

East Ayrshire Health and Social Care Partnership

Children's Health, Care and Justice Service

Service Improvement Plan

2019/20



East Ayrshire Council
Comhairle Siorrachd Àir an Ear



May 2019

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SECTION 1: INTRODUCTION

This service improvement plan for Children's Health, Care and Justice Services is set within the context of the East Ayrshire Community Plan 2015 – 30, the East Ayrshire Health and Social Care Strategic Partnership Plan 2018 – 2021 and the associated multi-agency strategic plans.

Service Improvement plans (SIPs) are a key part of the Health and Social Care Partnership's performance management and improvement framework. This plan sets out our vision and priorities; our performance framework; risks and opportunities; improvement actions for 2019/20; and progress made in 2018/19.

The Children's Health, Care and Justice portfolio includes child health services (health visiting and school nursing), social work services (children, families and justice) which are in turn made up of locality services and authority wide services, and the prison based health team (including police custody). The SIP is structured around these service areas, and focuses on ten high impact outcomes.

The Children's Health, Care and Justice Management Team reviews progress against the service plan objectives at management team meetings, which also maintain an overview of performance and risk management.

SECTION 2: SERVICE DESCRIPTION

Children and Families Social Work

Keeping children safe is the highest priority for the Children and Families Social Work Service. Services are delivered within the context of an extensive range of statutory obligations, providing support to children, families and carers, with a focus on ensuring that our most vulnerable children and young people are cared for and protected. The service aims to give every child the best possible start in life, and maximises opportunities available to children and young people who are recovering from trauma, abuse and adversity.

The service is made up of two operational sections:

- Children and Families Locality Services (North and South)
- Children and Families Authority Wide Services (Corporate Parenting and Family Support and Young People).

These two sections are augmented by a range of services purchased from external providers, including secure accommodation, residential accommodation / schools and fostering placements.

The 2019/20 budget for the Children and Families Social Work service is £17.495m (excluding the out with placement budget).

Child Health Services

The Early Years have a profound impact on an individual's future experience of health and wellbeing. Evidence demonstrates the importance of prevention, early identification and intervention throughout the early years of life. Health Visitors have a vital public health role to play in supporting children and families in the first few years of a child's life, while the role of school nurses is to promote positive health and wellbeing throughout a child's educational experience.

The budget in 2019/20 for Child Health Services is £2.896m.

Violence Against Women Services

Break the Silence Rape and Sexual Abuse Services (BtS) is funded jointly with North Ayrshire Council. East Ayrshire's contribution to the contract for 2019/20 is £65,838 (with an additional £39,498 from EAHSCP awarded for the next 3 years to support survivors presenting as a result of the National Historical Sex Abuse Enquiry). The aim of the service is to offer counselling and specialist support (including one to one and group work), advocacy and advice to adult survivors of rape and historical sexual abuse. The service also delivers awareness training programmes to support the East Ayrshire Violence Against Women Partnership. Additional services are offered through other funding routes, including complementary therapies which help service users to engage with the counselling process thereby aiding recovery.

East Ayrshire Women's Aid (EAWA) is funded by the Grants Committee, and the contract value for 2019/20 is £258,380. EAWA provide information, support and safe refuge accommodation to women, children and young people who are experiencing, or have experienced, domestic abuse. The aim of the service is to support women, children and young people affected by domestic abuse to gain information, learn new skills and/or participate in group work programmes that provide individuals with social, educational and networking opportunities. Crisis and on-going interventions are offered through office-based and outreach services, including a sign posting service for males. The service also coordinates and delivers the East Ayrshire Violence Against Women Partnership Learning and Development Calendar. Awareness raising and prevention education activities are also delivered in communities throughout East Ayrshire. The Kilmarnock Women's Centre provides a place for women to share their experiences, learn new skills and support one another.

Justice Social Work

The aims of Justice Social Work services include tackling criminal behaviour and reducing risk of re-offending, supervising offenders in the community, and assisting prisoners to re-settle into the community after release from custody. Services are provided within the context of social and community initiatives that involve a wide range of partner organisations and that are intended to enhance quality of life and increase community safety.

Contact with Justice Social Work Services is normally as a result of court orders or sentences, and the range of functions includes:

- supervision of people in the community who have been sentenced by the courts;
- supervision of people who have been released from prison on statutory order or license;
- provision of social work reports requested by courts;
- management of serious violent and sex offenders in the Community;
- provision of information, advice and support; and
- Community Payback.

Specialist Justice services are delivered via the Ayrshire Justice Partnership arrangements and within the context of our partnership arrangements via Community Justice Ayrshire.

The Justice Social Work Services budget is almost fully supported by direct grant from the Scottish Government. The current budget is £2.096m.

Prison and Police Custody Health Services

NHS Ayrshire and Arran legally assumed responsibility for the provision of health care to HMP Kilmarnock on 1 November 2011. This includes access to the full range of Primary and Secondary Care services available to the wider population of Ayrshire. A primary care practice was established to provide general medical services to prisoners and this practice operates from the Healthcare Centre within the prison. This service is delivered by three General Practitioners (GPs) under contract to the NHS. The police custody service is also provided via contracting arrangement, ensuring appropriate delivery of Forensic Medical Services.

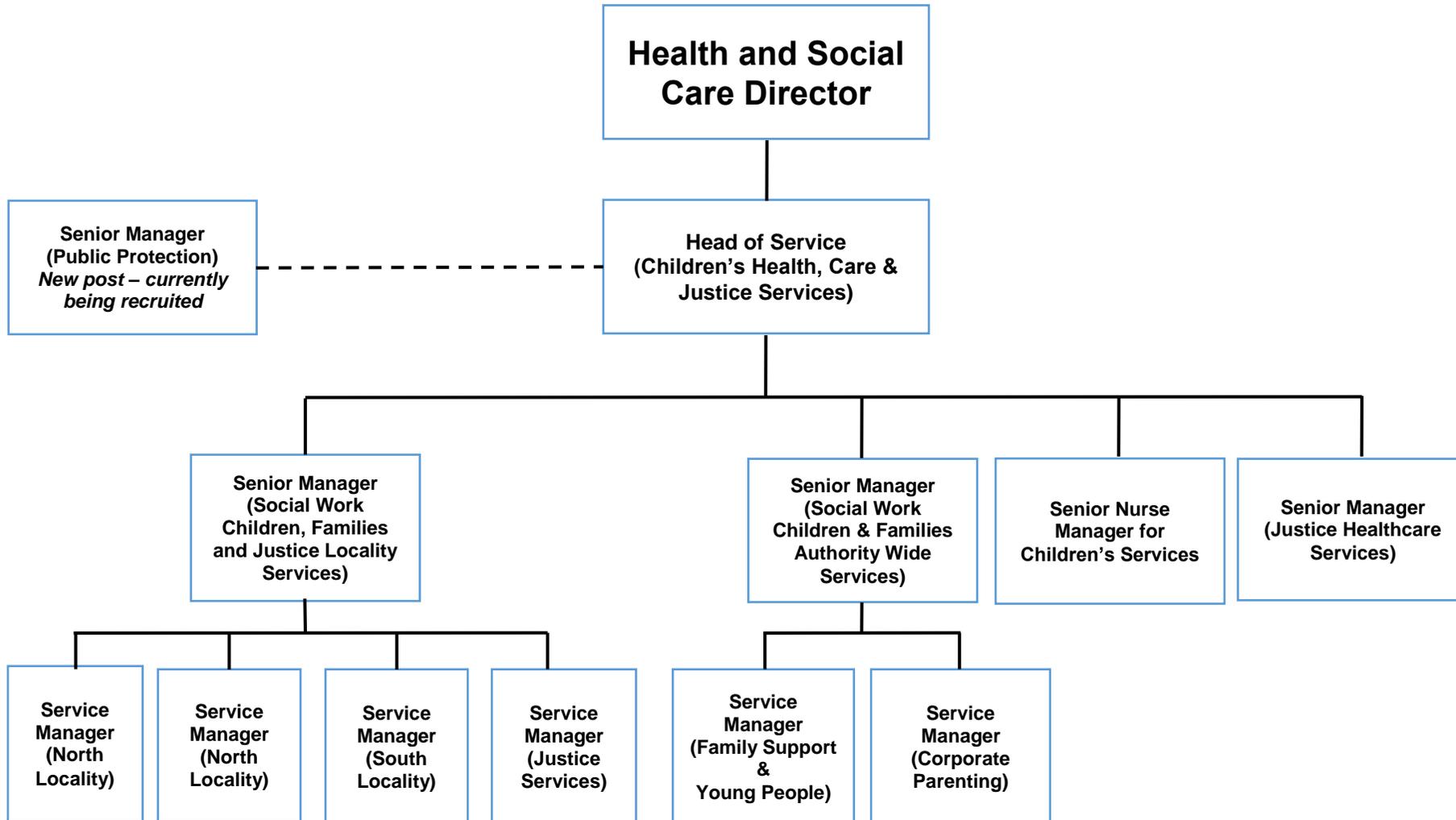
The budget for the Prison and Police Custody Health Service is £3.100m.

The indicative budget for the 2018/19 Children's Health, Care and Justice Service is as follows:

Service	Budget
Children & Families / Women's Services	£17.859m
Health Visiting	£ 2.896m
Outwith / secure placements	£ 5.319m
Justice Social Work	£ 2.096m
Prison and Police Custody Health	£ 3.100m
Total	£31.270m

CHILDREN'S HEALTH, CARE & JUSTICE SERVICES

APRIL 2019



SECTION 3: POLICY AND CONTEXT

This SIP sits within the local context of:

The East Ayrshire Community Plan 2015-30

This is the sovereign and overarching planning document for the East Ayrshire area, providing the strategic policy framework for the delivery of public services by all partners. The Community Plan was reviewed during 2017/18, and its vision is that:

“East Ayrshire is a place with strong, safe and vibrant communities where everyone has a good quality of life and access to opportunities, choices and high quality services which are sustainable, accessible and meet people’s needs.”

Strategic Priorities 2018-21: The Council and Community Planning Partnership Board have agreed to focus on the following:

- Improving outcomes for children and young people, with a particular focus on looked after children/young people and young carers;
- Older people: adding life to years – with a particular focus on tackling social isolation; and
- Community led regeneration: empowering communities - building community resilience.

Implementation of the Community Plan is through three thematic Delivery Plans, namely Economy and Skills, Safer Communities, and Wellbeing, which have been renewed as part of the Community Plan Review. The Health and Social Care Partnership has a lead role in taking forward the Wellbeing theme as well as being a key contributor in the delivery of the Economy and Skills and Safer Communities themes.

Community Plan Wellbeing Theme- Strategic Priorities:

- Children and young people, including those in early years and their carers, are supported to be active, healthy and to reach their potential at all life stages.
- All residents are given the opportunity to improve their wellbeing, to lead an active, healthy life and to make positive lifestyle choices.

- Older people and adults who require support and their carers are included and empowered to live the healthiest life possible.
- Communities are supported to address the impact that inequalities have on the health and wellbeing of our residents.

Wellbeing Delivery Plan - Local Outcomes:

- Starting Well: Children have the best start in life.
- Living Well: People are able to look after and improve their own health and wellbeing and live in good health for longer.

The East Ayrshire Health & Social Care Partnership Strategic Plan 2018-21

The Partnership's vision is of *"Working together with all of our communities to improve and sustain wellbeing, care and promote equity."* Its focus over the course of the Strategic Plan 2018-21 is on early intervention and prevention, new models of care, building capacity in primary and community care, and transformation and sustainability.

The revised East Ayrshire Children and Young People's Service Plan 2017-20

The revised plan, along with its associated action plans and performance framework, sets out a combined vision of the Children and Young People's Strategic Partnership and the Child Protection Committee as:

"Children and young people are supported to be: Safe, Healthy, Achieving, Nurtured, Active, Responsible, Respected and Included."

Therefore our commitment to children and young people, their families and carers is to provide them with the support they need, when and where they need it, in order to help them achieve their aspirations and potential at all life stages.

A number of other Integrated Strategic Plans that provide a context for the SIP include the Alcohol and Drugs Partnership Delivery Plan (monitored by the Alcohol and Drugs Partnership); the East Ayrshire Violence Against Women Strategic Plan (monitored by the Violence Against Women Partnership); and the Financial Inclusion Strategy (monitored by the Financial Inclusion Group). In addition, at an

Ayrshire wide level, there is the Joint Child Health and Wellbeing Statement for Ayrshire and Arran (2015-2019); the Community Justice Plan for Ayrshire: *Beginnings, Belonging, Belief* (monitored by Community Justice Ayrshire); and a range of Health Improvement Plans.

All of these, in turn, sit within the national context, which includes:

- The Review of Public Health in Scotland
- Healthier Scotland Conversation
- Health and Social Care Delivery Plan
- National Primary Care Vision
- Public Bodies (Joint Working) (Scotland) Act 2014
- Community Empowerment (Scotland) Act 2015
- Children and Young People (Scotland) Act 2014
- Carers (Scotland) Act 2016
- Self Directed Support
- Domestic Abuse (Scotland) Act 2018

These policy and legal developments will shape our strategic and operational work during the planning period. Alongside this there have been developments at parent body, regional and UK level that need to be recognised in our activities:

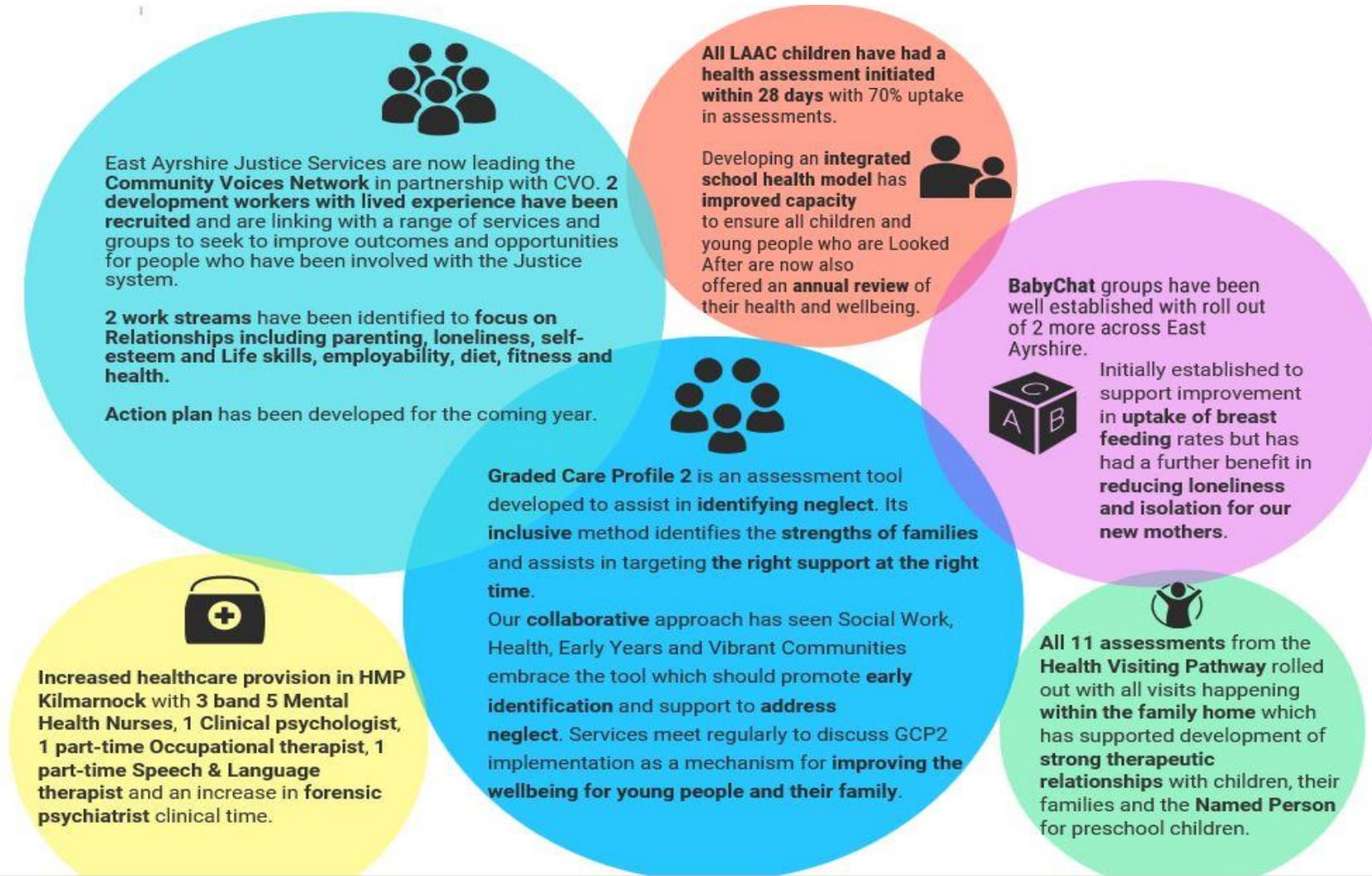
- East Ayrshire Council Transformation Strategy 2: “Closing the Gap” sets out the Council’s proposals for transformational change in local authority services between 2017-2022, with a shift in spending towards prevention and early intervention and a fundamental, innovative redesign of services to achieve financial and organisational sustainability.
- NHS Ayrshire and Arran Transformational Change Improvement Plan 2017-2020 is the local delivery plan for NHS services and includes delegated services. It describes how transformational change programmes will deliver improvements designed to meet the needs of the local population.
- Welfare Reform: The implications of the Government’s Welfare Reform programme and the roll-out of Universal Credit in East Ayrshire have been significant with an increase in the number of foodbank parcels being distributed to families with children.

National Outcomes – Health, Wellbeing, Children and Justice

A suite of 15 national outcomes frame the activity of the Health and Social Care Partnership. These are as follows:

National Outcomes for Children	
Outcome 1	Our children have the best start in life.
Outcome 2	Our young people are successful learners, confident individuals, effective contributors and responsible citizens.
Outcome 3	We have improved the life chances for children, young people and families at risk.
Health and Wellbeing Outcomes	
Outcome 4	People are able to look after and improve their own health and wellbeing and live in good health for longer.
Outcome 5	People, including those with disabilities, long term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.
Outcome 6	People who use health and social care services have positive experiences of those services, and have their dignity respected.
Outcome 7	Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.
Outcome 8	Health and social care services contribute to reducing health inequalities.
Outcome 9	People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and wellbeing.
Outcome 10	People who use health and social care services are safe from harm.
Outcome 11	People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.
Outcome 12	Resources are used effectively and efficiently in the provision of health and social care services.
National Outcomes Justice	
Outcome 13	Community safety and public protection.
Outcome 14	The reduction of reoffending.
Outcome 15	Social inclusion to support desistance from offending.

SECTION 4: REVIEW OF PROGRESS 2018/19



SECTION 5: WORKFORCE IMPLICATIONS

Our workforce is our most valuable asset and as outlined in our Workforce Development and Support Plan ‘the right people with the right skills in the right place at the right time’ continues to be our ambition.

There are many workforce challenges and implications as we progress our services in relation to the transformation agenda, increasing demands on staff and reductions in public sector funding. Some of these challenges include:

- The recruitment and retention of staff is an ongoing issue across Children’s Health, Care and Justice Services.
- HMP Kilmarnock has experienced a 20% increase in the prison population with no allocation of additional resources which poses a risk to service delivery and quality and staff wellbeing.
- Maintaining qualified Mental Health Officers within the Social Work Service including out of hours.
- The ability to recruit qualified Health Visitors and ensure we maintain a level of staff able to operate as practice teachers to support our students e.g. School Nurses.

We are committed to develop a robust workforce plan for each service to ensure we are able to maintain a sustainable and skilled workforce to delivery our future services. Section 9 of this document outlines a range of risks which identify workforce implications and associated mitigations.

SECTION 6: IMPROVEMENT PLAN

Action Area	Expected Outcome	Responsible	Timescale
Increase children's placement choice and capacity.	<p>We meet a greater range of needs based on the specific needs of children accommodated at any given time.</p> <p>A reduction in the number of children placed in external provision.</p> <p>Greater choice and flexibility over internally provided care and matching to individual need.</p> <p>Relevant paperwork submitted within 72 hours.</p>	<p>Senior Manager (Social Work Children & Families Authority Wide Services)</p> <p>Service Manager (Corporate Parenting)</p>	31 March 2020 (three monthly review of progress)

Action Area	Expected Outcome	Responsible	Timescale
Improve prison healthcare accommodation.	Improved accommodation by completing Phase 1 of the work will improve the health and wellbeing of the healthcare staff by ensuring they have office space which is fit for purpose, has natural light and fresh air and meets H&S regulations for minimum space. The completion of Phase 1 will also increase clinic capacity by 2 consulting rooms which will mainly increase capacity for mental health and	Senior Manager (Justice Healthcare Services)	31 March 2020 (three monthly review of progress)

	addictions work to take place. Phase 2 requires considerable financial investment which would further improve the healthcare department.		
Improve access to Mental Health professionals within HMP Kilmarnock	The population in HMP Kilmarnock will have appropriate access to a mental health professional in a timeous manner. Ongoing care to individuals on the mental health caseload will be regular and delivered as agreed between the professional and the individual. The new multi-disciplinary mental health team, which will be established during 2019/20 will develop into a well-functioning team, delivering safe, effective person-centred care (caveat is that the prison population has increased by 20% with no additional resource therefore this is a risk to delivery)	Senior Manager (Justice Healthcare Services)	31 March 2020 (three monthly review of progress)

Action Area	Expected Outcome	Responsible	Timescale
Developing Workforce Plan for single point of contact for named person and central administration.	Re-balancing resources to meet local need.	Senior Nurse Manager for Children's Services	31 March 2020 (three monthly review of progress)
East Ayrshire leading development of pan-Ayrshire training toolkit to support implementation of local version of national guidance on Supporting Children and Young People with Healthcare Needs in Schools <i>(which replaces the guidance on the Administration of Medicines in Schools)</i>	Improved policy and practice with regard to medicines administration in schools.	Senior Nurse Manager for Children's Services	31 March 2020 (three monthly review of progress)
Developing an early intervention/ prevention model for mental health support for children and young people.	Reduce pressure on/ waiting lists for CAMHS. Build capacity within universal services.	Senior Nurse Manager for Children's Services Education CAMHS Vibrant Communities	31 March 2020 (three monthly review of progress)

Action Area	Expected Outcome	Responsible	Timescale
Improving number of Care Leavers (and others furthest from the labour market) moving into Positive Destinations (<i>Training, Volunteering, Education, Employment</i>)	Improved opportunities for our most vulnerable populations.	Senior Manager (Social Work Children & Families Authority Wide Services) Education Ayrshire College Skills Development Scotland	31 March 2020 (three monthly review of progress)
Improve the use of “Other Activity” components of Community Payback Orders.	Improved support to individuals within Justice to improve life skills and relationships.	Service Manager (Justice Services)	31 March 2020 (three monthly review of progress)

SECTION 7: QUALITY ASSURANCE AND IMPROVEMENT DASHBOARD

Dashboard Theme	Measure	2016/17	2017/18	2018/19	2019/20 Goal
Customers	Number of complaints	37	66	75	Reduce
	% of complaints completed within timescale (excluding extensions as per Ombudsman guidance)	10.8%	27.3%	30.7%	Increase
Process	Percentage of child protection decision making within standard timescales (CP1s completed within 10 days)	73%	72.8%	75%	90%
	Community Payback Orders – percentage of First Job Appointment within 7 days (Unpaid Work)	75.7%	77.7%	78%	95%
Outcome	% of foster carer reviews that happen on an annual basis, baseline 2018/19	N/A	N/A	49%	80%
	Community Payback Orders – percentage % Level 1 Completed with 3 months (Unpaid Work)	69%	54.5%	61%	80%
	Community Payback Orders – percentage Level 2 Completed with 6 months (Unpaid Work)	78%	70.7%	68%	85%
	% of children up-taking health needs assessment within 28 days, baseline 2018/19	N/A	N/A	70%	90%
	Rate of medication errors in prison healthcare	2 errors involving 3 staff	6 errors involving 8 staff	5 errors involving 8 staff	None

Dashboard Theme	Measure	2016/17	2017/18	2018/19	2019/20 Goal
People	% of relevant workforce with active EAGER	76%	50%	90%	95%
	% of relevant workforce with Turas review	45%	41% As at Jan 18 – new system coming into place	53%	80%
	Sickness absence – days per person (LA)	0.92	0.65 Average over 11 months to Feb 2018	0.93	0.67 per month
	Sickness absence - lost hours as % of contracted hours.	4.86%	6.42%	4.49%	4.0%

SECTION 8: PLANNED EFFICIENCIES

No	Option	EAC £m	Additional Comments	Management Action or Consultation
1	Remodelling of Lisalanna Contract (Action for Children)	(0.054)	Report approved at IJB - 30 Nov 2017 – full year impact of 2018/19 saving	Management Action
2	External Foster Care - planned reductions 2019/20	(0.110)	Continuing commitment to reducing the use of externally purchased foster care (3 placements from 28 to 25)	Management Action
3	Internal Foster Care - planned reductions 2019/20	(0.080)	Budget remodelled – 58 households (81 children) – previously 56 households (90 children)	Management Action
4	Staff turnover increase (7%)	(0.093)	Increased staff turnover from management of vacant posts	Management Action
	TOTAL EAC	(0.337)		
5	Management of new funds	(0.064)	Staffing skill mix incl. re-training of existing staff	Management Action
	TOTAL NHS	(0.064)		
	TOTAL SAVINGS PROPOSALS	(0.401)		

SECTION 9: RISK ASSESSMENT/ MANAGEMENT

The following **high level risks** are applicable across all services within the Children’s Health, Care and Justice portfolio.

Description of the risk	Current measures in place that mitigate
<p>Failure to protect children & young people That, due to the complexity of public protection, coupled with the increasing complexity of the needs we are meeting, implementation of the Children & Young People (Scotland) Act 2014 and the associated readiness of our multi-agency Named Person service are compromised, meaning we are unable to ensure the safety of vulnerable children.</p>	<ul style="list-style-type: none"> • Public Protection review complete. New Senior Manager being recruited. • A robust Child Protection Team is in place supporting front line practice by developing appropriate policies and procedures. • Staff training and screening for risk. • Ayrshire Programme Board in place and all associated documentation on website. • Ayrshire Programme Manager in post. • E-learning module for all practitioners. • MAPPA.
<p>Failure to be sustainable That the reduction in public services funding, coupled with demographic pressures, means we are unable to commission and deliver services which meet our strategic priorities or fulfil our statutory duties.</p>	<ul style="list-style-type: none"> • Maximise partnership working and the benefits of integration. • Transformational change programmes and service redesign that seek to attract additional investment, release capacity and recurring savings, or stop activity that no longer delivers positive outcomes for children or in terms of community justice. • Anticipate demand and identify activity that will reduce demand for services. • Agile working.
<p>Failure to manage and support change That, due to the scale and pace of change, and to the ongoing impact of reductions in senior management/leadership (and staff at all levels), staff become disengaged from the transformation agenda and our strategic priorities, leading to poor morale, and in turn to increased staff absences and further pressures on meeting demand.</p>	<ul style="list-style-type: none"> • Ensure that work is appropriately delegated to managers/leaders. • Monitor impact of expanded portfolios for Heads of Service. • Staff / team communication and learning opportunities. • Maximising opportunities for partnership connections, and supporting strong multi-agency partnership working. • Engage with new Elected Members as part of their induction. • Clear priorities. • Shared leads for areas of development. • Regular review and timeline realignment where necessary. • Appropriate prioritisation of pan Ayrshire activity. • Agile working. • Use of language around Transformation agenda. • Management of vacancies.

Description of the risk	Current measures in place that mitigate
<p>Failure to meet standards of care That, due to workforce development and planning issues, inconsistent practice across services, inconsistent or poor practice mean we are not meeting children's or communities' needs in a way that is safe for them, is of good quality, or that meets our own or statutory standards.</p>	<ul style="list-style-type: none"> • Codes of conduct. • Robust governance arrangements; complaints procedures. • Turas/ FACE etc. • Supervision protocol. • Quality assurance measures (such as case file audits; Care Inspectorate inspections). • H&SCP Workforce Development Plan. • Professional specific issues identified and action plans in place / adverse event review groups; duty of candour. • Monitoring of specific issues eg maternity cover; retaining staff in the south of East Ayrshire. • Agile working. • Reflective learning. • Closer links with HR (to improve understanding of service/ staffing issues).
<p>Failure to move to a more preventive and early intervention delivery model That we fail to sustain our models of care, meaning children and communities are no longer able to access appropriate support at an early stage, and so require more intensive supports, or that we fail to support preventable re-offending; and that in turn this contributes to unsustainability of the health and social care system.</p>	<ul style="list-style-type: none"> • Maintaining existing relationships beyond the H&CSP and seeking to find more effective ways to collectively improve practice and services. • Strong multi-agency partnership involvement in development and progressing the Children & Young People's Service Plan and the Community Justice Outcome Improvement Plan. • Robust progress reporting and performance framework to ensure implementation of plans. • Improved co-ordination of planning & performance support. • CAMHS early intervention improvement project to seek to shift balance of care.