

East Ayrshire

Chief Social Work Officer

Annual Report

2019/2020



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1. Introduction

It gives me great pleasure to present my second Annual Report as Chief Social Work Officer for East Ayrshire, reflecting the period 1 April 2019 to 31 March 2020.

In introducing East Ayrshire's Annual Chief Social Work Officer Report for 2019/20, it is important to acknowledge the scale of the impact caused by COVID-19 in the latter stage of the reporting year and up to the time of producing this report. The disruption caused to day to day life for everyone in the country is without comparison in living memory. The pandemic has also had a profound impact on service delivery and I am humbled by the work of colleagues across the health and social care system in responding effectively to keep people safe in our communities and in doing so, overcoming a range of significant challenges posed by the situation.

There is little doubt that the coming year will be defined by how we continue to respond and renew our approach to service delivery and continue to work with communities. It is clear that we will need to adapt to the impact of the pandemic and adjust our way of life to manage and live with the impact of COVID-19 in both our personal and professional lives. I am confident that social work and social care services in East Ayrshire are well placed to meet these challenges.

This report has been produced through a lens defined by the pandemic. However, I hope it also reflects the 11 months of social work and social care activity in East Ayrshire characterised by a committed workforce which works closely with people and communities, embodying our FACE values. I have certainly been humbled by the incredible stories of how their involvement and interventions with families has made a positive impact, often in the saddest and most difficult of circumstances. I trust that this report shines a light on this excellent work, illustrating how they go about the business of supporting our communities in East Ayrshire. As such, my thanks is to the social work and social care workforce.

2. Purpose and Background

This report is produced to satisfy the requirement to prepare and publish a report in relation to the Chief Social Work Officer's (CSWO) role in professional leadership, oversight of practice, governance, values and standards as described in national guidance. The report also relates to the specific areas of decision-making and practice where legislation confers functions directly on the Chief Social Work Officer¹.

The report refers to the contribution of social work and social care in working in partnership with others in relation to the wider safety and wellbeing of East Ayrshire residents. The period reflected in this report is from 1 April 2019 to 31 March 2020.

The Chief Social Work Adviser to the Scottish Government provides guidance on CSWO reporting to ensure a degree of consistency. With consideration given to the significant workload implications caused nationally by the COVID-19 pandemic, a reduced reporting template reflecting activity during the 2019/20 period was proposed, to ensure local reporting arrangements continue whilst giving due regard to pressures experienced across the sector.

The report for East Ayrshire adheres to the proposed guidance and adopts the following structure:

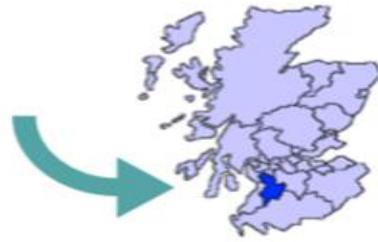
- Governance and Accountability
- Service Quality and Performance
- Resources
- Workforce
- COVID-19.

¹ <https://www.gov.scot/publications/role-chief-social-work-officer/pages/4/>

Profile of East Ayrshire

The infographics below display key characteristics of the East Ayrshire population, in addition to socio-economic circumstances within the authority.

East Ayrshire covers an area of 490 square miles in South West Scotland spread over urban and rural communities.



Demography



Population 122,010

which accounts for 2.23% of Scotland's total population.

comprising



21,053 0 - 15 year olds
17% of the population
(Scotland 17%)



76,005 16 - 64 year olds
63% of the population
(Scotland 64%)



24,952 people aged 65+
20% of the population
(Scotland 19%)

Population projection between 2018 and 2028



0 - 15 year olds
Down 7.5%
(Scotland, Down 6.0%)



16 - 64 year olds
Down 5.6%
(Scotland, Down 1.3%)



65 year olds and over
Up 15.3%
(Scotland, Up 19.3%)

Life Expectancy at birth

Males 76.0 years 
Females 80.0 years 

(Scotland, M - 77.1 years, F - 81.1 years)

Population projected to reduce by a further 1.7% (2,124 people) between 2018 and 2028.

Scotland, Up 1.8%

The changing demography over the next 10 years (fewer young people and more people aged 65+) will impact on the services and support required.

Source: National Records of Scotland, 2020

Early Years

The early years are crucial as foundations for the future are laid down, determining the path taken into childhood and ultimately, adulthood.



19.1% of mothers smoke during pregnancy
(Scotland, 14.9%)



24.7% of children have developmental concerns at 27-30 months
(Scotland, 18.3%)



19.4% of babies are exclusively breastfed at 6-8 weeks
(Scotland, 32.0%)



75.8% of children in Primary 1 are a healthy weight
(Scotland, 76.6%)

Long Term Conditions

Having a long term health condition can affect family relationships, the ability to work, accommodation needs and finances.



12% of the population self-assessed their health as Bad/Very bad
19% of the population self-assessed their health as Fair
68% of the population assessed their health as Good/Very good

22.1% of the population's daily activities are limited by long term health condition / disability
(Scotland, 19.6%)



25,320 people are prescribed drugs for anxiety/depression/psychosis
20.8% of the population



2,239 people are living with dementia in East Ayrshire

Deprivation

East Ayrshire has a 31% local share of the 20% most deprived SIMD quintiles (2020), the 7th highest across all Scottish local authorities. Deprivation can impact on mental and physical health, unemployment and social interaction and ultimately the support and services required.

SIMD 20: Number and percentage of East Ayrshire's 163 Datazones within 20% most deprived

Domain	Number	Percentage
All	51	31%
Income	47	29%
Employment	53	33%
Health	46	28%
Education	42	26%
Access	40	25%
Crime	37	23%
Housing	4	2%



Population income deprived 15.5%
(Scotland, 12.1%)

Working age population employment deprived 13.7%
(Scotland, 10.6%)

Young people, 0-25 years, living in the most income deprived quintile 31.8%
(Scotland, 21.8%)

Harmful Behaviours

Persistently harmful behaviours can have a negative impact on both mental and physical health, finances and relationships.



20% of the population are current smokers
(Scotland, 19% - SHS)



Alcohol Related Hospital Admissions, 665.4 (per 100,000 population)
(Scotland, 669.1)



Drug Related Hospital Admissions, 326.8 (per 100,000 population)
(Scotland, 180.5)

3. Governance and Accountability

Role of the Chief Social Work Officer

Local authorities are required, under Section 3 (1) of the Social Work (Scotland) Act 1968 as amended, to appoint a Chief Social Work Officer (CSWO). The role of CSWO in East Ayrshire is fulfilled by the Head of Children’s Health, Care and Justice.

The role of the CSWO is to ensure professional oversight of social work practice and service delivery. This includes professional governance, leadership and accountability for the delivery of social work and social care services, whether provided by the local authority or purchased through the third sector or independent sector.

In July 2016, the Scottish Government issued revised national guidance on the role and function of the CSWO (The Role of the Chief Social Work Officer: Principles, Requirements and Guidance pursuant to Section 5 (1) of the Social Work (Scotland) Act 1968), replacing guidance previously issued in 2009.

Delivery of Statutory Functions

The CSWO has specific responsibilities in respect of statutory decision making and ensuring the provision of appropriate advice in the discharge of a local authority’s statutory functions. This work is supported by the arrangements set out in the Social Work and Social Care Governance Framework (Revised August 2017), and via the effectiveness of existing partnership arrangements, specifically the public protection arrangements.

The CSWO also has oversight of practice standards relating to services delivered by registered social workers, which will involve public protection and / or the restriction of individual liberty. This requires consideration of individual circumstances, with regard to rights, risks, needs and capacity. These judgements are rarely simple, and often require to take account of a range of issues, including the risks to the wider community.

These legislative provisions include the placement of children in secure accommodation, transfers of children subject to supervision requirements, adoption, fostering, community payback orders, statutory interventions linked to the mental health officer role, adults with incapacity measures; and the protection of children and adults at risk.

Key legislation relevant to the Chief Social Work Officer responsibilities include:

Social Work (Scotland) Act 1968	Children (Scotland) Act 1995
Criminal Procedures (Scotland) Act 1995	Adults with Incapacity (Scotland) Act 2000
Mental Health (Care and Treatment) (Scotland) Act 2003	Adult Support and Protection (Scotland) Act 2007
Children’s Hearings (Scotland) Act 2011	Social Care (Self Directed Support) (Scotland) Act 2013
Children and Young People (Scotland) Act 2014	Public Bodies (Joint Working) (Scotland) Act 2014
Mental Health (Scotland) Act 2015	Community Justice (Scotland) Act 2016
Carers (Scotland) Act 2016	Domestic Abuse (Scotland) Act 2018
Duty of Candour (Scotland) Regulations 2018	Health and Care (Staffing) (Scotland) Act 2019

Social Work Professional Governance

The Social Work Service in East Ayrshire is commissioned by the Integration Joint Board (IJB) from East Ayrshire Council and delivered through the East Ayrshire Health and Social Care Partnership. Our Partnership is responsible for a wider range of services than is required by legislation, having made the decision in 2014 to maintain all social work and social care services under the Health and Social Care Partnership. The CSWO is accountable and reports to the Chief Executive of East Ayrshire Council (to the Director of Health and Social Care as Head of Service).

The Social Work and Social Care Governance Framework sets out arrangements which provide clarity about the governance of the social work and social care profession and services operating within the Health and Social Care Partnership. The framework states that the CSWO:

- is a member of the Council's Executive Management Team, the Corporate Management Team and the East Ayrshire Health and Social Care Partnership (HSCP) Management Team;
- is a non-voting member of the Integrated Joint Board;
- attends full Council and presents the annual CSWO Report to Council every year;
- reports to Council committees as required;
- is a member of the Chief Officers Group (Public Protection);
- has access to elected members, the Chief Executive and senior officers as required.

The East Ayrshire Social Work and Social Care Leadership Forum has oversight of social work and social care professional practice matters in East Ayrshire. The work of the Forum supports the CSWO in delivering statutory functions and fulfilling the professional leadership role.

CSWOs also maintain a key role at a national level in influencing, promoting and supporting matters relevant to social work and social care. There has been a particular need for CSWOs to take on national leadership roles in taking forward work within the Vision and Strategy for Social Services in Scotland 2015-20.

Organisational Governance

In East Ayrshire, the Social Work Service (and CSWO) operates in the context of the following governance structures:

- East Ayrshire Community Planning Partnership Board;
- East Ayrshire Council;
- East Ayrshire Integrated Joint Board.

East Ayrshire Community Planning Board

The East Ayrshire Community Planning Board is responsible for the development and oversight of the [East Ayrshire Community Plan \(2015-2030\)](#), which remains the sovereign planning document for the East Ayrshire area, providing the overarching vision and strategic planning policy framework for the delivery by all partners. The Community Plan sets out how service delivery and outcomes for communities in East Ayrshire will be improved going forward in working towards achieving a vision of:

“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.”

The Community Plan is delivered through three Delivery Plans (2018-2021): [Economy and Skills](#); [Safer Communities](#) and [Wellbeing](#). The work of the social work service and of the wider Health and Social Care Partnership (HSCP) spans across each of these delivery plans, with a particular focus on wellbeing.



At the East Ayrshire Community Planning Partnership Board on 29 March 2018, partners agreed the following three key strategic priorities for 2018-2021:

- Improving outcomes for vulnerable children and young people, with a particular focus on looked after children and young people and young carers;
- Older People: adding life to years – tackle social isolation; and
- Community led regeneration: empower communities and build community resilience.

East Ayrshire Council

The Council considers the East Ayrshire Community Plan (2015-2030) to be the overarching strategic policy framework for delivering services in the area. This is underpinned at a service level by Service Improvement Plans, which include the services within the East Ayrshire HSCP.

In recent years, the Council has been faced with a number of growing challenges including: increasing demand for services, demographic shifts, policy / legislative changes and declining revenue. In response to these significant drivers, East Ayrshire Council's second Transformation Strategy 'Closing the Gap', was approved by Cabinet on 25 October 2017, which sets out proposals for achieving transformational change in local authority services between 2017-2022. The Transformation Strategy comprises six core workstreams with progress reported quarterly through East Ayrshire Performs:

- A fairer, kinder and connected East Ayrshire;
- Workforce Planning;
- A digitally connected East Ayrshire;
- A vibrant and empowered East Ayrshire;
- Property and estate rationalisation;
- Income and commercialisation.

Integration Joint Board

The Integration Joint Board (IJB) is responsible for the planning and operational oversight of Integrated Services, in addition to the operational management of Integrated Services through the Chief Officer. All social work services are located within the East Ayrshire HSCP.

The IJB is also responsible for jointly planning unscheduled care elements within Acute Services, however the Health Board is responsible for the operational oversight of Acute Services and the operational management of Acute Services through the Director for Acute Services. The IJB has operational oversight for Primary Care, Out of Hours and Community Response Services as the lead partnership for Ayrshire.

The Chief Officer is appointed by the IJB and also operates as a Director of the Health and Social Care Partnership for both East Ayrshire Council and NHS Ayrshire & Arran. The Chief Officer reports to and is line managed by the Chief Executive Officers of the parties to the Integration Scheme.

The IJB delegates responsibility to the following sub committees and groups as detailed in the governance structures and terms of reference:

- Strategic Planning Group;
- Audit and Performance Committee (sub-group Strategic Commissioning for Sustainable Outcomes Board);
- Health and Care Governance Group (sub-group Adverse Events Review Group);
- Partnership Forum (sub-group Health Safety and Wellbeing Group);
- Risk Management Committee; and
- Resilience and Civil Contingencies.

The CSWO is a member of all of the above noted groups, with the exception of the Audit and Performance Group.

The East Ayrshire HSCP Strategic Plan 2018-2021 was approved at the Integration Joint Board on 26 April 2018 and at Council on 10 May 2018. It reviews progress over the last three years and centres on the triple aim of “better care, better health, better value”. The Plan focuses on four priority areas:

- Scaling up work on prevention and early intervention across all ages;
- Supporting new models of care;
- Building capacity in Primary and Community Care; and
- Transformation and sustainability.

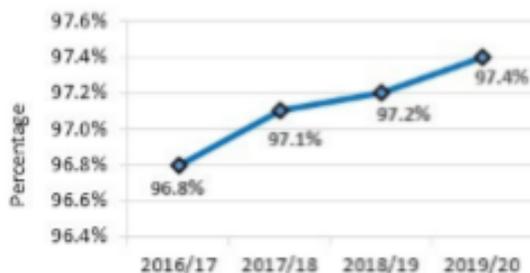
4. Service Quality and Performance

Performance in 2019/20

A framework is in place to monitor the performance of services delivered across the East Ayrshire HSCP and to inform our ongoing improvement work. A comprehensive suite of performance measures aligned to local and national strategic priorities comprise a core element of this framework. The infographics below represent key aspects of performance across social work services delivered in East Ayrshire in relation to areas of positive achievement and areas which require improvement going forward.

Community Care

There has been a long-term increase in the percentage of people living in housing rather than care home or hospital settings



Delayed Discharge



26.5%



The number of bed days occupied where a person remains in hospital when they no longer require clinical treatment and would be more appropriately cared for in another setting **declined by 1,337 days** between 2018/19 and 2019/20 equating to a notable decrease of 26.5%. This is a significant improvement and compares favourably to the national increase of 3.9% over the same period.

Home Care



2.6% increase in Unit Cost of Home Care

The unit cost of home care increased from £16.83 in 2018/19 to £17.27 in 2019/20. The 3% inflation award accounts for the increase but more efficient use of resources has reduced the impact to 2.6%.



14.3% decrease in the number of home care hours per 1,000 population aged 65+

The number of home care hours per 1,000 population aged 65 years and over was 412.7 in 2019/20, down 14.3% from 481.6 in 2018/19. Demand management programmes have contributed significantly to this reduction, although the transition to a new Social Work management recording system may also have contributed. Additionally, 140 people receiving support cancelled their provision during the COVID-19 pandemic which will also have influenced the variance.

Criminal Justice

The number of Social Work reports submitted to Court on time remained static at 99.3%



The number of Social enquiry reports submitted to the courts during the year was down 18.7% to 692 (851 in 2018/19).



The transition to a new Social Work management recording system may have impacted the figures and the results should be interpreted with caution.

Community Payback



32.5% decrease in Community Payback orders successfully completed within one year



Unpaid work completed on time decreased by 50.6%



The transition to a new Social Work management recording system may have impacted the figures and the results should be interpreted with caution.

There were 216 Child Protection Registrations in 2019/20, up 22% from 177 in 2018/19



The proportion of child protection re-registrations within 12 months was 4.2% in 2019/20



The number of children whose names are placed on the East Ayrshire Child Protection Register has risen from 59 in 2015 to 127 in 2018, peaking at 144 in 2019. We currently have 108 children on the East Ayrshire Child Protection Register and this has remained fairly static throughout 2020.

The percentage of re-registrations increased during the previous two years with a figure of 12% in 2017/18, followed by 18.1% in 2018/19, before falling to 4.2% during 2019/20.



The number of reports submitted to the Scottish Children's Reporter Administration (SCRA) during the year decreased by 37.9% compared with 2018/19



The percentage of reports submitted to SCRA by the due date has decreased by 7.5% from 74.4% in 2018/19 to 66.9% in 2019/20.

There has been a significant reduction in report requests made by the Reporter (from 446 in 2018/19 to 277 in 2019/20) indicating that there is an increased confidence from services that the child's plan is meeting the needs of the child without the requirement for statutory measures.

2019/20 presented a number of challenges in maintaining the 'Blueprint' standards of 75% and current performance has now just dipped below that level. We continue to strive to achieve 100% and we will be looking to ensure that we re-establish our previous performance in 2020/21.

There were 347 Looked After and Accommodated Children in March 2020, down 7.2% from 374 in 2018/19



The number of Looked After and Accommodated Children with 3 or more moves was down 5.5% in 2019/20



Business intelligence reports and nationally published data show a long-term decline in the number of children looked after in East Ayrshire falling from 463 in 2016 to under 347 in 2019/20.

As at 31 March 2020, there were 137 Looked After and Accommodated Children who have ever had 3 or more moves since their involvement with Social Work. The proportion of Looked After and Accommodated children who have had 3 or more moves since involvement was 39.5% at 31 March 2020, a slight reduction (-0.7%) on 38.8% at 31 March 2019.

COVID-19 related pressures and the continued implementation of the new social work information management system during the time of reporting have impacted on the availability of certain data which is used to populate some measures. As a result, the statistical information included within this report is more concise than in previous years.

Developments and Activity in 2019/20

Throughout the reporting period, a strong commitment to reflection, learning and progression continued in East Ayrshire, contributing towards the ongoing development and improvement of social work services. There is a continuous cycle of self-evaluation, audit, review and reflective discussion that takes place throughout the year across all care settings, which informs our areas for focus and development. A range of developments took place in East Ayrshire throughout 2019/20, with examples highlighted below. These activities reflect a number of key elements outlined in the reports published by the [Independent Care Review](#) in February 2020 and in particular, we will continue to embed the aspirations and values of [The Promise](#) in our social work practice and service delivery.

Social Work Management Information System

The implementation of a new Social Work Management Information System has been a key development during 2019/20, with the system being integral in the management and storage of personal records for individuals who are in contact with Social Work. The contract with Liquidlogic was awarded in August 2018 and the system went live with Community Care, Children and Families and Finance in February 2020, and fully live with Justice in March 2020. The implementation process was an extensive piece of work, to ensure the new system would benefit users on a daily basis to reduce recording time and duplication, improve accuracy and manage workloads more effectively to enable practitioners to spend more time with individuals/families who require support. We recognised this process would be complex, however COVID-related restrictions added further complications to the implementation. Staff have experienced the benefits of this new system and work will continue to embed usage and to explore new capabilities. Aspects of this system will be developed further in 2020/21.

Redesign of Overnight Care Services

The Partnership is committed to enabling people to live as independently as possible, drawing on natural supports to help people achieve their outcomes. For people with complex needs, more formal supports through commissioned or statutory services are often required. Since March 2018, Social Workers and Care Managers have been working alongside supported people, their families, care providers and the Overnight Care Project Co-ordinators to redesign the way overnight care is delivered to those with complex needs in East Ayrshire. The project identified opportunities for shared supports and technology-enabled models of care, where overnight care outcomes could be met as equally well for service users. Through working with individuals, person-centred planning and the creation of new technology-enabled responder services, a number of individuals have been supported to live more independently at home.

Throughout 2019/20, the review process was completed in several areas and three new overnight care responder services were commissioned in Hurlford, Altonhill and Longpark. The redesign work in these areas has allowed for the provision of overnight care to be delivered in a different way for sixteen individuals, whom no longer rely on traditional overnight care services and are instead supported by innovative technology and shared supports.

Parent of service user:

"I never imagined my son would cope without his sleepover, but he's doing brilliantly and has proved what he's capable of"

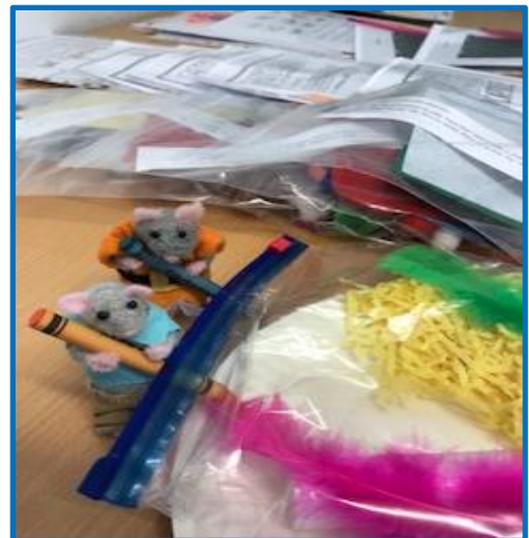
In relation to a service user:

"Use of the activity monitoring kit quickly highlighted [D]'s increased movement during the night. This led to a urine infection being diagnosed and [D] receiving prompt medical treatment"

Public Protection and Learning Team

Following a review of public protection and social work governance arrangements in 2019, a new Protection and Learning Team was established in October 2019 under the leadership of the Chief Social Work Officer. The team comprises a service wide governance and support function and incorporates Learning and Development (including social work and social care services) and Multi-Agency Public Protection (including: Child Protection, Adult Support and Protection, Alcohol and Drugs Partnership, Violence Against Women, MAPPA and the Mental Health Officer service). The creation of this team has aligned a number of key social work functions, supports the leadership and governance for our public protection functions and the multiple committees aligned to this work, and provides direct assurance to the Chief Officer Group and IJB.

Planned development activities going forward include a review of the Learning and Development service and a multi-agency Public Protection Communication Strategy. A multi-agency inspection of Adult Support and Protection in East Ayrshire commenced in February 2020 and was being led by the team, however this has been temporarily suspended by the Care Inspectorate due to the COVID-19 pandemic. The team has led on a range of work to date, including: developing an operational oversight process to support multi-agency public protection and mitigate risks, coordinating activities to improve interventions, implementing new mental health support pathways, delivering the Distress Brief Intervention service, providing access to temporary accommodation and support packs for early release from custody delivering public protection training and distributing over 700 children's activity packs.



Community Adaptations Service

Over the last 12 months, the Community Adaptations Service has moved from being provided by Housing Asset Services to being managed within East Ayrshire Health and Social Care Partnership, with work being carried out by external contractors. This process required a significant revision of existing procedures and implementation of a new management structure, including new Team Manager and Adaptation Officer posts who provide technical guidance and expertise to the Occupational Therapy Service. These changes have contributed towards delivering a higher quality adaptations service that is able to respond more quickly to requests and maintain people as independently as possible in their own homes through work such as stair lifts and wet floor shower installations.

Service User:

"A massive thank you for the work that's been carried out in our home. Our bathroom was a massive challenge to the team, (but) before they came in to help us it was an even bigger challenge to both of us. The work that's been carried out is going to make life a bit easier."

Andrew Nisbet Place Supported Living Development

Andrew Nisbet Place, Hurlford, was officially opened on 5 November 2019, providing 13 assisted living homes designed to support people with a range of disabilities to live independently and safely with the support of an on-site care provider, Richmond Fellowship Scotland. The build is a product of partnership working between the Health and Social Care Partnership, Housing Services and the voluntary sector, and benefits from being Housing for Varying Needs, Secure by Design compliant and meeting the 'Silver Standard'.

The living space is bright, energy efficient and incorporates specially designed features including wet rooms and rise and fall kitchen worktops in the wheelchair accessible ground floor flats. The building has a lift, power assisted doors and a welcoming entry. All of the flats can be accessed from an internal street that has been designed to face onto the residents' private, enclosed garden.

Our new housing developments in East Ayrshire are amongst the most advanced in Scotland, offering our service users a more sustainable and independent way of living, with onsite support teams providing unscheduled care and emotional support if required. There are an additional 5 assisted living developments planned in East Ayrshire.

Resident:
"Moving here has given me back my mojo. If you told me a year ago id be living in this huge light and bright house with such amazing and understanding staff I would never have believed it. Thank you very much. I can't wait for my housewarming party"



Technology Enabled Care

During the reporting period, the Smart Supports Team implemented a technology enabled care (TEC) project in East Ayrshire to support children and young people in situations where out with authority care, education and / or secure care was being considered. TEC was offered alongside Self Directed Support (SDS) to 'think differently' in providing person-centred support for children and young people during periods of delicate transition. This approach empowered young people to become more independent whilst keeping safe, in addition to achieving positive outcomes through utilising mainstream technological solutions such as fitness activity trackers, mobile phone subscriptions, mental health apps and smart watches with a location function for emergencies.

The Thinking Differently Team have also progressed the implementation of Mind of My Own, which is a suite of apps that children and young people can use independently or be supported to use by practitioners to express their views on their wellbeing and on a wide range of issues and topics that are important to them. Mind of My Own will empower young people to have a voice and to ensure their views and feelings are heard in a way that is important to them, whilst providing an attractive way for children and young people to start the conversation.



App user:
"I really like it. It gives me the chance to think about what I am feeling"

The East Ayrshire Technology Enabled Care (TEC) Pathfinder Programme was established in 2019/20 with the aim of utilising TEC as a key enabler to transform support for people aged 65 and over and people with long term conditions living in the Irvine Valley. The programme has adopted the Scottish Approach to Service Design to deliver a number of community consultation events to gather the views of Irvine Valley's community in relation to living in the area and current service provision.

Resident:
"Thank you in advance for listening to my opinions. Good luck with the project"

A TEC Hub was also developed in partnership within the Developing Opportunities Together Hub in Newmilns, which will deliver 'Digital drop-ins' for residents to learn about services available to them, in addition to providing help with everyday technology devices. Going forward, the next phase of the project will develop proposals for improving the health and wellbeing of residents based on research and feedback gathered from the local community engagement.

4,500 people supported by TEC in East Ayrshire



East Ayrshire Violence Against Women Partnership

The East Ayrshire Violence Against Women Partnership (EA VAWP) is currently chaired by the CSWO. During the reporting period, the EA VAWP continued to work to achieve the outcomes set out in the national [Equally Safe strategy](#) for preventing and eradicating violence against women and girls. This is a vibrant and active partnership, with membership from HMP Kilmarnock, Fire and Rescue, Women's Aid, Barnardos, Break the Silence, the STAR Centre and Victim Support continuing to deliver a range of supports throughout 2019/20, such as: awareness-raising, information and advice, activities, peer support, advocacy, person-centred individual counselling, telephone counselling, drop in sessions, group work, training and refuge accommodation.

A number of events took place in November 2019 as part of the 16 days of Action Campaign, including a pan-Ayrshire gender-based violence conference, where delegates were given an opportunity to attend workshops highlighting some of the key issues relating to gender-based violence in the modern world. The East Ayrshire Domestic Abuse Policy was also launched on 22nd August 2019, which sets out the Council's commitment to assist anyone in East Ayrshire who is experiencing domestic abuse.



Whole Systems Approach

A Whole Systems approach continued to successfully operate over the last year. Streamlined and consistent planning, assessment and decision making processes have been in place for young people who are involved with offending behaviours, ensuring that they are given appropriate support and guidance at the right time. Our Whole System Strategic Group consists of multi-agency partners including: Education, Housing, Fire Service, Police, Child Protection Leads, Vibrant Communities, Community Justice and the third sector.

In 2019, East Ayrshire extended justice support for young people up to the age of 21. A number of young people were supported through their experience in custody from remand/sentencing to liberation in conjunction with HMYOI Polmont and Action for Children's Moving On project. Welcome home packs were also distributed to support young people who were being liberated from Prison with their transition.

In August 2019, East Ayrshire Social Work services, Action for Children and the Scottish Fire and Rescue Service worked in partnership to support young people and to improve awareness of fire raising. This programme also focused on developing core skills of young people, such as building self-confidence, team work, communication and problem solving and to promote a positive image of young people in the community.



National Care Experience week in October 2019 saw us celebrate the achievements of care experienced people in our communities. A number of activities took place including supporting young people to attend the Lifetime of Love Rally hosted by Who Cares Scotland, our annual Corporate Parent Football tournament, a Care Experience celebration gathering with several key speakers and a Care Experience event facilitated in partnership with Ayrshire College, attended by over 120 young people, corporate parents and partners such as Police Scotland, Housing services and the Scottish Fire and Rescue service.

Fire Reach Instructor:
"The most rewarding part is seeing the difference in the kids between the start of the week and the end of the week...the effort from the kids and the reaction from their families make it all worthwhile"



My name is Nairn, I receive a self-directed support budget as I can no longer attend school or activities in the community due to high levels of anxiety related to my Autism. This also led to a breakdown in my family relationships.

When I finally felt comfortable with my social worker, we talked about SDS and how my love of trains could be developed and used to create a Signal box in my garden which would provide me and my family a level of respite. I did not think this could be possible however I was surprised to learn that we could use my budget creatively to achieve this.

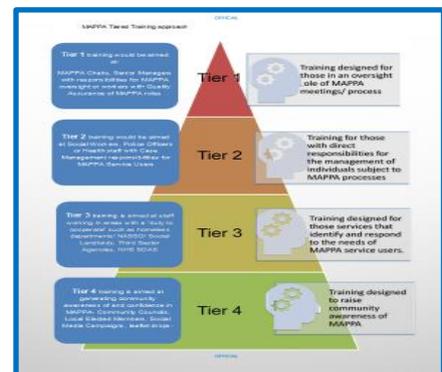
The signal box provides a safe space for me to have respite as it reduces my anxiety by offering a place to feel calm and take myself away from the pressures of family life. This has strengthened my relationships at home and relieves pressure on my family as my mum has been able to return to work and my sister can now have her friends over to play again.



Justice Services

In 2019/20, the East Ayrshire Justice Service worked in partnership with members from the MAPPAs (Multi Agency Public Protection Arrangements) Training and Development sub group to produce a training plan focused on ensuring that the highest standards are adhered to in the delivery of MAPPAs training across South West Scotland. The training plan includes: provision of a consistent approach in delivering MAPPAs training; defined standards associated with MAPPAs training; tiered level training and associated responsibilities; and a proposed system of monitoring and QA with MAPPAs Training.

This approach will offer a wide range of awareness raising and training specific to the needs of individuals, services and agencies involved in the delivery of this work. The training content will be delivered sustainably, utilising existing resources available within local partnerships and multi-agency functioning alongside the use of technology. The training framework is illustrated in the pyramid chart adjacent, with the more in depth areas of training required by those in specialist roles featured in Tier 1 and public awareness raising within Tier 4.



The East Ayrshire Justice Service also worked alongside academic colleagues to create a practical guide to service user involvement in Community Justice that contributes towards service innovation, recovery and to support desistance from offending. 'Inclusive Justice: Co-producing Change' is the result of a two year action research project, commissioned by Community Justice Ayrshire.

Replicating the work undertaken in East Ayrshire through the creation of the CVN service user group in partnership with third sector colleagues, the guide aims to support professionals and service users in working together to shape the design, development and delivery of Community Justice Services. It builds on learning from the process of establishing three Ayrshire based service user involvement groups, which involved people supported by services and those working in social enterprises, local authorities, third sector organisations and wider research, documenting the process of implementation from inception and distilling that learning into a practical 'how to' manual.

Unpaid work projects throughout 2019/20:

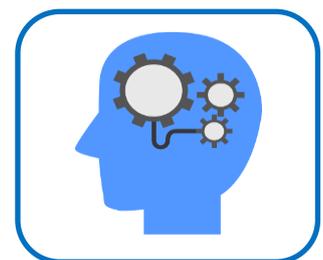
- **Illuminight Dean Country Park - 156** hours delivered to support waste management at the events.
- **East Ayrshire Foodbank Christmas Appeal - 4,200** hours spent supporting this project to collect, sort and distribute food crates to those in need.
- **St. Andrew's Churchyard - 273** hours dedicated to clearing over-growth, moss and debris from this area which will become part of the town's proposed memorial trail.
- **Crosshouse Maternity Unit Festive Winter Garden** - Unpaid work provided **year round support** to the maternity garden including seasonal themed changes and cleaning up the area for staff and patients to enjoy.

Mental Health

In last year's CSWO Report, we highlighted mental health as an area of ongoing focus. The East Ayrshire Mental Health Delivery Plan 2019-2022 was implemented in the reporting period, setting out the vision for improving mental health in East Ayrshire, with an aim of achieving the key strategic priorities emerging from the Pan-Ayrshire strategy "The Mental Health Conversation". Through collaboration and extensive engagement with communities, partners and people who use services, three additional focus areas were identified for East Ayrshire:

- Working in East Ayrshire, in any sector, actively supports people to be resilient and improve their mental wellbeing;
- All residents are supported to manage and improve their own mental health by a flourishing network of community-based supports;
- People experiencing a mental health crisis, including those contemplating suicide, have ready access to expert help and are supported towards the local vision of HOPE.

Also highlighted in last year's CSWO Report was a concern about the number of deaths by suicide in East Ayrshire. Sadly, the number of deaths by suicide in East Ayrshire has continued to be of concern, and whilst care should be taken when interpreting overall patterns of suicide, this has been an area of focussed attention to further develop and upscale preventative approaches. Local suicide prevention activity throughout 2019/20 has included: increasing awareness of the signs of potential suicide through provision of Safetalk training across the workforce, regular social media communications, developing trained suicide first aiders within the workforce and undertaking an in-depth review of 50 East Ayrshire suicide cases to inform future prevention work.



The East Ayrshire Suicide Prevention Action Plan 2019-20 was also implemented throughout the last year, which sets out a framework for improving suicide prevention in East Ayrshire. The vision of the action plan is 'HOPE', which stands for:

- H** – Humanity: People at the heart of everything we do
- O** – One life too many
- P** – Plans Disrupted
- E** – Everyone empowered to prevent.

Poverty Action

Our communities have been increasingly affected by financial hardship, with around one in five children living in poverty in East Ayrshire. This is likely to be compounded by the impact of the COVID-19 pandemic.

The Poverty Action Group includes all our key partners, who are integral to our EA Money service, which is a web based and telephone service to which individuals and agencies can make referrals on behalf of people, whom are then directed to the most appropriate partner organisation.

The [2018/19 East Ayrshire Child Poverty Action Report](#) was approved by the Community Planning Partnership Board on 26 September 2019. The report highlights key activities undertaken locally to reduce child poverty in East Ayrshire, in addition to outlining further activity planned for the future to meet the challenging child poverty reduction targets.

The Financial Inclusion Team, together with its partners, has continued to support East Ayrshire residents with money advice and to achieve financial gains over the last year. During 2019/20, the EA Money Team assisted with 2,458 referrals, an increase of 174 from the previous year, achieving additional benefit income totalling £3,819,743 on behalf of service users in East Ayrshire. Over this period, the In Court Advice project also supported 405 tenants with rent arrears totalling £297,582.38 and the Macmillan project generated financial gains of £466,433 for people living with cancer in East Ayrshire. The total financial gains made on behalf of service users dating from November 2013 now stands at £28,092.299.



£4.6 million financial gains in 2019/20

£28.1 million since November 2013

There has been a continued increase in people accessing the local foodbank for crisis food provision. Throughout 2019/20, 86,517 meals (1,664 per week) were provided by the East Ayrshire Foodbank. This situation has been exacerbated by the COVID-19 pandemic, with 65,583 meals (3,436 per week) distributed between the 1st of April and 28th of August 2020.

Foster Care

Within 2019/20, the recruitment of foster carers, particularly for larger sibling groups, has been a priority in East Ayrshire. We participated in a new initiative to recruit foster carers through a national joined up approach involving numerous local authorities to increase audience reach and focus on key messages. Locally, our own advertising materials 'Little things' was refreshed and we have worked with the Council's Communications Team to maintain an effective recruitment message, typically in the form of online social media. Such exercises have been supplemented by 'on the ground' profiling of the service at local community events. A needs analysis is also being undertaken in 2020 to produce a recruitment strategy fit for the context of a post Independent Care Review world.



Recruitment priorities have been widened to incorporate retention objectives, acknowledging that prolonging the fostering lifespan of existing foster carers is equally as important in reaching our recruitment goals. 2019 marked the onset of a 'wellbeing' focus in relation to our current foster carers in terms of demonstrating how we value their contribution and support them to access community resources to improve their own wellbeing and that of those they care for. Our Foster Carer's Recognition event was held in September 2019, which was an opportunity to acknowledge the service that foster carers provide.

Team Manager:

"Our Foster Carer's Recognition event was an opportunity for us as an organisation to say 'Thank You!' in a personal way to all our foster carers. Our speakers at the event along with the opportunity for foster carers to mix with staff and each other proved to be encouraging for everyone involved"

In 2019/20, four new sets of foster carers were recruited who have gone on to provide loving homes for children in East Ayrshire. A number of existing foster carers have also returned to panel to have their approval increased to receive additional children.

P (19), has been living with his current East Ayrshire foster carers for a number of years. His first foster care placement was at a very young age and he was in other placements before moving to his current foster carers. Prior to the Covid-19 pandemic, P attended college studying Health and Social Care and worked part-time in a care home. In April 2020, his carer sent out a Twitter message praising him for stepping up and taking on a significant amount of responsibility when asked to start working at the care home full-time. Within two days, there was national interest from media organisations and members of the public. P has overcome a number of adverse early childhood experiences and has shown a determination and positive attitude that makes him a role model for other looked after young people. In these especially challenging times, he is an inspiration to us all.

Children's Houses

Throughout 2019/20, our Children's Houses have been heavily involved in aspects of the transformation agenda in terms of service delivery and embedding the aspirations and values of 'The Promise' within their practice. We have worked to ensure that the care and support we provide to each young person is person-centred, personalised, coordinated, engaging and empowering, with children's rights being central to every aspect of our practice and future developments.

Resource has been committed to increase digitalisation within our three Children's Houses. Each child has been given access to a laptop, which has improved access to advocacy through the introduction of Mind of My Own, facilitated educational activities and provided children with an equal lived experience as their peers. Every child has been given access to a Looked After and Accommodated Children Nurse for advice, guidance and support and staff can access a HICE Practitioner to ensure children's health and development needs are fully met. This resource has been particularly useful in preparing for the COVID-19 pandemic from the early part of 2020. The Children's Houses also participated in Wellbeing workshops throughout 2019/20, with a focus on wellness, mindfulness and personal resilience. This has allowed our teams to create bespoke resilience plans for dealing with stress.

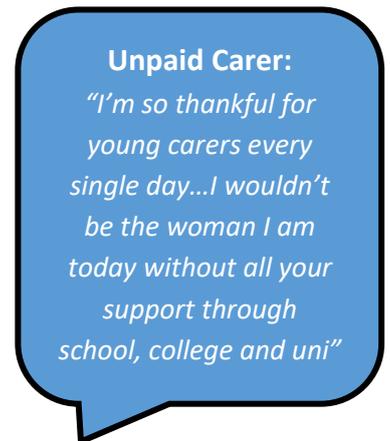


Kinship Care

Whenever a child or young person can no longer remain in the care of their parents, our starting point is that we seek to work with the family to look after the child. Kinship care has been developed significantly in recent years and we continue to seek ongoing improvement. A best value review of Kinship care commenced in 2019/20 to identify more effective and efficient ways of delivering the service, reflecting key areas such as supporting kinship carers and children and developing the guidance available to social work practitioners. Listening to the experiences of kinship carers, the children who live with them and those who support them, has been integral to informing this review.

Supporting Unpaid Carers

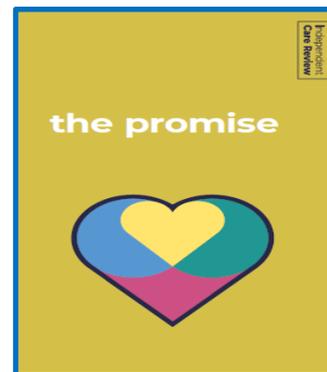
Supporting unpaid carers in their caring role and to look after their own health and wellbeing remains a key priority in East Ayrshire. Our local Carers Strategy, *Recognising and Supporting Our Carers 2018-21*, outlines our commitment to supporting carers in East Ayrshire with a focus on: raising awareness of the role of carers, supporting East Ayrshire Council and NHS Ayrshire and Arran to be 'carer aware' and developing Young Carers Statements. The East Ayrshire HSCP collaborates closely with the East Ayrshire Carers Centre, which delivers a range of supports for both adult and young carers, including developing Carers Support Plans and Statements and delivering: support / activity groups, training, resilience aid, respite breaks, financial advice, employability assistance and supporting day trips.



National Care Review: The Promise

In February 2020, the [Independent Care Review](#) published its conclusions. In '[The Promise](#)', the Care Review identified five foundations for change, outlining over 80 actions to transform how we ensure that all children grow up loved, safe and respected in Scotland. We are fully committed to listening to the voices of our children and young people who are care experienced, a practice which has been long established prior to the publication of the Independent Care Review. We have worked with our young people through 'Connecting Voices' to develop 'their ask' and 'our promise' to them, helping us understand what was most important to them. The East Ayrshire Community Planning Partnership agreed and signed our updated 'Promise' in 2019. This Promise now sits at the heart of our new Corporate Parenting Action Plan for 2020-23 and firmly influences our priorities.

We have renewed our corporate parenting structure to ensure strong governance, clearer reporting approaches and an enhanced approach to collaboration. These changes have enabled us to take account of the key messages from the Independent Care Review.



Care at Home

Care at home is a crucial and highly valued frontline service which supports people to live independently and safely in their own homes. A best value review of the care at home service commenced in 2019/20, with the aim of securing ongoing improvement through identifying more effective and efficient ways of delivering the service. This process included comprehensive engagement with people who use the service, their families and carers. This review was significantly advanced during the reporting period, however the timescales for completion were adjusted due to COVID-19 pressures.

Relative of service user:

"A field of flowers would not be enough to express the gratitude I owe to each of you who cared for my mum. Without your help it would not have been possible for her to maintain her home life and her personal sense of dignity. You treated her gently, respectfully and compassionately. You became her friends and enlarged her world beyond her living room walls. I cannot thank you enough for what you have done and you all deserve to be very proud of yourselves"



Strong links have been maintained with Ayrshire College throughout the last year and student placements with mentorship opportunities have been provided in our care at home service to support members of our local community to achieve qualifications and to potentially gain employment within our team.

The Partnership implemented the CM2000 electronic monitoring system in 2019/20 to support the delivery of care. A number of benefits have been highlighted within the care at home service since going live, including: monitoring service delivery in real time, setting timescale tolerances for visits, reviewing staff capacity and identifying if a service user requires either an additional or reduced level of involvement, which contributes towards meeting outcomes and resource efficiency.

A service user's daughter phoned to advise that she suspected carers were visiting her mother much earlier in the evening and for less time than she would want. The Home Care Manager checked the CM2000 system and the data could demonstrate the service user received a visit every evening at 9pm and that the staff were spending additional time than had been allocated, therefore we could confidently not uphold the complaint and the service user's care plan was adjusted to meet changing need.

Day Care Services

Day care services in East Ayrshire work closely with people who use the service and their families/carers through a person-centred approach to support individuals in their chosen community or centre based activities and to achieve aspirations. As with the care at home service, a best value review of day care services for adults with learning disabilities commenced in 2019/20, with the aim of identifying more effective and efficient ways of delivering the service. Comprehensive engagement with people who use the service, their families and carers, has been key to informing this processes to date.

During the COVID-19 pandemic, the Riverside Day Service donated 360 meals for community groups, in addition to providing several hundred tray bakes, afternoon teas and gifts to other services, providers, service users and families.

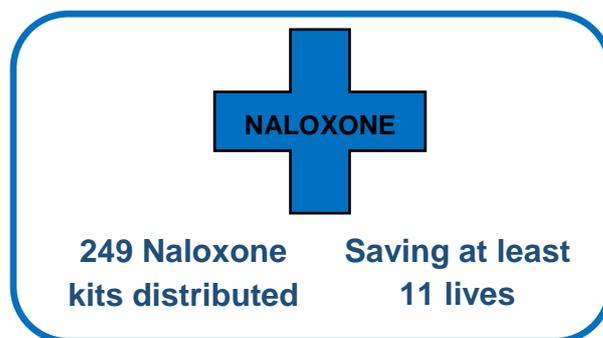
Service Team Manager:

"The cakes went down a storm and we had happy carers...it was much appreciated and must have taken a huae effort"

Alcohol and Drugs Partnership

East Ayrshire, like many other areas across Scotland, has experienced a sustained increase in drug-related deaths in recent years, with evidence indicating that local drug related deaths mainly occur in males aged 35-44 and are often a result of a combination of drugs and/or additional health conditions and complications. Within this context, the East Ayrshire Alcohol and Drugs Partnership (ADP) remains committed to improving the health and wellbeing of East Ayrshire residents by focussing on reducing harm caused by alcohol and drugs. The ADP is chaired by an independent chair who provides constructive challenge, leadership and direction.

In response to this situation, a local substance related death group met regularly throughout 2019/20 to examine the circumstances surrounding each death in order to identify patterns and trends. The ADP also continued to roll out the life-saving drug Naloxone throughout the reporting period, with 249 Naloxone kits distributed in 2019/20, resulting in at least 11 life-saving administrations.



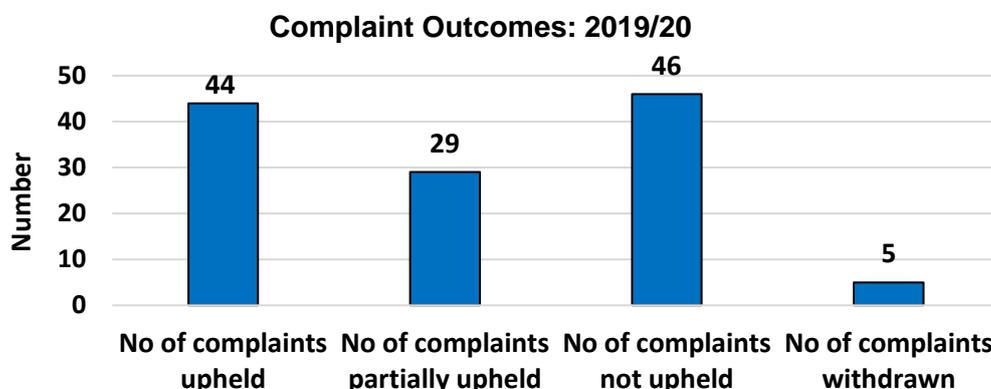
Complaints and Feedback

Our Complaints Handling Procedure is based on the Scottish Public Service Ombudsman's standard model. The table below displays complaints closed at each stage over the last three years.

Complaints Closed At Each Stage as % of All Complaints

	2017/18		2018/19		2019/20	
	No	%	No	%	No	%
Stage 1	90	72.6%	60	46.2%	63	48%
Stage 2	28	22.6%	67	51.5%	61	46%
Escalated *	13	(10.5%)	28	(21.5%)	3	-2%
Total	118	95.2%	127	97.7%	124	93.9%
Open Complaints**	6	4.8%	3	2.3%	8	6.1%

* These are complaints 'escalated' from Stage 1 before being resolved at Stage 2. They are a subset of all Stage 2 complaints. For the purposes of calculating totals, only discrete Stage 1 and Stage 2 figures are required.



As at 31 March 2020, 8 complaints remained open and 124 complaints were reported as being closed against a total of 132 for the period. Across all stages, 35.5% of complaints were upheld, 23.4% partially upheld, 37.1% not upheld and 4% were withdrawn.

Our proactive approach to dealing with complaints has been embedded across all services, with arrangements developed to effectively handle and learn from feedback to inform our continuous improvement. In the reporting period, lessons learned have contributed towards service improvements in regards to clarification of processes and changes to work practices, based on the experience of individual complainants and from broader feedback on the complaints.

Through liaising with the Ombudsman, a new procedure was developed in 2019/20 to handle multiple related complaints received from a single individual. A common sense approach was adopted to amalgamate new related issues into one existing complaint instead of logging multiple cases relating to a core theme. This process ensures a more thorough and integrated handling of complaints and avoids artificially inflating the number of complaints recorded.

Inspection Findings and Improvement

The Care Inspectorate undertook scheduled and unscheduled inspections across a number of services throughout 2019/20. Quality of care was assessed to be 'good' or better in 75% of our services, which was a considerable increase from 2018/19 (65%) and closer to the high standard consistently set in East Ayrshire in previous years.

Findings from the thematic inspection of East Ayrshire Self Directed Support in 2018/19 and continuous self-evaluation activity identified a number of areas which could be improved. Improvement work throughout 2019/20 based on these learnings enabled us to develop key aspects of Self Directed Support in East Ayrshire, including:

- Improved recording and reporting of personal outcomes achieved through self-directed support, facilitated by the implementation of the LiquidLogic system;
- Streamlined decision making for agreeing resource allocation to improve the process for people who use services;
- The My Life My Plan Tool has been adapted to encourage the recording of conversations related to the four SDS options, personal budgets, contingency plans and the right to a Carer's Support Plan;
- Progressed implementation of SDS for carers and the implementation of the Carer's Act with our Young Carers Statement developed by young carers for young carers;
- Continued learning from feedback or complaints in informing improvements, and;
- Our performance reporting systems have driven forward change and improvement.

A full list of the latest Care Inspectorate inspection results for our registered services can be found [here](#).

Risk Management

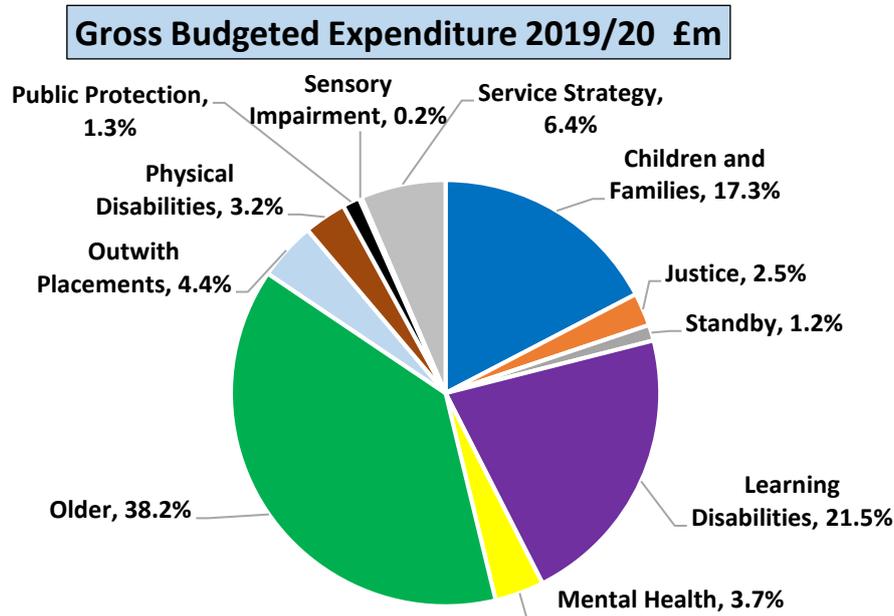
A suite of detailed risk registers covering all services are in place across the HSCP, which are managed on the Pentana Performance system and incorporated within our [Service Improvement Plans](#). The Risk Management Committee and Audit and Performance Committee oversee an annual Partnership Assurance Report.

Risks reflect both strategic and service related issues, and are reviewed on a quarterly basis. There is an established process for escalating risks that cannot be tolerated, treated or transferred through to service level registers, the partnership register and corporate risk registers.



5. Resources

The overall net social work budget within the Health and Social Care Partnership is £89.302 million. The gross spend (after income from NHS and service charges) is £107.395 million and breaks down into the following services:



The table below highlights gross budgeted expenditure over the last three financial years:

Service Area	2017/18 £m	2018/19 £m	2019/20 £m
Community Care	67.976	70.270	73.063
Children and Families	22.412	22.675	23.317
Justice	2.396	2.466	2.671
Public Protection (2019/20 onwards)	0.000	0.000	1.440
Service Strategy	6.835	6.673	6.904
	99.619	99.619	107.395

Community Planning Partners recognise the current and forthcoming period as an enormously challenging one due to the extent of public sector budget reductions. This necessitates essential services to be secured with less money, while maintaining service quality and coping with rising and diverse demands.

The Social Work Service has achieved significant savings totalling £25.654 million between 2010/11 and 2019/20. Approved savings achieved over the last five years by service area are displayed below:

Service Area	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Community Care	1.260	0.560	5.090	3.191	0.860
Children & Families	0.783	1.157	0.235	0.436	0.337
Justice	0.000	0.000	0.000	0.000	0.000
Service Strategy	0.000	0.000	0.107	0.118	0.233
Totals	2.043	1.717	5.432	3.745	1.430

In 2019/20, the East Ayrshire Social Care Service was £2.220m under the approved annual budget. There are underspends included within this final outturn that will require to be earmarked for carry forward into 2020/21. After taking into consideration the specific earmarking, a balance of £0.964m remains, this has been utilised to partially repay additional funding delegated to the IJB by East Ayrshire Council in 2017/18 for Outwith Placements. This results in an overall balanced position for 2019/20.

Going forward into 2020/21, the challenges remain consistent, particularly:

- Unpredictable pressures on Outwith Placements;
- Core service dependency on non-recurring budgets;
- Increasing demand that cannot be funded;
- Required high levels of cash releasing efficiency savings; and
- Impact of the pandemic.

The ongoing challenge for delivering Social Work services is evident across Scotland. Within East Ayrshire, there has been sustained effort in maximizing all opportunities to make savings which have minimal impact on front line service delivery and staff. Our work is evidencing the potential for reducing demand pressures. Many of these approaches are dependent on the practice and approaches of partner agencies, and partnership approaches are essential in achieving the provision of quality services within the resources available.

The CSWO has involvement in aspects of budget setting and financial decision-making related to the social work element of the East Ayrshire HSCP budget. The CSWO seeks to identify and advise on any budgetary issues affecting the operational delivery of statutory Social Work services and any challenges facing the profession, including the impact on statutory duties and the impact of financial decision making on the workforce.

The Transformation Strategy report to Cabinet on 4 March 2020 was formally approved by East Ayrshire Council on 5 March 2020. In total, a revenue budget of £89.922m was delegated to the East Ayrshire IJB for 2020/21:

Integration Joint Board	£m	£m
2019/20 Approved budget allocation		88.123
Adjustment to Scottish Government funding		(0.121)
2019/20 Baseline allocation		88.002
Pay, prices and other uplifts	1.357	
Demand and demographic pressures	2.000	
Savings target	(4.191)	
Subtotal: A	(0.834)	
Additional Scottish Government funding:		
Health and social care transfer from Health Portfolio	1.954	
Carers (Scotland) Act 2016	0.276	
School Counselling services	0.087	
Free Personal and Nursing Care uprating	0.030	
Appropriate Adults	0.022	
Throughcare and Aftercare	0.017	
Subtotal: B	2.386	
2019/20 Adult Flexibility	(0.466)	
Additional resources to match pass through requirement	0.834	
Subtotal: C	0.368	
Additional delegated resources: A+B+C		1.920
2020/21 Budget allocation		89.922

Work has been undertaken to identify spending commitments against the £1.920m additional delegated resources for 2020/21. Commitments include baseline pressures carried-forward from 2019/20 and cost of care impact. There are various earmarked commitments which require to be funded, as well as national and local cost pressures. A summary of pressures against the additional funding allocation is presented below:

	£m	£m
Additional delegated resources		1.920
Indicative commitments:		
2019/20 Baseline pressures (incl. full year impact)		0.896
2019/20 Earmarked elements (must do):		
Carers (Scotland) Act 2016 extension	0.276	
Free Personal Care uprating	0.030	
School Counselling	0.094	
Appropriate Adults	0.022	
Throughcare and Aftercare	0.017	0.439
National cost pressures (must do):		
Pay uplifts	1.473	
Scottish Living Wage – external contracts	0.338	
Scottish Living Wage – sleepovers	0.069	
National Care Home Contract (indicative)	0.581	
Out with / secure contract inflation (indicative)	0.124	
Adult Placements	0.035	2.620
Local cost pressures		0.144
Resource Transfer uplift		(0.263)
Total indicative commitments		3.836
Indicative funding gap		1.916

It is clear that the “must do” commitments which total £3.059m outweigh the additional delegated resource £1.920m. If we factor in 2019/20 baseline pressures (including the full year costs of care packages initiated during 2019/20, unachievable savings and non-recurring savings on secure accommodation) and 2020/21 local cost pressures (including the year 3 debt repayment £0.250m), the indicative funding gap is £1.916m. This gap will require to be met from additional cash releasing efficiency savings in 2020/21.

It is a legal requirement under Section 93 of the Local Government Finance Act 1992 for IJBs to set a balanced budget in line with strategic planning priorities for the forthcoming year. To ensure that all identified cost pressures can be met, a range of proposed cash releasing efficiency savings for Council commissioned services totalling £1.916m have been developed and are presented in the table below:

Service Area	2020/21 £m
Community Care	0.931
Children and Families	0.315
Justice	0
Service Strategy	0.080
General	0.590
Total	1.916

Against a backdrop of significant increasing demand for social care services, in addition to the requirement for the IJB to approve cash releasing efficiency savings totalling £12.324m between 2016/17 - 2019/20, this additional savings target will be challenging. Service implications will need to be managed in delivering these additional savings.

6. Workforce

Workforce Planning

Workforce planning is critical to ensure we have the right people in the right place with the right skills at the right time. A dedicated Workforce Planning Lead is in place for the HSCP. The sections below outline some of the priority areas and challenges experienced by social work and social care services over the last year.



The care at home service experienced relatively high staff turnover throughout 2019/20 and demand continued to increase over this period. Through analysis of turnover and predictions of demand, we projected our workforce requirements in this area and numerous targeted recruitment events were held over the year to strengthen our Personal Carer workforce. Having a healthy staff complement reduced workforce pressures caused by COVID-19, ensuring that we were able to continue to deliver this service effectively despite staff absences.

We continue to support local college student placements within the care at home service to invest in our future workforce and we are committed to developing our own workforce through structured and tailored learning and development. It is hoped that this activity will improve staff retention within the service.

Maintaining an adequate level of Mental Health Officers (MHO) in East Ayrshire has been challenging over the last year. This situation is attributable to staff turnover and the time required to achieve the relevant qualification. However, through detailed workforce planning and financial investment, a planned approach is in place for 2020/21 to ensure these skills are available in anticipation of changes to the service structure.

Our social care services have produced detailed workforce plans to prepare for the short, medium and long term, to focus on the skills/roles required and to allow for proactive procurement either within our current workforce (existing or through training and development) or by external recruitment. This allows us to plan for growth, known turnover (including retirements) and succession planning. It also allows us to proactively plan with our partners, particularly our education partners to influence the qualifications and skills needed in the future.

Workforce Support and Development

The Council continues to provide Organisational Development (OD) support to employees within the Health and Social Care Partnership. Within the Partnership, the Learning and Development Team provides professional and technical learning and development support for social work staff and social care practitioners.

The workforce is supported to identify and access all relevant learning and development opportunities during supervision and within the Council's annual review and development process, FACE (formerly EAGER). Employees have access to a comprehensive suite of development modules and leadership / management courses are available to new and aspiring managers.

983 social work staff attended the FACE Experience in 2019/20



Working with service users and communities in an asset-based way involves a significant cultural change. The Council's framework to embed the FACE qualities and behaviours, namely Flexible, Approachable, Caring and Empowered, in the workforce and communities will promote a relational way of working, by empowering people and communities, which in turn will help to reduce demand on services.

The Partnership has developed the 2nd iteration of the Workforce Development and Support Plan (2018-2021), which highlights our ambition of having the Right People with the Right Skills in the Right Place at the Right Time. This recognises the need to identify new and creative ways of working, with prevention and enablement at the forefront and the necessity to have a flexible, skilled and motivated workforce to deliver this.

East Ayrshire is committed to supporting the Mental Health Officer qualification process across a range of services to meet the statutory demand associated with Adults with Incapacity (AWI) and Mental Health Act legislation and to support professional development within Social Work. At the time of reporting, there were three Social Workers nearing completion of the Post Graduate Mental Health Social Work Award (2019/20 cohort), with a commitment of supporting a further three candidate's applications for the 2020/21 cohort. Two Practice Assessors have been identified to support the practice element of the programme in line with East Ayrshire Council's commitment to investment in a sustainable MHO workforce.

Mental Health Social Work Award Graduate:

"Going through the Mental Health Officer qualification has been a difficult but worthwhile and rewarding experience. I believe it has enhanced my practice as a Social Worker as well as now becoming a Mental Health Officer. Whilst the course itself gives you a general understanding of the MHO role, the real learning and experience starts now in practice. The support I received from my colleagues, MHO's and practice assessor has been invaluable in supporting me through the course."

Mental Health Social Work Award Graduate:

"Although completing the Post graduate Mental Health Social Work Award has been challenging, particularly given the current circumstances it has been an enjoyable experience. I would not have achieved this without the incredible support I received from my fellow MHO candidates, colleagues, Team Manager and practice assessor... I am excited to take on this new role and develop my knowledge, skills and practice as a Mental Health Officer."

In collaboration with Learning and Development, an action plan has been agreed to revise and refresh the Adults With Incapacity training framework to ensure that the training needs of the workforce are accommodated in line with specific roles across Social Work services. This revision will inform and enable the workforce to support adults who are deemed to lack capacity, raising awareness of rights based practice and ensuring that adequate safeguards are introduced appropriately in line with the principles of AWI legislation.

Social work staff in East Ayrshire participated in a range of learning and development opportunities throughout 2019/20, with some examples highlighted below.

Therapeutic Play Training

During the reporting period, a Therapeutic Play training programme was rolled out across the multi-agency Children's Services workforce. This proved to be a high demand area of training, with a total of 68 staff from different agencies attending these sessions. The programme allowed participants to enhance their understanding of trauma informed practice in relation to children and young people.

Learnings from the programme have positively impacted on the lives of children and young people in East Ayrshire through practitioners' use of resources such as 'Button Mice', 'Cuddle Blankets' and the 'Sand Tray'. These have been used successfully in 8 schools across East Ayrshire and within family support sessions. A number of practitioners have also used these resources effectively in 1:1 support sessions with children and young people who have communication concerns.



Safe and Together Programme

Collaborative working between Children and Families, Justice Service and Learning and Development colleagues led to the development of the 'Safe and Together' model of practice within East Ayrshire. The model focuses on creating a domestic violence informed child welfare system, with the principals and components of the Safe and Together model building competency in knowledge and skills related to domestic violence informed practice and specific techniques related to perpetrator, survivors and children.

A series of one-day overview sessions based on the 'Safe and Together' domestic abuse programme were delivered in 2019/20, within which participants engaged in action planning to translate their learning into step by step changes in their day to day practice.

Pan-Ayrshire Child Protection Learning Programme

A 5-day pan-Ayrshire Child Protection Learning Programme for qualified Social Workers was developed in 2019/20, which seeks to improve knowledge and understanding of child protection processes, procedures and practice in enabling Social Workers to feel more prepared in their role as lead professionals in child protection work. Workforce development in relation to protection is an essential part of Social Workers' Post Registration Training and Learning (PRTL) requirements in supporting them to meet the registration requirements of the governing body, Scottish Social Service Council (SSSC).

This programme is delivered in partnership across Ayrshire and Arran, connecting Senior, Service and Team Managers as well as practitioners, providing richer discussions and learning opportunities. In addition to improving relationships across the three Ayrshire Partnerships, this commitment to joint working allows us to meet continued service demands by ensuring we have the right staff trained at the right time, as training can be delivered more frequently while ensuring the course is fit for purpose regardless of which Partnership hosts the event.

Scottish Social Services Council (SSSC) Registration of the Workforce

60 Personal Carers who held a qualification condition on their Scottish Social Services Council (SSSC) registration undertook their SCQF Level 6 / SVQ2 in Social Services and Healthcare through Ayrshire College. This nationally recognised qualification underpins the practical aspects of their work, contributes towards a skilled workforce and raises the quality of service provision, which ultimately impacts positively on outcomes for people living in East Ayrshire. This learning arrangement also promotes a positive relationship between Ayrshire College and the East Ayrshire HSCP, building on blended approaches to workforce development and partnership working.

Palliative Care / End of Life Care Development Programme

A Palliative Care / End of Life Care Development 'Train the Trainers' programme was delivered throughout 2019/20. This programme was facilitated by MacMillan Nurses, with staff from Community Care services and Social Work Learning and Development being trained in palliative / end of life care to enable this area of development to be delivered in-house to meet the needs of the workforce in East Ayrshire.

Palliative / end of life care training taken from this programme was delivered to the care at home workforce from February 2020. Feedback from attendees suggests an improved understanding of what effective palliative / end of life care can mean for people who use services, enabling staff to work towards improved outcomes for individuals.

Adult Support and Protection

Over the last year, the Adult Support and Protection Team had a focus on introducing new modes and methods of delivery in respect of the learning and development opportunities that support social workers to undertake their statutory role and function in relation to adult support and protection.

Training places delivered in 2019/20:

Adult Support and Protection Annual Calendar - **447**

East Ayrshire Protecting People Learn Pro Module - **308**

As at March 2020, 71% of the potential social work workforce were qualified as specialist Adult Protection Council Officers, a decrease of 3% from last year due to some long serving social workers retiring from public service (target = 80%). As a high proportion of our Council Officer workforce had identified as being qualified for an excess of 3 years, a planned delivery of Council Officer Refresher Training was undertaken by our Council Officers during 2019/20, of which 72% successfully completed.

Training attendee:

"A good open discussion about aspects of Council Officer practice and AP Legislation"

Training attendee:

"[I will] be able to provide advice and guidance for less experienced members of staff"

Newly Qualified Social Worker Support Pilot Programme

East Ayrshire was one of four authorities which participated in a pilot programme commissioned by the Scottish Social Services Council (SSSC) to develop and implement a supported and assessed year for newly qualified Social Workers (NQSW).

Considerable collaboration took place to establish a structured programme of support and development for NQSWs in supporting them to consolidate and enhance their knowledge, skills, learning and development. The model developed was consistent with local needs, with an understanding that the following elements would be common to all participants:

- protected learning time;
- a restricted caseload;
- regular, critically reflective supervision;
- access to induction, based on the already developed social work NQSW programme delivered in East Ayrshire;
- access to a range of learning and development opportunities (such as attendance at strategic governance meetings);
- formative and summative assessment of NQSWs development and progress against a set of 6 draft benchmark standards developed by SSSC in 2018.

Social Worker:

“The pilot provided the opportunity as a NQSW to share and reflect on your experiences within your new role with your fellow NQSW peers and was in a resource within itself that supported your transition from university to the workplace”

East Ayrshire played a full role in developing materials for the NQSW programme, in addition to co-facilitating a range of development activity in support of the pilot. The findings from this programme highlighted beneficial aspects of enhanced support for NQSWs in providing protected learning time, protected caseloads and in supporting reflective supervision. The learning from the pilot programme has now been incorporated into East Ayrshire’s NQSW Supported Post Registration Training and Learning Programme, which is delivered to NQSWs over their first year in qualified practice.

Social Work Practice Recording

A development project focusing on social work practice recording brought together colleagues from across the Partnership with expertise of research and innovation in Social Services (IRISS) to increase creativity and participation in case recording. The group met three times to discuss and reflect on their own experiences of practice recording, the barriers, successes and styles. Having discussed what makes a good recording, this process led to the development of two visual and engaging tools which can be used to aid recording by offering practical suggestions and reflective prompts. Along with these tools, relationships across the Partnership were formed as roles and responsibilities were understood and shared.

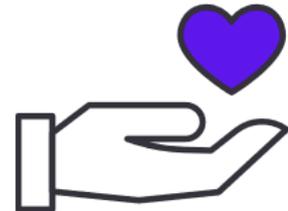
As a result of these discussions, IRISS asked practitioners from the East Ayrshire HSCP to share their experiences of their own unique recording style, whereby they write in letter form to young people instead of more traditional forms of case notes, to the Personal Outcomes Network in Glasgow. Those present were excited by this approach as well as the culture of encouragement and openness in East Ayrshire to try new ways of working. We are keen to continue this project as we make a concerted effort to use this learning and embed these tools into practice so that recording can be improved and made more meaningful for those we support.

7. COVID 19

The first COVID-19 case in Scotland was confirmed on 1st March 2020, with social distancing measures being established nationally on 23rd March 2020. The pandemic has had a significant impact on many aspects of life, with disruption to key relationships, daily routines and personal loss having a profound effect on mental health across all age groups. The wellbeing of our population has been at the heart of East Ayrshire's response to the pandemic, with a focus on providing essential services to those most in need.

Service provision throughout the pandemic

Social work services have a key role in the local response to COVID-19, with a number of teams continuing to deliver vital services to support vulnerable people. During this difficult period, our services have overcome a number of significant challenges, including workforce gaps, personal protective equipment provision and various operational pressures, to successfully deliver key services within communities.



Examples of continued social work provision during the pandemic include:

- Care at home service provided to over 1,600 people across East Ayrshire, meeting the aspirations of many people and also supporting the wider health and care system within incredibly challenging circumstances;
- The Intensive Support Team continued to meet with up to 80 vulnerable young people who were in need of a high level of support and often isolated on a weekly basis;
- Our Fostering and Adoption Panel met throughout the pandemic, which allowed for the continued approval of carers and permanence plans for children;
- The Family Support Team utilised the warm weather by working with over 20 families per week to support outside play;
- The Public Protection and Learning Team delivered an operational oversight process to support multi-agency public protection and to mitigate the additional risks caused by lockdown;
- Teams across social work services regularly contacted shielding individuals to provide additional support and to arrange for the delivery of essential provisions if required.

The nature of the pandemic necessitated a swift, proactive and joined up response across services to ensure that people in the community and the workforce were kept safe. Operational changes were made across services to support infection prevention and control, including: the use of personal protective equipment (PPE) to maintain face to face contact where necessary, staff working from home in line with UK Government directions, weekly team meetings were held remotely using teleconferencing platforms and alternative methods of delivery were used including digital solutions, telephone contact and home support.

A small number of services were also suspended to prioritise high impact areas and some offices were closed to the public, with others remaining operational with a reduced workforce, implementing strict social distancing procedures. All changes to services were communicated in a clear and timely manner to supported people, families, carers and staff through various external and internal communication avenues.

Workforce

The flexibility and commitment of our workforce has been fundamental to the continued delivery of our social care services in the local response to the COVID-19 pandemic. The use of workforce data to predict absence rates and increased demand also facilitated the early planning stages of the response phase to support service delivery.



In terms of staffing levels during the pandemic, there was an increase in sickness absence across the HSCP in March 2020, however absence rates reduced considerably in April and continued to decline in the following months to a pre-pandemic level. Proactive recruitment of Personal Carers immediately prior to the pandemic proved to be critical to maintaining sufficient care at home capacity and to the wider health and social care response. Additional workforce requirements were met through successful induction of staff and redeployment with support from Human Resources and Trade Union involvement. Resources were also invested in health and social care services as part of initial mobilisation plans to increase social care capacity to alleviate pressures arising from complexity of care and to provide resilience when higher than normal levels of staff are unable to work due to sickness, self-isolation or shielding.

As with safeguarding physical health, the mental wellbeing of our workforce is a key priority. A working group was established to coordinate the development of wellbeing (emotional and practical) support for the Health and Social Care Partnership workforce, communities and the wider sectors. Throughout the pandemic, additional measures have been put in place to actively support staff, including: distribution of a workforce Mental Wellbeing Toolkit for managers, promotion of digital platforms to maintain regular supervision sessions remotely, regular internal communications with detailed support information and a dedicated resource to provide financial advice.

Our main planning and operational challenges going forward will be resuming paused or scaled down services, fully understanding the impacts of COVID-19 on our communities and workforce, the possibility of a second wave and winter planning whilst working in more challenging circumstances. Our current workforce plans will be reviewed considering new landscapes and priorities, lessons learnt and recent innovations, in addition to the skills and experience available whilst supporting the health and wellbeing of our workforce. This planning will shape the future of our social care services in delivering both recovery and renewal phases.

Recovery and Renewal

A key focus for social work services going forward into 2020/21 will be on recovery and renewal from the wide-ranging impact of COVID-19. Working towards recovery will be a significant piece of work over the next year, which will require dedicated learning, flexibility and close collaboration with partners.

Three cross-cutting priorities were identified by the Council Management Team: Children and Young People, Economy and Environment and Wellbeing. Each of these priorities have supporting governance structures in place, either through existing Community Planning Partners, IJB networks or groups that have emerged in the response phase of the pandemic. These priority areas will be central to transformation work planning and in achieving the Council's vision to:

“Learn from our response to COVID-19, viewing recovery and renewal through the lenses of our emerging priorities and accelerated transformational aspirations, to re-imagine and positively challenge what and how we deliver safe and sustainable services, ensuring our vibrant communities remain at the heart of everything we do.”

A Wellbeing Recovery and Renewal Group was established, which identified a number of high level wellbeing priorities relating to: taking care of the workforce, community wellbeing, impact of poverty and health inequalities, recovery (alcohol and drugs), social isolation and mental health, volunteering, communicating and sharing resources. In the short term, Children and Young People services will focus on the following aims as part of the recovery and renewal process:

- Reduce the impact on children and young people's emotional and mental health;
- Minimise the impact on children and young people's education;
- Focus on vulnerable and care experienced children and early years;
- Ensure connections and relationships are maintained.

Longer term aspirations for children and young people in East Ayrshire will be achieved through a collective focus on five key priority areas:

- Respecting and Promoting Children and Young People's Rights;
- Improving Wellbeing;
- Tackling Poverty;
- Achieving and;
- Keeping Safe.

Going forward, our Locality services will focus on the following aims in working towards recovery and renewal from COVID-19:

- Meeting current need;
- Addressing new priorities; and
- Moving forward with transformative resilience.

The following elements will be key to recovery and renewal transformation in delivering Locality services over the next year:

- Safe customer contact;
- Flexible roles;
- Digital approach;
- Alternative delivery models:
- Home working
- Community empowerment:
- Place / empowered teams

Specific actions relating to recovery and renewal from COVID-19 at a service level can be found within our 2020/21 [Service Improvement Plans](#).

Marion MacAulay
Chief Social Work Officer
October 2020