

**REPORT TO:** East Lothian Council

**MEETING DATE:** 25 October 2016

**BY:** Chief Social Work Officer

**SUBJECT:** Annual Report of the Chief Social Work Officer 2015/16

---

## **1 PURPOSE**

- 1.1 To provide Council with the Annual Report of the Chief Social Work Officer (CSWO) 2015/16 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 2015/16 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, in consultation with CSWOs, the Care Inspectorate, ADSW 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.

- 3.4 Restructuring within the Health and Social Care Partnership is making progress, with senior managers now in place. This provides the basis for all areas to review service delivery under their designated remit and assess how integration can help improve this. We want to learn from innovative and effective practice and incorporate this, where appropriate, to enhance the service we provide within East Lothian.
- 3.5 The workforce remains highly skilled and trained. This enables us to meet registration requirements and highlights the commitment we have in relation to maintaining the high standards we expect from the Council and the Partnership.
- 3.6 We are performing well in all areas. Our Performance and Quality Indicators Framework is helping to inform our quality assurance principles.

#### **4 POLICY IMPLICATIONS**

- 4.1 The attached CSWO report highlights the extensive work that social work is involved with in East Lothian. There have been a number of improvements made to service delivery alongside cost saving measures. However, as demands on all services increase, alongside dwindling budgets, future discussions regarding service priorities will be challenging and difficult.

#### **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 CSWO Annual Report 2015/16 attached as an appendix.

<b>AUTHOR'S NAME</b>	Fiona Duncan
<b>DESIGNATION</b>	Chief Social Work Officer
<b>CONTACT INFO</b>	(01620) 827897 <a href="mailto:fduncan@eastlothian.gov.uk">fduncan@eastlothian.gov.uk</a>
<b>DATE</b>	13 <sup>th</sup> October 2016



**EAST LOTHIAN COUNCIL  
CHIEF SOCIAL WORK OFFICER ANNUAL REPORT  
2015-2016**

**CONTENTS**

- 1. Summary Reflections – page 2**
- 2. Partnership Structures/Governance Arrangements – page 5**
- 3. Social Services Delivery Landscape – page 7**
- 4. Finance – page 11**
- 5. Service Quality and Performance – page 13**
- 6. Delivery of Statutory Functions – page 16**
- 7. User and Carer Empowerment – page 21**
- 8. Workforce – page 24**
- 9. Improvement Approaches – page 27**

**Fiona Duncan**  
**Chief Social Work Officer**  
**East Lothian Council**

## **1. Summary Reflections - Key challenges and developments during the past year**

2015/16 was a year of significant achievement and change in social work services in East Lothian.

### Integration

Integration of Health and Social Care governance and strategic planning was achieved under the East Lothian Integration Joint Board which was formally established in July 2015.

Integration of the management of social work and health services took a major step forward as one Head of Service took responsibility for social work and NHS Lothian services for younger adults and children and another Head of Service took responsibility for older people's social work, NHS Lothian hospital services and primary care.

### Children's Services

Following our community planning joint inspection of services for children in 2014, a new three year Children and Young People Services Plan was developed and approved following a major community and multi-agency engagement exercise; a further refresh of the plan will be made from 2017 under new obligations in the Children and Young People (Scotland) Act 2014. A new community planning framework was introduced during 2015-16, seeing the achievement of improved outcomes for East Lothian's children and young people become the responsibility of our Resilient People Partnership through a new Children's Strategic Partnership.

Children's Services also made progress with implementation of Self Directed Support for children and young people with a disability. New SDS assessment and support planning tools have been developed to support this work giving families more choice and control over the care and support their children receive.

### Older People

In Older People's services the Joint Strategic Inspection found many strengths in social work and NHS Lothian services with some joint services such as the East Lothian Service for Integrated Care of the Elderly (ELSIE) being praised highly. This service also featured in the 2016 Audit Scotland Report on examples of innovation in integration.

The partnership also launched the development of a strategy to remodel older people's day care with an emphasis on early intervention and prevention and providing more personal care. Dementia Friendly East Lothian launched in North Berwick in 2015, supported by Housing and Customer Services.

The partnership made significant progress in reducing delayed discharges from hospital, achieving a historic low number of 14 delays in July 2015. This was achieved through close partnership working and an innovative use of new funding in social care and health.

### Adults

In adult services significant progress was made in providing accommodation in the community for adults with complex needs through joint work with Housing colleagues to provide adapted housing in major private sector developments. This enabled the partnership to provide more appropriate care and to achieve discharges from hospital. More work is needed to build on this and in 2016/17

we will deliver a strategic overview of the future housing with care needs for all client groups which will then lead into delivery projects.

In addition, a programme to re-commission £17.5m of home care provision was initiated. This will deliver new models of care for all client groups focusing on self directed support and personal budgets. It will also free capacity to address gaps in provision.

### Criminal Justice

Within Criminal Justice, the abolition of Criminal Justice Authorities in April 2017 and introduction of the new model for Community Justice in Scotland is a significant change within the whole arena of criminal/community justice. The National Strategy for Community Justice provides a shared vision for community justice in Scotland. It sets out the main priorities for achieving this vision with evidence-based improvement actions to make progress against the community justice outcomes set out in the OPI Framework. This will help partners collaborate effectively to drive improvement through an approach which is both outcomes-focused and evidence-based. There is a statutory duty on partners to have regard to this strategy while preparing their community justice outcomes improvement plans.

In Criminal Justice an innovative work programme carrying out unpaid work in NHS Hospital grounds was launched in partnership with NHS Lothian.

### Public Protection

The East Lothian and Midlothian Public Protection Committee, overseen by our Critical Services Oversight Group (Chaired by Council Chief Executive), successfully completed its first full year of operation across the priority child and adult protection, violence against women and girls, offender management and drugs and alcohol public protection workstreams; embedding the statutory requirements of the Child Protection Committee and Adult Protection Committee into its work. This joint working and co-location of partners in the arena of public protection has brought significant improvements and efficiency to bear in our collaborative working across all public protection matters.

[http://emppc.org.uk/file/Public Protection front page/EMPPC - Annual Report 2015-16 - 07-10-16 v1.pdf](http://emppc.org.uk/file/Public%20Protection%20front%20page/EMPPC%20-%20Annual%20Report%202015-16%20-%2007-10-16%20v1.pdf)

### Workforce

The development of the social care workforce is central to continuing to deliver high quality services. During 2015/16 investment was made in supporting staff in a number of areas including: medication policy training in home care, SDS training for all staff, "Playing to Your Strengths" development programme for managers, wide engagement in development new structure proposals, and hosting of SW student placements.

### Engagement

Our work in partnership with young people continued to develop, with the introduction in May 2015 of our Champion's Board, for age 14-25 care experienced young people, with senior officers from the community planning arena accepting 'Ambassador' roles working with our young people to service drive improvements in areas of importance to them e.g. housing, employability etc. In partnership with Life Changes Trust, the Champion's Board won a £225K investment to support their 3-year work programme.

The Council continued service user and carer engagement on charging issues through the establishment of a group to review charges. The group will seek to revise the charging policy against the latest COSLA guidance and look to client review processes linked to charging, including financial assessment and billing, to again improve the client / carer experience of and involvement in charging.

There was a widespread consultation on the East Lothian Health Social Care Partnership Strategic Plan which involved contributions from social care staff, health staff, provider organisations, service user groups and carers groups. There was also agreement on a new planning group structure to support the work as detailed in the strategic plan action plan.

There has been wide stakeholder consultation on the provision of day services for older people with a view to increasing scope of service provision in day centres.

The CSWO and social work colleagues have been involved in wide public consultation relating to the new East Lothian Community Hospital.

### Challenges

These achievements and many others were delivered despite some significant challenges. Reducing budgets and increasing volumes and levels of need across all social work provision continued to be a key issue and this is likely to continue for the foreseeable future. This will require some difficult choices to be made in the coming years.

A significant challenge for Children's Services is that of increasing capacity in local care provision for foster care. During 2015/16, the use of external residential and external foster care placements increased to help cope with demand. This has resulted in a significant increase in costs. Recruitment drives are ongoing encouraging local residents to step forward as care providers and join our carer cohort.

Secure and external residential educational placements for young people with complex need (Additional Support Needs and Social Emotional Behavioural Needs) e.g. autism related challenging behaviour, remain challenging. Exit strategies and transitions into adult services are proving to be complex to determine given the limited local capacity of services and partners to provide appropriate care and education and onward to independent/semi-independent living settings for such young people.

The service provision landscape for older people remains challenging with fragility in the care home and care at home sectors.

## **2. Partnership Structures/Governance Arrangements**

### CSWO Arrangements

During 2015-16, significant progress was made in relation to the Health and Social Care Partnership structure with consequences for CSWO governance arrangements.

The first stage involved the merging of the Heads of Service posts for Adult and Children's Wellbeing – into the post of Head of Child and Adult Services. From April 2016 onwards, reporting to the Director of the Health and Social Care Partnership, are the Head of Older People and Access and the Head of Child and Adult Services; providing leadership and management to the full range of health and social care services remitted to the Council and NHSL for provision under the Public Bodies (Joint Working) (Scotland) Act 2014. The East Lothian Health and Social Care Partnership was formally instituted in July 2015. At this stage in the restructuring, the CSWO role was placed at Service Manager level. The Acting CSWO continued in this role.

Since April 2016, significant progress has been made in relation to management structures with the second stage now achieved. One consequence of this has been the siting of the CSWO position alongside the Group Service Manager post for Adult Statutory Services, reporting directly to the Director of Health and Social Care. Work is currently being carried out on governance and clear reporting mechanisms, with CSWO attending key strategic, management and practitioner meetings e.g. Council Management Team, Committees, Operational Management Teams, etc.

Within ELC, the CSWO sits on the Public Protection Critical Services Oversight Group (CSOG) which consists of Chief Officers of both East Lothian Council and Midlothian Council. During 2015 and 2016, CSOG undertook self-evaluation with specific focus on Leadership. From this, an action plan was put in place to improve communication and engagement with the workforce, as well as ensuring self evaluation and scrutiny is embedded within this group's vision for the strategic plan.

Arrangements remain in place for formal monthly meetings with the Chief Executive and weekly meetings with Cabinet Members for Child and Adult Services and senior managers in Health and Social Care. Informal meetings/discussions are encouraged as and when issues arise.

### Integration

During 2015-16, the East Lothian Integrated Joint Board (IJB) was established and held its first meeting on 1 July 2015. The IJB has responsibility for setting the strategic direction as to how Health and Social Care services will jointly work together to deliver health and social care services for adults and NHS services for children.

The Strategic Plan for the IJB was developed and consulted upon widely during 2015-16 and was formally adopted by the IJB from 1 April 2016. It sets out the wider strategic direction for the Health and Social Care Partnership for 2016-2019, with resources delegated from this date by the Council and NHS Lothian to the IJB to deliver the approved functions which are set out within the Scheme of Integration. The establishment of the IJB and in particular the formal adoption of the Strategic Plan will change the way in which services across Adult Health and Social Care in East Lothian will be delivered, and in turn how resources are allocated. Part of this process is the establishment of new integrated management and operational structures, which will allow joint

planning of services in local areas to deliver shared goals, better experiences and better outcomes for the citizens of East Lothian.

The CSWO is a non-voting member of the IJB. Being able to inform and influence the IJB ensures that the most vulnerable in society, who are often a minority in the population, are not ignored or excluded from strategy and policy decisions. As we move forward with the Health and Social Care Partnership, the IJB will drive forward the Strategic Plan for services within the county and the CSWO is able to actively participate in and influence the strategic discussions and decisions that are made now and in the future.

### Community Justice

During 2015-16, Community Justice and the new delivery model has been driven forward within the council. A reducing re-offending group – chaired by the CSWO – has focussed on the key tasks. It was agreed that within the Council, a Reducing Reoffending Board would sit alongside the Safe and Vibrant Partnership, which is part of East Lothian's Community Planning Partnership. This Board will have governance over community justice within East Lothian following its creation early in 2016.

### **3. Social Services Delivery Landscape**

#### Population

Although the population of East Lothian is relatively small (101,360 in 2013), it is forecast to grow by 23.3% between 2012 and 2037. During these years, the number of people aged over 65 is forecast to grow by 72.2%, with the number of 0-15 year olds to increase by 27.5%.

Population growth and demographic change is likely to generate different needs and pressures within communities. For example, increasing numbers of houses that are suitable for older people living alone will have to be provided and accommodation in the community will be required for adults with a disability. The increase in the younger age groups will also increase demand on children's services with, for example, increased demand for care placements.

Whilst East Lothian has lower levels of deprivation than most local authorities in Scotland, there are some areas which fall within the most deprived 20% of areas in the country. These areas tend to be concentrated on the west of the county (Musselburgh, Prestonpans, Wallyford and Tranent), with small pockets in Haddington and Dunbar.

[http://www.eastlothian.gov.uk/downloads/file/9816/east\\_lothian\\_profile\\_summary](http://www.eastlothian.gov.uk/downloads/file/9816/east_lothian_profile_summary)

#### Delayed Discharge

East Lothian has historically had a relatively high level of delayed discharge from hospital. In 2015/16 this improved substantially reaching an all time low of 14 delays in July 2015. Recent difficulties with care homes and home care capacity have seen this figure rise again over the 2016 summer months. As the population increases and ages it will be necessary to work with both external providers and internal services from both health and social care in new and innovative ways to release capacity to reduce delays.

#### Drugs and Alcohol

Issues around the use and misuse of alcohol and drugs affects all communities with for example, levels of hazardous drinking linked to East Lothian's more affluent areas. However, it is in our most deprived communities where the impact of the misuse of alcohol and drugs is greatest with levels of admission to a general hospital with an alcohol related diagnosis 8 times more frequent for individuals living in the most deprived areas compared to those in the least deprived areas.

#### Children's Services Delivery

Children's Services has 167 full-time and part-time staff, working in Randall House, Macmerry, alongside several 3<sup>rd</sup> sector partners e.g. Children 1<sup>st</sup>. It also operates two children's residential units known as Lothian Villa, with placements for 12 young people and one children and family centre, Olivebank, with placements for 45 children. Children's Services has recently become part of the East Lothian Health and Social Care Partnership along with with Health Visiting and School Nursing.

All of our work is linked to the wellbeing indicators which are part of Getting it Right for Every Child (GIRFEC) and focus on appropriate levels of intervention and an inclusive approach. We also use the Signs of Safety practice model as an approach to work with our families where significant concerns have been identified and need to be discussed in an honest and open way.

A regular monthly children's services performance report is produced which is shared with partners giving statistical information, data trends and service highlights. In addition, key outcomes are also recorded and monitored in line with the Children and Young People Services Plan which links to the East Lothian Single Outcome Agreement. This affords partners an evidence base on which to focus their work, for example, the Musselburgh Total Place: Family Focus Pilot, which stemmed from an analysis of outcomes for children county-wide informed by the Children's Services voluntary and statutory intervention geographic performance data e.g. incidence of staged assessment and intervention and child protection processes.

[http://www.eastlothian.gov.uk/downloads/file/11075/east\\_lothian\\_children\\_and\\_young\\_peoples\\_plan\\_2016-19\\_summary\\_version](http://www.eastlothian.gov.uk/downloads/file/11075/east_lothian_children_and_young_peoples_plan_2016-19_summary_version)

Children's Services give partnership funding to a number of Third Sector Agencies to allow them to provide services to vulnerable families and young people. These agencies include: Children 1<sup>st</sup>, Circle, Who Cares?, Places for People, Homestart, Aberlour Child Care Trust, Action for Children, Children's Hospice Association Scotland, East Lothian Special Needs Playscheme, Scottish Adoption Association and St Andrew's Children's Society. In addition, the local Third Sector Interface, STRiVE, contribute in partnership to achieve the outcomes in the Children's Services Plan.

Children's Services obtain feedback from users and clients which is used to look at developing and improving our services and use the Golden Rules for Participation (Children and Young People's Commissioner for Scotland) across all our work. Our Foster Carer community regularly contribute to service development fora. Our looked after young people complete Viewpoint online questionnaires to be able to effectively share their experiences of care provision, with year on year feedback improvements being evidenced.

In 2015-16 Children's Services had over 900 allocated cases which meant that one East Lothian child in every 25 (aged 0-18) had an involvement with the service. The Contact Centre received over 6000 calls in relation to vulnerable children. There were 2848 referrals during 2015-16, 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.

Between 31/3/15 and 31/3/16 the number of looked after children increased slightly from 219 to 224, a rise of 2.3%. The rate per 1000 population (0-17) stood at 10.5 compared to a national rate of 15.1, which reflects the support and early intervention approach the service has worked hard to develop.

During the same period the number of children on the Child Protection Register rose from 25 to 30, a 20% increase. This equates to an East Lothian rate of 1.3 per 1000 (0-15) population set against a national rate of 3.2.

There has been a significant attempt to increase the number of Local Authority Foster Carers in East Lothian. Placements for older children and sibling placements are rare and as a consequence the Authority has been forced to look to external placements in greater numbers than at any other time. East Lothian has 90 children and young people in foster care and approximately 17% are with external providers.

[http://www.eastlothian.gov.uk/downloads/file/11577/fostering\\_and\\_adoption\\_annual\\_report\\_2015](http://www.eastlothian.gov.uk/downloads/file/11577/fostering_and_adoption_annual_report_2015)

### Adult and Older People's Service Delivery

Adult and Older People's services has around 600 staff employed in various locations. This includes staff directly providing services in care homes, home care, day services and staff responsible for assessment and other areas such as public protection, client review, mental health, substance misuse, commissioning and contracting etc.

In 2015-16, these services received an average 582 referrals each month compared to 642 in 2014/15. An average of 208 assessments were completed each month, compared to 223 in 2014/15. An average of 12 carers assessments were completed each month, compared to 14 in 2014/15.

The service provided ongoing care at home for clients aged 65+ , on average, to 1123 clients per month, compared to 1150 clients per month in 2014/15. For the under 65 year old client group, 399 clients received care at home per month, compared to 406 clients per month in 2014/15.

During 2015-16, adult services experienced levels of demand for care at home services which could not be met; at 31 March 2016, 931 hours of unmet client need existed. This exemplifies the work underway to develop the care at home provider market and local workforce capacity.

Self Directed Support Assessments completed per month during 2015-16 averaged 42, compared to 20 in 2014-15. The expectation is that assessments will increase year on year.

Although the numbers of clients receiving Care at Home has fallen slightly over the last couple of years, the average hours provided per person per week has risen from 27.4 to 30.0 for under 65s and from 9.65 to 10.0 for over 65s. This suggests that we are targeting those more in need.

Also, the Balance of Care figure (which is a well established measure) has remained steady at over 40.0% for a couple of years, with the Scottish average being around 35%. This figure is the proportion of over 65 clients receiving intensive care at home rather than being in a nursing or residential home setting thus allowing people to stay in their own homes for longer.

The Council directly provides 100 residential care home places in three care homes, Crookston in Tranent, Eskgreen in Musselburgh and Abbey in North Berwick. In addition NHS Lothian provides 20 step down care places for older people in Crookston Care Home.

The Council provides day support for adults with complex needs in three day centres, Tynebank in Haddington, Fisherrow in Musselburgh, and Port Seton Day Centre, in addition to purchasing a wide range of day time support in other forms.

Adult and Older People's services commission £17.5m of care at home services and £10m of residential care services through contracts with external providers in the third and independent sectors.

In 2015/16 there was a degree of stability in these sectors in East Lothian which allowed the number of delayed discharges to reduce significantly. However, there is also a fragility in these sectors which can affect service delivery at short notice. This includes private sector care homes that encounter service quality issues and care at home providers that have significant recruitment problems. The care at home sector is also vulnerable to changes in business structure including mergers and acquisitions. Managing these issues can be resource intensive. The progress made

nationally in 2015/16 towards agreement on the payment of the Living Wage in these sectors is welcome.

Adult services changed its approach to monitoring performance during 2015/16 and there is now a weekly key data summary that allows management to track measures that affect operational performance. This is supported by a larger monthly data report that tracks a wider range of measures. This also allows the service to liaise closely with the finance function to better understand monthly finance out-turns and predict full year performance.

## 4. Finance

### 2015-16 Financial Performance – Health and Social Care Partnership

The total approved budget for the Health and Social Care Partnership (covering both Children and Adult Services) in 2015-16 was £58.502 million. Of this, £12.664 million was allocated to Children Services with £45.838 million for Adult Services.

In 2015/16, both service areas continued to face significant financial pressures largely as a result of increasing service and demographic demands. Recognising the extent of the financial pressures, both Children and Adult Services were identified as “high risk” to overspend during the 2015-16 year and recovery actions and additional financial controls were introduced by management to mitigate the extent of these financial pressures.

Despite this, during the year, the Children’s Service delivered an overspend of £0.072m. This was largely resulting from an increased number of placements within secure accommodation and residential schools outwith the East Lothian area, with significant financial pressures on external fostering and adoption payments caused predominately as a result of reduced capacity to deliver these services within the East Lothian area.

Adult Services delivered an operational overspend against budget in 2015/16 of £1.207m. Most of the financial pressures were as a result of an increased packages of care across many of the main client groups. In particular, the over-65s, individuals with Learning Disabilities and Mental Health care needs.

### Financial Challenges 2016 and Beyond

The Council’s Financial Strategy sets the overall financial direction for the Council, with the current strategy covering the period from 2016 to 2019. The strategy has continued to serve the Council well in recent years where services have been redesigned to ensure they continue to meet the needs and requirements of the East Lothian community, within the resources which are available. However, many significant financial challenges still lie ahead of us, coupled with the anticipation that the prolonged period of financial austerity measures across the public sector will largely continue. Developing future sustainable operating budgets within a reduced cost base remains a critical balancing component in order to meet new cost and demand pressures emerging across a wide range of service areas.

East Lothian Council area has a growing population, and by 2037, the Council is set to have the highest percentage change in population across Scotland. Given this, there remains significant demographic pressure on both Adult and Childrens services to deliver increased packages of care within a finite level of resources and therefore the requirement to secure improved ways of working and related efficiencies is critical.

In addition, there remains a wide range of legislative and contractual commitments within both service areas which will significant financial impacts including; the delivery of new duties within the Children and Young People’s Act, and commitments relating to the costs associated with delivering the National Care Home Contract Uplift and Living Wage across the Care Sector. It is therefore important that such new burdens are adequately reflected within the annual finance/grant settlement. The East Lothian Integration Joint Board became fully operational in

April 2016, and it will be necessary to recognise the role of the IJB in budget setting as well as the challenges and opportunities that will arise through closer alignment of both Health and Local Authority budgets.

It remains clear however, that the ability to maintain services and deliver the required outcomes for individuals within an environment of reduced resources and increasing demands will be challenging for the foreseeable future. The establishment of the Health and Social Care Partnership will take us a step closer, working in partnership and with our communities, to embed new ways of working which should divert significant financial resources away from expensive bed based models into community based services, at the same time ensuring the outcomes for the community of East Lothian are delivered.

## 5. Service Quality and Performance

### Children

Within Children's Services, there have been no large-scale inspections this year. Our individual regulated service inspections continue to maintain and improve on their high standards, e.g. our Young People's Residential Service gained three out of four ratings of "Excellent" during the year. The Olivebank Children's Centre had gained 4 out of four gradings of excellent the previous year.

Children's Services successive employee engagement surveys show that Children's Services staff have a positive attitude towards their work. 96% of staff feel their work is interesting and uses their skills and capabilities. 96% of staff feel that they know how their job / individual objectives contribute to the objectives of the Council and 96% of staff feel that their team has a good team spirit.

### Older People

From June to October 2015, the Care Inspectorate and Healthcare Improvement Scotland carried out a joint inspection of health and social work services for older people in East Lothian. The inspectors met with older people and carers, several hundred staff, read file records in both sectors, and many other documents relating to service delivery.

The Joint Inspectors assessed over 9 quality indicators. The inspection outcomes were favourable with good progress being made in relation to the Health and Social Care Partnership. Of these indicators, 3 were rated 'good' with the remaining 6 as 'adequate'. 10 recommendations for improvement were made. The inspection report, published in May 2016, can be accessed at [www.careinspectorate.com](http://www.careinspectorate.com).

Since this inspection, a draft Improvement Plan and progress reporting is overseen by the Head of Older People and Access, engaging with the Care Inspectorate to evidence developments and progress made.

Overall, the inspection was a positive experience which also highlighted the progress we are making with regards the partnership. However, the inspection was hugely time consuming and, for some staff, brought a significant amount of additional work. Whilst we welcome inspections, the number of, and intensity of, have major consequences for the workforce.

There were several other regulatory inspections within Older People's services in 2015/16 including care homes and home care. The Council's newest care home, Crookston, in Tranent, experienced its first care inspectorate inspection in July 2015. Grades of 5 were received across the board.

The older people's day centres programme is aiming to encourage early intervention and prevention in all centres by developing them as health and social care centres and community hubs, providing more integrated service links to both social work and health services and community based partner 3<sup>rd</sup> sector and voluntary organisation. This challenges and creates opportunities for us to enable a shift in the balance of care with greater focus on supporting people in their communities close to their home. This is in line with the Scottish Government's

priority of shifting the balance of care. As part of this strategy all day centres were supported to become registered providers and some began the registration process in 2015/16.

### Adults

There were inspections of day services and the adult placement service with positive findings with many areas of high quality service identified. Some areas for improvement were highlighted and these were addressed.

During 2015-16, the commencement of re-commissioning of care at home began with the intent of making a significant shift away from paying providers by the hour to provide care at home, with a move towards establishing a personal budget for the client. This would be costed around the individual assessment which helps inform the support plan, where personal outcomes are the focus of what needs to be achieved. This very much embraces personalisation and SDS.

The project will pilot new models of service delivery, including Neighbourhood Networks, which enables a person to become part of a group of service users in their immediate community and relies on peer support with minimal staff input. This helps develop independence as well as combating social isolation. The work will also plan how to support people differently at night through the greater use of Technology Enabled Care.

### Mental Health

In Mental Health the key strategies which have provided the framework for mental health work in East Lothian have been the *Mental Health Strategy for Scotland 2012-2015, A Sense of Belonging: A Joint Strategy for Improving the Mental Health and Wellbeing of Lothian's Population 2011-2016* and the *Suicide Prevention Strategy, Scotland 2013-2016*. Consultation is currently taking place in relation to a new Scottish Mental Health Strategy.

How we support those in emotional distress and crisis has been recognised as a priority need through the national agendas. Front line staff in social work teams, reception staff and finance teams have shared concerns about lacking confidence and skills in how they could support people who contact them in significant distress, sometimes considering suicide. A working group was set up to consider how we address this locally and through monies allocated to this work from the Mental Health Innovation Fund, CHANGES in Musselburgh (a resource which supports adults with mental health concerns) has completed a comprehensive scoping exercise which will inform how this work is progressed. This work is very near completion and from the sharing of its content to date, it is anticipated that themes to improve our responses will include training for front line staff; development of peer support work responses; out of hours phone line support; improved protocol with GPs and better signposting to services and supports, through new GP Practice Link Workers.

### Self-Evaluation

Social work services are part of the Council's improvement process – HGIOC (How Good Is Our Council) which creates an annual tracked improvement plan.

### Public Protection

The MAPPA Thematic Review reported in 2015 with positive comments. The review did not identify separate local authorities, but praised Lothian and Borders for its effective multi-agency working.

Within public protection, the Performance and Quality Improvement sub-group, of the East Lothian and Midlothian Public Protection Committee, led the development of the Performance Framework which was implemented in April 2015, providing the framework for self-evaluation, audit and scrutiny of all partnership work relating to public protection, and to child and adult protection in particular. The Performance Framework was reviewed in January 2016. The data from this framework is helping to ask the 'so what?' question in relation to outcomes. What we are achieving and how we are helping people in their lives, is now the main focus.

### Complaints and Compliments

During 2015-16, 69 complaints were received about social work services:

- 23 were dealt with at Stage 1 (directly at point of service)  
(18 - Adults, 5 – Children)
- 46 were dealt with at Stage 2 (formal investigation and response)  
(33 – Adults, 13 – Children)
- 2 complaints progressed to the Complaints Review Committee (CRC)

Stage 1 issues tend to be limited to lack of contact / communication concerns. Stage 2 issues tend to be more complex.

In terms of Adult Services, complaints range over a variety of services including OT assessments; OT equipment supply; SDS payments, and conduct / decisions taken by staff.

In terms of Children's Services, there would appear to be no common trend other than disputed decisions taken by social workers in terms of contact from family members and disputed decisions taken in relation to the care of the children concerned.

Of the stage 2 cases:

- 9% fully upheld
- 39% partially upheld\*
- 52% not upheld

Complaints can result in a service improvement. As a result of a recent CRC complaint case, Adult Wellbeing have agreed to review the information/guidance provided to families with regards to the assessment process for admittance of a family member to a care facility. It became apparent that the guidance is not sufficiently informative or helpful.

In relation to compliments, 83 compliments were received and of these:

- 33% were for standard of care in Crookston/Abbey/Eskgreen older people residential care facilities
- 25% were for Community Care (Care at home) staff.

## 6. Delivery of Statutory Functions

### Public Protection

The East and Midlothian Public Protection Office (EMPPO), (supporting the East and Midlothian Public Protection Committee: EMPPC), includes officers from adult support and protection, child protection, and the domestic abuse service. This team is co-located with the local Police Scotland Public Protection Unit and Midlothian and East Lothian Drug and Alcohol Partnership. The primary aim of the team is to work in a more integrated way to strengthen practice and generate operational gains across the whole public protection arena.

Committee structures were also streamlined, and EMPPC was established in July 2014 incorporating the duties and functions of the Adult Protection Committee, Child Protection Committee, Offender Management Committee and Violence Against Women Partnership and to ensure robust links with Midlothian and East Lothian Drug and Alcohol Partnership (MELDAP). This was the first such committee in Scotland to be established in this way.

In addition there is a joint East and Midlothian Critical Services Oversight Group (CSOG) which brings together both local authority Chief Executives and senior managers from all partner agencies to oversee the delivery of public protection arrangements.

Activities delivered by the EMPPO include Community and Agency staff public protection awareness raising, education and risk management initiatives, specific initiatives to address identified harm to groups – e.g financial harm, sexual exploitation and investigation and protection planning. A range of policies and procedures have been developed and / or refreshed to apply across both East Lothian and Midlothian.

The main benefits and impacts identified are:

- Taking a “Lifespan” approach to protection issues
- Putting the person at the centre of the process and looking at the situation with a wider lens
- Sharing staff capacity resulting in a broader more flexible base
- Reducing duplication of effort
- Achieving more effective and efficient processes
- Reducing overall costs.

The EMPPC oversees a Performance and Quality Improvement Sub-Group which has developed a public protection performance framework which came into operation in April 2015. This provides performance and quality data indicators to inform self-evaluation and quality assurance audit and scrutiny activity across the public protection framework. The first annual report of the East Lothian and Midlothian Public Protection Committee is publicly available, reporting on this performance framework.

### Children’s Services

In 2015/16 service performance data shows that there were 2,848 referrals to Children’s Services. This equates to 55 referrals per week. The 2015/16 figure was 12.6% lower than 2014/15 but 0.2% higher than 2013/14. Despite the drop from last year, the overall trend is an upward one

with nothing to suggest that the increasing population and Benefit Reform will do anything other than add to demand. The 2014 mid year population estimate showed that on average in Scotland, 20.5% of the population is aged 0-18. In East Lothian this figure is 22.1% meaning a skewed distribution towards this age group. 50% of all referrals during the year came from the west of the county. Whilst this information does not necessarily tell us anything new, it does remind us of the need to target resources based on empirical evidence, as is the intent in our Musselburgh Total Place: Family Focus Pilot.

The number of allocated children’s cases at March 2016 was 902, a record number for Children’s Services. Two years ago the total was 697, i.e. almost 30% increase. This has led to an average caseload of 17.1 which is a significant increase on eighteen months ago when the average was 13.7; staffing levels have not increased but our ways of working have improved. A high volume of this work attributes to early intervention and prevention activity, embedding our signs of safety practice model and approach into working with children and families, containing and collaboratively managing risks through voluntary rather than statutory measures.

Child Protection

At the end of 2015-16, 30 East Lothian children (representing 17 families) were on the Child Protection Register; a rate per 1,000 (0-15) population of 1.6. This compares very positively to a national rate per 1,000 of 3.2. 33% of cases on the Register related to children below 12 months old, or pre-birth.

The East Lothian Looked After population of children and young people at the end of 2015/16 comprised 224 as follows:

<b>March 2016</b>	Number	Monthly Change	Annual Change	Rate per 1,000*	Scotland Rate per 1,000*
Home Supervision	60	7	6	2.8	4.0
Foster Care	93	-1	2	4.4	5.6
Formal Kin Care	48	3	1	2.3	4.0
Residential Care	23	-1	-4	1.1	1.4
(Secure Accommodation = 2)					
<b>Total</b>	<b>224</b>	<b>8</b>	<b>5</b>	<b>10.5</b>	<b>15.1</b>

This is the largest number of looked after population in East Lothian since June 2009 when the total was 230. Whilst this number is high for East Lothian, it is still well below the Scottish average rate of 15.1; East Lothian’s rate per 1,000 (0-17 population) is 10.5. A rise of 7 in the number of children and young people on a home supervision requirement has brought the total to 60. This means that 73.2% of Looked After Children are accommodated away from home which is slightly less than the Scottish average of 74.5%.

The number of children and young people in Formal Kinship Care has risen to its highest ever total of 48. If this is combined with children and young people who are with Informal Kin Carers, the total surpasses 100. The national Kinship Care ‘parity model’ was introduced in October of last year.

Informal Kinship care includes non looked after children, who live in an informal kinship care arrangement. These children may be subject to a 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 record number in Formal Kin Care, the rate per 1,000 of 2.3 in East Lothian is still well below the national average of 4.0.

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.

Accommodation Type	Average number of Placements	Annual Change
Foster Care	1.9	0
Formal Kin Care	1.3	-0.1
Residential Care	2.6	-0.6
All LAAC	1.8	-0.2

Children’s Services submits annual financial and performance indicators in relation to the services we provide as part of the Local Government Benchmarking Framework. The 2014/2015 (i.e. most current data available) national indicators published in spring 2016 show that East Lothian Council’s spend on children and families social work equated to £609 per head of 0-17 population in 2014/15. National spend on children and families social work in 2014/15 was £856 per head of 0-17 population. Taking account of the better than national average performance levels delivered within the service, as outlined above, at lower than national average spend, this gives evidence to the successful approaches in practice adopted within Children’s Services in East Lothian.

#### Adult and Older People’s Services

2015-16 saw 2 Large Scale Inquiries take place, involving 2 external care agencies. The multi professional dimension of these investigations has improved as we develop new ways of integrated working.

The Adult Services SDS team continued to develop SDS practices in order to improve outcomes for clients with individual budgets and ensure efficiencies regarding direct payments.

Engaging with key partners continues to be a focus of activity. For example, co-working with Transport services to improve the organisation, systems and delivery of transport services to adult clients.

A full review of current Adult Support and Protection (ASP) operational processes has begun to specifically look at the client journey, duplication of tasks for front line staff and introducing quality audit processes to ensure clients and workers are both protected in the process. Work is also underway to explore how the Signs of Safety practice model deployed in Children and Family Services could be implemented in Adult Services.

East Lothian’s commitment to the Scottish Appropriate Adult Network continues, as there is a real challenge to deliver training for staff to increase our pool of Appropriate Adults. We are currently in discussion with West Lothian to join together to pool resources.

### Mental Health (Care & Treatment) (Scotland) Act 2003

From the figures provided by the Mental Welfare Commission (MWC) in their Mental Health Act Monitoring 2015/16 report published in September 2016, 73 (rate per 100,000 population) short term detentions were completed in East Lothian. This is an increase from the previous year of 60. The number of Compulsory Treatment Orders completed in East Lothian for 2015/16 was 33 (rate per 100k population) which again is an increase from 23 the previous year. These figures will be monitored to assess whether there is any specific reason for these rises, and whether there is any negative impact/outcome as a result.

Proposed amendments to the Mental Health (Care and Treatment) (S) Act 2003 are currently being consulted on. While this cannot be confirmed, the implications for MHOs could be an increase in their responsibilities.

### Adults with Incapacity (Scotland) Act 2000

The MWC reports on the number of guardianship orders granted between 2015 and 2016. Of note and in keeping with good practice, East Lothian is one of only 5 Local Authorities who do not have any orders granted to local authorities for a period of up to 5 years. In relation to the duration of orders granted to private individuals over this period of time, East Lothian has only 1 order for an 'indefinite' duration - only one other local authority has no orders of an 'indefinite' duration. This practice supports the principle of 'least restrictive' and is commendable.

The national information shows that since 2010/11 the proportion of guardianship applications for people with learning disability has continued to increase, whilst the proportion of people with dementia has continued to decrease. East Lothian's balance of applications between learning disability and dementia has varied slightly from the national pattern in that we have had a more equal balance of applications for a number of years now.

### Criminal Justice Service

Following the closure of Haddington Sheriff Court in January 2015, all Court business was transferred to Edinburgh. This loss was deeply felt by the people of East Lothian as they had been able to identify the Court process with local justice.

In relation to statutory work, Community Payback Orders appear to have the confidence of sentencers with numbers rising year on year since their introduction. We continue to build community links with a variety of organisations and agencies – voluntary, 3<sup>rd</sup> sector, public and private – in relation to unpaid work. This includes both individual placements through to work parties. Work ranges from working in shops through to path laying and gardening e.g. a further 25 household gardens were reinstated as part of ongoing work with ELC Tenancy Support staff.

MAPPA (Multi Agency Public Protection Arrangements) is well imbedded within the Lothian and Borders area with all partners working effectively together. Following the Joint Thematic Review of MAPPA in Scotland during 2015, we received feedback from Inspectors who positively commented on the multi agency working and collaboration that was working effectively to manage high risk offenders in the community.

The new model for Community Justice comes into being in April 2017. To assist with this, draft versions of the National Strategy for Community Justice, Outcomes, Performance & Improvement Framework and Guidance for local partners are now available on the [Community Justice Redesign](#)

[Knowledge Hub](#). These three documents provided a base for our development work during 2015-16, giving a vision for community justice, tools to measure progress towards this vision and guidance to help partners work together effectively under the new model. Further, these documents are being made available to partners in draft to assist with their planning for the first Community Justice Outcomes Improvement Plan. They will be subject to further design work over the summer before the final versions are formally launched at a national event on 24<sup>th</sup> November 2016.

### Substance Misuse

MELDAP (Midlothian and East Lothian Drug and Alcohol Partnership) continue to deliver positive services and outcomes for East Lothian.

The ban on the sale of the New Psychoactive Substance (NPS) ethylphenidate in April 2015 had a positive impact locally. It was reported by partner services that this particular type of NPS was being used by a group of men, most with a long term history of opiate injecting, in a highly risky manner resulting in increased exposure to a range of health harms including increased levels of psychosis, BBV and infected wound sites. Recent feedback from workers has indicated that this useage has considerably reduced with clients presenting with improved health.

Treatment services continued to deliver a high level of performance throughout 2015-16 in terms of the HEAT A11 standard (3 weeks referral to treatment) with a level of performance consistently greater than the 90% national standard.

Throughout 2015-16, work continued in relation to enhancing the development of a Recovery Orientated System of Care (ROSC). A Recovery Co-ordinator was appointed to support a range of recovery initiatives including providing direct support to the Starfish Recovery Cafe in Musselburgh which continued to attract some 45+ customers weekly as well as provide outside catering for a number of events. The cafe is now seen a community resource and provided employment and socialisation opportunities for a number of volunteers many with a history of addiction or mental health issues. The Unpaid Work Service (Criminal Justice Service), provide vegetables to the cafe during the summer months from their allotment.

The MELDAP Recovery College continued to attract healthy numbers of students with a total number of 31 referrals for East Lothian, with 21 starting the college. For many, this was the first time in their lives that they sustained engagement with education and had gained any form of qualification. In summary, 12 achieved SQA Personal Effectiveness; 3 in SQA Job Seeking Skills; and 2 in ICT Core Skills. A total of 5 students progressed to further education.

## 7. User and Carer Empowerment

### Children's Services

The East Lothian Champion's Board came into being in May 2015 and provides care experienced young people (aged 14 to 25) with a platform to have their voice heard and influence transformation change (and services) in the lives of care leavers. The Champion's Board was successful in its Life Changes Trust funding application for £224,000. Care experienced young people have identified 8 priorities for change. It is the role of senior officers from within the community partnership, as ambassadors, to act on these priorities for change and report back to young people about progress. The Champion's Board will also set up an individual grant programme for care leavers. (<https://www.facebook.com/championsboard/>)

Family Led Information Point (FLIP) is a group for parents and carers who have children with additional support needs/disability. FLIP meets once a month and parents get an opportunity to access information about services available to children with additional support need. Facebook has an active facebook page with over 200 friends. Representatives from FLIP participate in the Autism Strategy Implementation group and the SDS Implementation Group. One parent representative successfully completed the Partners in Policy Making course during 2015/16. (<https://www.facebook.com/Family-Led-Information-Point-212229942145246/?fref=ts>)

Viewpoint is an online computer assisted interviewing tool that is used to obtain the views of care experienced young people to inform their personal outcomes identified within their review meeting. Children and young people who are also involved in child protection, where placements end and those who are 15 plus can also complete relevant viewpoint questionnaires to inform their personal care plans.

The Children's Strategic Partnership adopted the 'Golden Rules for Participation' (<http://www.sccyp.org.uk/education/golden-rules>). These golden rules have been developed by the Scotland Commissioner for Children and Young People through consultation with children and young people across Scotland. "Listen More Assume Less" is a six monthly report that shares the views and experiences of children and young people and their families. The report is shared with key partners, professionals and children, young people and their families. The report includes a section 'You said, we did, so what' ([http://www.eastlothian.gov.uk/downloads/download/2242/listen\\_more\\_assume\\_less\\_8](http://www.eastlothian.gov.uk/downloads/download/2242/listen_more_assume_less_8))

Development of our new community planning Children and Young People Services Plan 2016-2019 saw young people participate in developing the Plan and designing the consultation pack, including an easy read version of the plan and online video in which they 'starred'. Subsequently, a 5<sup>th</sup> year pupil designed the final publicly available abridged version of our Plan as part of his Higher Graphics exam submission . The Plan was launched in April 2016.

Our community of East Lothian Foster carers continue to meet as a consultative group, with 2 consultation events taking place during 2015-16. Carers directly contributed to the development of new Foster Care documentation and recruitment materials and the development of a new Carers' Learning and Development Passport. Local Foster Carer Support Groups continue to meet monthly around the county.

In addressing the national framework and and implementation of the 'parity model' for Kincare during 2015-16, local policy and guidance was developed with significant contribution from the Citizens Advice Bureau and Children 1<sup>st</sup>.

Children and families living with multiple conditions and complex needs, assisted the Education and Children's Disability Service in specification and design of a new secondary school 'communications provision' at Knox Academy, Haddington. This saw the Council make significant investment during 2015-16 to provide an appropriate day care and learning environment for children with intensive support needs, and with autism in particular. This significant investment improves services for children and families, aides multi-agency working with them, and engages the community in supporting and including young people in community activity. Importantly, this keeps children at home with their families instead of being placed away from home in specialist education and care provisions.

#### Adult and Older People's Services

The IJB hosted a major event billed as the "Big Conversation" which engaged a large number of services users and carers in activities designed to influence the IJB Strategic plan. The IJB established a Strategic Planning Group with representatives of service users, carers and service providers in its membership.

A Charges Review Group was set up to involve service users and carers in the issues around charging for services. This is now a standing group.

As part of the programme to recommission home care services there was significant engagement with service users and carers and advocates in late 2015/16 which has continued on into 2016/17. This is designed to influence the models of care that are commissioned and to inform people about progress and likely changes.

Within adult day centres, a successful service user conference was held in May 2015 which involved clients, families, and advocates. A second conference is being planned with the theme based on "The Keys to Life" document which can be used to demonstrate to people the numerous options and choices they have.

In general, the Health and Social Care Partnership developed its engagement with the 6 Area Partnerships during 2015/16. These discussions included engagement and consultation on the IJB strategic plan.

#### Criminal Justice Service

Within Criminal Justice, feedback is requested from clients and stakeholders – much of which is then used within the Community Payback Annual Report. This report is a statutory requirement and one which clearly shows what services and outcomes are being delivered. Staff engagement surveys help to identify and address areas that require review and development.

One major difficulty with client feedback is trying to liaise with individuals who failed to complete orders or licences successfully. Their input would prove invaluable. Unfortunately, once their order is revoked, we have no contact with them. This is a national issue.

As part of the new Community Justice model, community engagement is a statutory requirement. Whilst this is welcome, often the greatest resistance to having offenders (particularly sex

offenders) living in the community is from the community itself. This area will require considerable focus and thought from all partners.

### Substance Misuse

The Recovery Network set up in 2015 is led by people in recovery from substance misuse and or with mental health problems. 'Recovery Connections' was established in January 2016. Recovery Connections provided a forum for individuals affected by alcohol and drug use to share information, advice and support in a recovery-orientated environment. Its aims were:

- 1) To enable individuals and families to access recovery supports which meet their needs
- 2) To provide a communication network between different recovery communities and activities
- 3) To support recovery groups and organisations to flourish and grow
- 4) To normalise recovery and contribute towards reducing stigma in the communities of East Lothian and Midlothian.

These forums are progressing well with members taking active roles in delivering and developing this type of service.

## 8. Workforce

### Children's Services

Children's Services experienced an improved level of staff attendance through 2015-16, with working days lost to sickness equating to 5.6%, compared to 6.75% the previous year.

In Children's Services, focus continued on supporting implementation of the Signs of Safety practice model. During 2015-16, 134 practitioners attended one of 7 x half-day introductory courses delivered in-house on a multi-agency basis, reaching staff from social work, housing, primary and secondary schools, health visiting, LAC Nursing Service, Speech and Language Therapy, Who Cares? and Children1st. Similar half-day courses were delivered (twice) directly to residential social work staff.

Children's Services continued to support the broader development of the Social Work profession, hosting 7 Social Work degree students on placement during the year. In addition, 5 newly qualified Social Workers were supported to complete their post registration training and learning (PRTL).

The service continued to run monthly Child Protection Level 1 courses for East Lothian Council and partners across the area; each session offers 25 places with typical turnout of 21 (i.e. 250 attendees over the year).

We continue to run Introductory courses on Signs of Safety (10 months out of 12) jointly with health colleagues with particular emphasis on including other agencies who are involved in multi-agency processes with families.

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.

### Older People's Services

Adult Services experienced an improved level of staff attendance through 2015-16, with working days lost to sickness equating to 8.4%, compared to 9.1% the previous year.

The Workforce Development Strategy and Essential Learning and Development Policy ensures that frontline workers and their managers are clear of the learning and development requirements for their job role. A new on-line Learning Management System began development during 2015-16. This can readily identify learning and development pathways and opportunities for individual staff roles.

Implementation of Self Directed Support has been further supported during 2015-16 through a joint initiative between the Council's Social Work Services and Social Work Scotland; a series of practitioners reflective practice sessions (the Practitioners Forum) focussing on personalisation and Self Directed Support have been delivered.

The SSSC Professional Registration of Home Care opens for Care Support Workers in 2017. East Lothian has achieved over 90 per cent qualification to SVQ Level 2 Social Services. As registrants have a three year period following the opening of the register to meet qualification requirements, it is planned to have a fully qualified workforce within Home Care in relation to professional registration well in advance of the register closing for new registrants.

A Palliative Care training initiative for ELC Care Home and Home Care staff was developed during 2015/16. Over 80 per cent of the staff in these services have received single day awareness training and/or online learning qualification in order to raise specialist skills/knowledge in the workforce.

Within Crookston Care Home, a number of workforce training and development activities have taken place. These include:

- April 2015 – Staff nominated to complete SVQ 2 in oral health. This was the first time this qualification had been made available to staff.
- October 2015 – A Palliative care programme launched by Marie Curie began. All care staff at Crookston attended single day awareness sessions. A further 6 staff chose to go on and complete the online 3 month course.
- January 2016 – introduced ‘Playlist for Life’ into Crookston which involved Key Workers working with residents to develop playlists. Staff also attended doll therapy training and a doll was purchased for use by the residents.

### Adult Services

The most recent *Mental Health Officers (Scotland) Report 2015* by the SSSC was published in August 2016. It shows a national picture which is challenging for the Mental Health Officer (MHO) service. Nationally, there is shortfall in the numbers of practising MHOs particularly in the area of Adults with Incapacity. The increase in demand under the Adults with Incapacity legislation would be in keeping with the pattern of work for East Lothian MHOs.

According to National Records of Scotland between 2009 and 2015, the number of MHOs WTEs per 100,000 population by local authority, East Lothian has been in the bottom 4 in terms of ratio. Since 2014 East Lothian has risen by one place from 3<sup>rd</sup> lowest to 4<sup>th</sup> lowest. Whilst we welcome an improvement, the degree of improvement is not enough.

The impact of the low number of MHOs is shown in the high case loads the individual MHOs carry. Further, there is a waiting list for reports in relation to private guardianship applications. Section 57(4) of the Adults with Incapacity (S) Act 2000 sets a statutory responsibility on the local authority to prepare a report within 21 days of receiving notification of the intention to make an application. East Lothian Council is currently unable to fulfil their statutory responsibilities.

It is anticipated that the moving on of staff through retirement will be accommodated through the internal growth of our own MHOs. There has been a commitment to growing our own MHOs with 1 social worker being successfully supported through the MHO training annually since 2013. At time of writing a further Social Worker has been accepted onto the next MHO training course to start in September 2016.

MELDAP continued to work with partners to deliver training. NPS training was delivered to some 100 participants and Children affected by Parental Substance Misuse (CAPSM) training to 56 staff from a number of different services. A 5-week, one day a week course for peer volunteers was delivered attracting 12 participants.

## Health and Social Care Partnership Management Development

During 2015-16, senior health and social care managers across the Health & Social Care Partnership participated in the NHS Lothian, 'Playing to Your Strengths' management development programme. This supported the development of integrated and collaborative working.

## Chief Social Work Officer

The Postgraduate Diploma Chief Social Work Officer at Glasgow Caledonian University has been a welcome addition to CSWO development and succession planning, as these areas had been lacking in relation to professional and personal development. East Lothian's CSWO is currently undertaking this course.

As part of the new governance arrangements within East Lothian Council, the CSWO will be meeting with senior social work managers to agree a learning forum where CSWO duties, responsibilities and role can be identified. This will help to promote the role of the CSWO within the East Lothian's workforce, and ensure that governance structures are firmly in place.

## **9. Improvement Approaches and examples/case studies of improvement activities**

### Children's Services

Children's Services are participating in an SDS pilot project called 'Doing things differently'. This work is in partnership with Social Work Scotland, with East Lothian being one of three local authorities involved. The pilot aims to test out how an SDS approach and individual budgets can be used to support young people involved in child protection processes and young people who are looked after. 'Doing things differently' is building on work in Middlesbrough Children's Services where individual budgets are used to support children and young people at risk of going into care or young people who are returning home having being accommodated.

Musselburgh Total Place:Family Focus pilot developed in partnership over 2015-16, intent on creating a targeted service for commencement in late 2016, will work with a small number of families who have multiple complexity of needs. This will involve working in partnership, to 'shift' resources to enhance service delivery in one geographic area and make it not only easier for individuals to access early intervention support experiences, but be more positive with regard longterm outcomes.

Children's services ongoing roll-out of a consistent approach to Core Groups using Signs of Safety tools and philosophy remains a priority. This will see us further develop the case conference minute separating the minute from the plan so the plan is available earlier as a working tool for all - clients and workers alike.

The Youth Group for young people who are looked after is now called 'FAMILY' (Forever Always Mates in LAC Youth) Group. Throughout 2015/16, an average of eight care experienced young people attended the group every Tuesday. Due to high demand for the youth group, an additional group for young people that are looked after aged 10- 14 is going to run every Tuesday from September 2016 onwards. The Youth groups are a partnership between Who Cares? Scotland, Community Learning and Development and Children's Services – and are supported by our Champion's Board.

Children and Adult services held 4 social care practitioner forums. The forums were facilitated by Shona McGregor (SDS Development Officer from Social Work Scotland). The sessions provided practitioners with an opportunity to reflect on practice relating to SDS, share ideas and learn from each other. The forums covered the following topics: personalised support planning, supporting carers, working with individuals that do not want to engage with us, working with transitions. Feedback from staff indicates that they would like the practitioner forum to continue.

### Older People

The Health and Social Care Partnership has been actively working to address the challenges of delayed discharge through early intervention measures such as the establishment of the Hospital at Home service which has expanded into a responsive 7 days a week service, and establishing ELSIE (East Lothian Service for Integrated care for the Elderly) to improve our capacity to prevent admissions to hospital.

## Adult Services

### Employment

In November 2014 it was calculated that 3,930 people in East Lothian between the ages of 16 -64 were claiming Employment Support Allowance or Incapacity Benefit. While it cannot be confirmed, it is estimated that around 50% of this group have registered mental health problems as their primary health barrier to achieving paid employment. In response to this a working group with representation from health, local authority, 3rd sector, DWP, Peer Support and DWP was created to consider how East Lothian can better support those seeking employment with a mental health problem. An event was held in May 2015 to enable discussions on what is required in East Lothian. The response and engagement from those seeking employment with a mental health concern and agencies that would facilitate this was very positive. A further event was held in September 2016 and the priorities were to consider what support is needed for employers to enable them to confidently support people with mental health concerns and what is needed to effectively support those in employment with mental health concerns.

### Support for those in Emotional Distress

Support for those in emotional distress and crisis has been recognised as a priority need through the national agendas. At a local level the need to consider how to support those with a mental health concern in emotional distress has been raised through different sources and over a significant period of time. More recently front line staff in social work teams, reception staff and finance teams have shared concerns about lacking confidence and skills in how they support people who contact them in significant distress, sometimes considering suicide. A working group was set up to consider how to address this and through monies allocated to this work from the Mental Health Innovation Fund, CHANGES in Musselburgh, a resource which supports adults with mental health concerns, has completed a comprehensive scoping exercise which will inform how this work is progressed. This work is very near completion and from the sharing of its content to date, it is anticipated that themes to improve our responses will include training for front line staff; development of peer support work responses; out of hours phone line support; improved protocol with GPs and better signposting to services and supports.

With the introduction of Universal Credit in East Lothian the Benefit Teams and libraries are finding that they have to support individuals using their resources who are struggling to manage the change. Joint work between internal teams, advocacy services, DWP and mental health 3rd sector providers is taking place to consider how we can best support staff to support those having to cope with these changes. We are promoting access to mental health awareness and training.

### Mental Health Rehabilitation in East Lothian

The local rehabilitation resource, Cameron Cottage, in Musselburgh is a house which accommodates 8 adults with mental health problems. Support in Cameron Cottage is provided by Carr Gomm and is presently funded by NHS Lothian. Cameron Cottage supports people with the transition from hospital to home as well as providing a period of more intensive rehabilitation to prevent a possible hospital admission. Following a full review the service now runs at almost maximum capacity and training needs of staff have been identified and are being addressed. Consideration is being given as to to develop Cameron Cottage as a 'rehabilitation hub' a part of a wider community rehabilitation service.

### Information Systems

In 2015/16 Framework-i (the social work information system) undertook major preparations for the expected update in 2016/17. These included readiness for the interagency information exchange portal ("The Portal") to enable social care staff to see core health data and vice versa.

### Technology Enabled Care

Funding was secured to further expand the use of Technology Enabled Care (TEC) across the Partnership including Telehealth, which is currently being progressed. The Partnership has committed that TEC is included in planning groups to identify where it can be used and see technology as a key enabler to keeping people at home or returning people to home. The aim is for TEC to become an integral part of assessments and ensure better outcomes for users and carers.

### East Lothian Community Hospital

During 2015-16, significant development for investment in a new Community Hospital for East Lothian progressed. This has subsequently been approved for development and work commences in Autumn 2016. This will make a significant contribution to enabling the Health & Social Care Partnership to generate new approaches to service delivery to meet the strategic aims of the IJB.

### Conclusion

The Health and Social Care Partnership has made a positive start with the Strategic Plan now firmly in place. Work is currently underway to build on our initial achievements with focus on service redesign, system redesign and workforce planning and development. This will ensure we continue to meet the needs of people who are assessed as requiring a service.

**Fiona Duncan**

CSWO

October 2016