

152. As we move into 2018/19, there are a number of legislative changes, government policies and regulation requirements that we will need to continue to implement and/or respond to. Key areas that we will need to progress include:
- The Carers (Scotland) Act 2016 and the full implementation of this. To date, we have worked closely with our partners through a working group and a strategic group to ensure that the implementation plan was developed. For 2018/19, we have to ensure that this plan is delivered; data is collected in a meaningful way and informs strategy; and ultimately, ensuring an improved customer experience for carer assessment and support plans with streamlined processes making access to Self-Directed Support (SDS) options as simple as possible.
 - The full cost of the Carer's Act is not yet known. However, we expect there to be a financial gap between allocated Scottish Government funding and actual cost within the authority/HSCP.
 - SDS priorities for 2018, includes the Care Inspectorate Thematic Inspection within East Lothian, beginning in July.
 - Assessing the impact of the new Health and Social Care Standards (introduced in April 2018) and highlighting positive impacts this is having on clients and their outcomes. Ensuring that these standards are being adhered to by all services within the HSCP.
 - The implementation of the Duty of Candour legislation and formal reporting of this
 - Alcohol pricing and potential client impact. Those who are most likely to be affected by the increase in price, are often working with social work or health services. We need to ensure that we can respond to any change in behaviour or potential crisis that is being presented.
 - Scottish Government Throughcare Review. This is a long-waiting for review within Criminal Justice Services and focusses on the people whose behaviour poses the highest risk within our society. Once published, the potential impact on service delivery can be reviewed.
 - Presumption against short sentences being extended requires to be monitored. We also need to ensure that community disposal options are robust and meaningful to ensure the judiciary are confident about using community sentences rather than giving longer prison sentences.

153. Internally to East Lothian, key work streams include reviews of transport; and adult community services (adult resource centres). The new housing strategy needs to be aligned with forecasting future service demand including identified resources; and we need to build our capacity to care for our children with regard foster carers and placements within the county.
154. A self-evaluation exercise is underway in Children's Services to inform decision making by East Lothian Council regarding the current alignment of the service within the Health and Social Care Partnership.
155. The above list whilst not exhaustive, demonstrates the enormity of the task that is in front of us as well as the complexities involved. Further, discussion regarding future resource transfer from NHS Lothian in relation to services currently not under the remit of the IJB, will be taken forward (eg the Specialist Positive Behaviour Team for learning disabilities). Through informed planning and effective leadership, we remain confident that we can provide a path for transformational service delivery.

Fiona Duncan
Chief Social Work Officer
August 2018

APPENDIX

Care Homes for Older People				Care Inspectorate Quality Grades				
Name of Establishment	Provider	Care Type	Rooms	Date of CI report	Care & Support	Environment	Staffing	Management & Leadership
Private Nursing Homes								
Astley House	Astley House Nursing Home Ltd	Nursing	36	12/09/2017	5	N/A	5	N/A
				29/08/2016	5	5	N/A	N/A
				31/08/2015	5	5	5	5
				28/08/2014	5	5	5	5
				27/11/2013	5	5	5	5
				24/01/2013	4	4	N/A	N/A
Belhaven Nursing Home	NHS Lothian/East Lothian Council	Nursing	23	26/02/2018	2	2	3	2
				06/05/2016	3	4	4	3
				04/06/2015	3	3	4	3
				15/12/2014	3	3	3	3
				14/03/2014	3	4	4	3
				11/03/2013	4	N/A	5	4
Drummohr	HC-One	Nursing	23	30/05/2017	2	3	3	2
				16/11/2016	3	3	4	4
				04/08/2015	3	3	3	3
				17/12/2014	4	3	4	4
				19/08/2014	3	4	3	3
Fidra Nursing Home	Randolph Hill Care Homes Ltd	Nursing	60	10/01/2018	4	4	4	4
				19/07/2017	1	2	2	1
				20/12/2016	2	3	2	2
				29/03/2016	3	4	4	3
				07/10/2014	4	4	4	4
				22/01/2014	4	4	4	4

Lammermuir House	Tamaris (RAM) Limited	Nursing	48	29/01/2018	5	N/A	5	5
				16/01/2017	4	N/A	N/A	4
				30/06/2016	3	3	3	3
				06/01/2016	3	3	3	3
				09/03/2015	3	3	3	3
				06/08/2014	2	2	2	3
Muirfield Nursing Home	Randolph Hill Care Homes Ltd	Nursing	38	08/03/2018	3	4	3	3
				14/12/2016	3	3	3	3
				08/10/2016	3	3	3	3
				08/10/2015	3	3	3	3
				13/03/2015	3	3	3	3
				14/07/2014	3	3	3	3
Tranent Nursing Home	HC-One Limited	Nursing	60	04/09/2017	4	4	5	5
				10/11/2016	3	4	3	4
				18/05/2016	1	1	1	2
				21/08/2015	3	3	3	3
				15/01/2015	3	4	3	4
				13/06/2014	3	3	3	3
Tyneholm Stables	Embrace (Sanctuary Group)	Nursing	45	19/09/2017	2	2	2	3
				25/01/2017	4	4	3	3
				16/05/2016	4	4	3	3
				20/08/2015	4	4	4	4
				13/11/2014	4	4	4	4
Adamwood	Rollandene Ltd	Nursing	13	31/01/2018	5	4	N/A	N/A
				01/02/2017	5	4	5	5
				22/04/2015	4	4	3	3
				13/11/2014	4	4	3	3
				18/11/2013	5	4	4	4
Hilton Lodge	The Stewart Partnership	Nursing	20	14/12/2017	6	6	N/A	N/A
				14/10/2016	6	6	6	6
				25/02/2016	6	6	6	6
				27/01/2015	6	6	6	6
				05/02/2014	6	5	6	6
Leuchie House (Respite Only)	Board of Trustees	Nursing	23	17/08/2017	3	2	2	3
				01/11/2016	5	N/A	4	N/A
				02/09/2015	5	5	5	5
				23/09/2014	5	5	5	5

Private Residential Homes								
Carberry	Carberry House Care Home, a partnership	Residential	25	15/02/2018	4	3	4	3
				16/02/2017	5	4	N/A	N/A
				09/02/2017	5	4	N/A	N/A
				09/08/2016	4	3	5	5
				17/09/2015	5	5	5	5
				19/09/2014	5	5	5	5
Florabank Residential Home	Florabank Home Limited	Residential	22	31/08/2017	5	5	5	5
				02/06/2016	5	4	5	N/A
				08/06/2015	5	4	4	5
				12/06/2014	5	5	5	5
				20/11/2013	5	4	5	5
				28/11/2012	5	4	5	4
St Anne's Care Home	Sisters of Charity of St Paul The Apostle	Residential	37	11/07/2017	3	4	3	3
				07/12/2016	4	N/A	4	N/A
				08/02/2016	4	4	4	4
				10/02/2015	4	5	5	4
				25/02/2014	4	4	4	4

ELC Residential Homes								
The Abbey	ELC	Residential	30	17/01/2018	5	N/A	4	N/A
				06/03/2017	5	4	N/A	N/A
				22/10/2015	5	4	N/A	N/A
				24/09/2014	5	4	5	5
				25/03/2014	5	4	5	5
				22/02/2013	5	4	5	5
Crookston	ELC	Residential	40	28/09/2017	5	5	N/A	N/A
				15/08/2016	5	N/A	5	N/A
				13/07/2015	5	5	5	5
Eskgreen	ELC	Residential	30	24/04/2017	4	4	4	3
				13/07/2016	4	3	3	3
				17/09/2015	4	3	3	3
				22/07/2015	4	3	3	3
				19/08/2014	5	5	5	5
Last Date Updated	31/05/2018							