

East Ayrshire Health and Social Care Partnership

Children's Health, Care and Justice Service

Service Improvement Plan

2021/24

August 2021

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SECTION 1: INTRODUCTION

Service Improvement Plans (SIPs) are a key part of the Health and Social Care Partnership's performance management and improvement framework. This plan sets out our vision and priorities; our performance framework; risks and opportunities; improvement actions for 2021/24 and progress made in 2020/21.

The SIP is structured around improvements in Children's Health, Care and Justice Services as these contribute to creating positive local outcomes within the strategic planning context.

The Children's Health, Care and Services Management Team reviews progress against the Service Improvement Plan objectives at management team meetings, in addition to maintaining an overview of performance and risk management.

The Service Improvement Plan is comprised of the following:

Service description;

- Policy and context;
- Review of 2020/21;
- Workforce implications;
- Service improvement plan 2021/24;
- Performance scorecard;
- Planned efficiencies, and;
- Risk assessment / management.

SECTION 2: SERVICE DESCRIPTION

Children and Families Social Work

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

The service is made up of two operational sections:

- Children and Families Locality Services (North and South)
- Children and Families Authority Wide Services

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

Child Health Services

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

Justice Social Work

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

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

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

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

The Women's service staff within the Partnership provide supervision and case management of community payback Orders (CPOs) imposed by the court for women who have more complex risk and needs as identified by Justice Locality teams. This involved statutory supervision and monitoring requirements of CPOs: providing reports to court; liaising with and making referrals to other services and departments; offering support and guidance to encourage desistance; advocacy and completing offence focused work in accordance with risk principals. In addition, the service incorporates group work programmes for women; the court screening service and the Bail Supervision service.

East Ayrshire has HMP Kilmarnock within its area and as such we provide prison based social work to this population in order to support their move into custody and their move back to their home communities.

Prison and Police Custody Health Services

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

Public Protection and Learning

Following a review of public protection governance arrangements in 2019-20, a new team came together in October 2019 under the leadership of the Chief Social Work Officer and Head of Children's Health, Care and Justice. Following a further review of the governance arrangements of Ayrshire Out Of Hours Service the social work out of hours team are now managed within this portfolio. The Protection and Learning Team has a partnership wide governance and support function and includes:

- Learning and Development (incorporating social work and social care services);
- Multi-agency Public Protection (incorporating Child Protection, Adult Support & Protection, Alcohol & Drugs Partnership, Violence Against Women, MAPPA and the Mental Health Officer service).

Ayrshire Out of Hours Social Work Service

Following a further review of the governance arrangements of the Ayrshire Out Of Hours Service in 2020, the social work out of hours team are now also managed within the portfolio of the Head of Children's Health, Care and Justice Services/Chief Social Work Officer.

Working in Partnership

We work closely with local third and independent sector partners who provide a range of valuable community services;

Blue Triangle Whatriggs Road provides supported accommodation to our care experienced young people who are making the transition into independent life. The service provides a safe base where young people develop the confidence and skills they will need to achieve and sustain a fulfilling life. The service offers opportunities for our young people to engage in work, further education, and to be engaged with their local communities while learning the essential life skills they will require to move into young adulthood. The service was initially awarded the contract in August 2016, for a period of 2 + 1 + 1 years with a contract value of £211,632 per annum and following review this contract has been continued.

Barnardos Family Services AXIS & DEFUSE are funded by the Alcohol and Drugs Partnership (ADP). Both services sit within the Barnardo's Children and Families Service. The service provides support to children, young people and families who are experiencing difficulties relating to drug or alcohol use, including support to families experiencing domestic abuse resulting from alcohol or drug use. This support is provided through group work, one to one sessions and activities within the community. As a consequence of the pandemic we have seen increasing need to support children and young people as such we have commissioned additional services from Barnardos to support children and young people with their wellbeing and to work alongside our school nursing service. The service was awarded the current contract in April 2018, for a period of 2 + 1 + 1 years with a contract value of £132,870. We will approach the end of the contract term on 2022, as such the needs for children and young people will be considered as we develop a new tender specification – this will be a key area of work in 2021-22.

Action for Children Lisalanna provides full time residential care for two East Ayrshire children with additional needs. This has ensured that the two children can live, attend school, and enjoy activities in their own communities close to their families. In addition they offer the short breaks service which provides respite breaks for children with complex needs and their families. The short breaks service continues to deliver planned and emergency breaks for children and young people. The service has the capacity to deliver the 400 nights commissioned by East Ayrshire by the end of the financial year. The Contract was awarded in April 2018 for a period of 2 + 1 + 1 years. The residential contract value is £219,135 per young person, and short breaks value is £296,980 per annum. This contract will be reviewed in the coming year taking into account value for money, principles of Self Directed Supports and personalisation within the context of the Promise and the need to modernise services.

Action for Children Turning the Corner (TTC) Service provides intensive support and monitoring for East Ayrshire young people involved with justice services. The aim of the service is to reduce the likelihood of young people being placed in residential care, secure accommodation, or custody. If they are already in such accommodation, the service supports their return to the community. Support is delivered through one to one sessions, group work programmes, and visits to families in their own home. The contract was awarded in April 2018 for a period of 2 + 1 + 1 years. The contract value is £171,280 per annum. This contract is in its final year and as with others in a similar situation it will be reviewed in terms of value for money and synergy with national and local policy context.

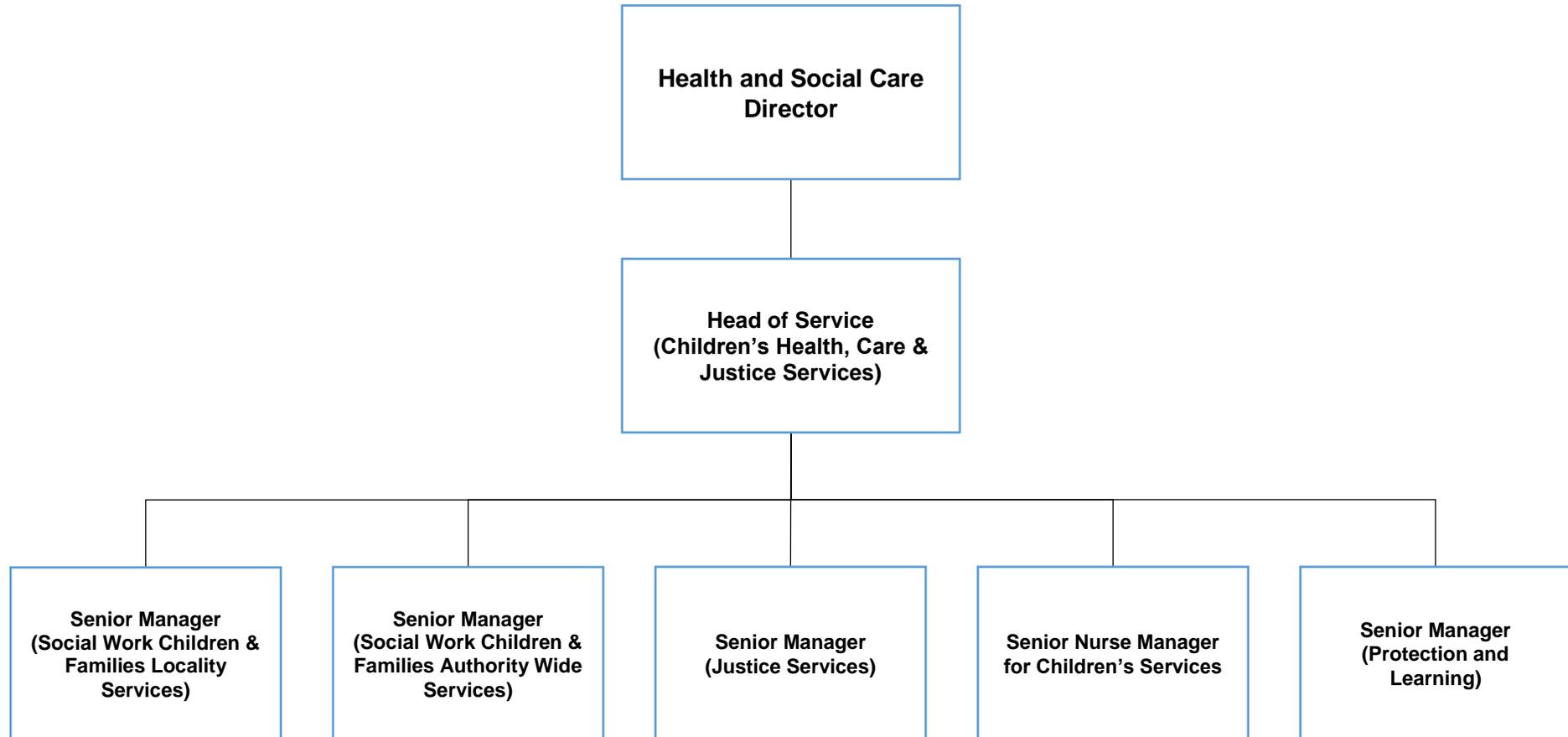
Who Cares? Scotland provides independent advocacy, advice, and support to young people who are looked after and accommodated in the care of the local authority. They support children living with foster or kinship carers, or in residential care. Support and advocacy is also provided within a variety of formal processes such as Looked After and Accommodated Child (LAAC) reviews and Children's Hearings. The current contract was commissioned from 1 April 2018 for a period of 2 + 1 + 1 years until 31 March 2022. Advocacy for children is incredibly important and it is likely that we will continue to need independent advocacy as such it is likely that a tender for this service will go out in 2021-22.

Violence against Women Services

Break the Silence Rape and Sexual Abuse Services is funded jointly with North Ayrshire Council, who are the lead commissioners for this contract. The current contract was awarded on 1 April 2018, for a period of three years to 31 March 2021, with an option to extend for a further two years. From 1 April 2018 to 1 March 2019, East Ayrshire's contribution was £65,830 p.a. In March 2019, an additional £39,498 p.a. was awarded from East Ayrshire bringing the total contribution from us to £105,328 p.a. for the duration of the contract. An additional contribution of £8,808 p.a. is made by NHS A&A. The aim of the service is to offer counselling and specialist support (including one to one and group work), advocacy and advice to adult survivors of rape and historical sexual abuse. The service also delivers awareness training programmes to support the East Ayrshire Violence against Women Partnership. Additional services are offered through other funding routes, including complementary therapies which help service users to engage with the counselling process thereby aiding recovery. This contract will be reviewed in 2021-22

East Ayrshire Women's Aid (EAWA) is funded by the Grants Committee. A review of the service took place in 2019-20 with an intention to move towards negotiated contracting in line with other Partnership contracts. However delay in implementation has resulted in extension of the existing governance with a contract value for 2020/21 is £261,740. EAWA provide information, support and safe refuge accommodation to women, children and young people who are experiencing, or have experienced, domestic abuse. The aim of the service is to support women, children and young people affected by domestic abuse to gain information, learn new skills and/or participate in group work programmes that provide individuals with social, educational and networking opportunities. Crisis and on-going interventions are offered through office-based and outreach services, including a sign posting service for males. The service also coordinates and delivers the East Ayrshire Violence against Women Partnership Learning and Development Calendar. Awareness raising and prevention education activities are also delivered in communities throughout East Ayrshire. The Kilmarnock Women's Centre provides a place for women to share their experiences, learn new skills and support one another.

CHILDREN'S HEALTH, CARE AND JUSTICE SERVICES MANAGEMENT STRUCTURE



Budget 2021/22

The indicative budget for the 2021/22 Children's Health, Care and Justice Service is as follows:

Service Division	EAC Delegated Budget 2021/22 £m	NHS A&A Delegated Budget 2021/22 £m	Total Delegated Budget 2021/22 £m
Adult Support & Protection	0.185	0.000	0.185
Child Protection Committee	0.115	0.000	0.115
Prison and Police Healthcare	0.000	3.338	3.338
Children & Families / Women's Services	18.383	0.000	18.383
Outwith / Secure Placements	5.568	0.000	5.568
Justice Services	1.933	0.000	1.933
Health Visiting	0.000	3.313	3.313
Learning and Development	0.287	0.000	0.287
Social Work OOH (Standby Services)	0.277	0.000	0.277
Totals	26.471	6.651	33.399

SECTION 3: POLICY AND STRATEGIC CONTEXT

This SIP sits within the local context of:

The East Ayrshire Community Plan 2015-30: is the sovereign and overarching planning document for the East Ayrshire area, providing the strategic policy framework for the delivery of public services by all partners and its vision is that:

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

Health and Social Care Partnership Strategic Plan 2021-30: The Strategic Plan 2021-30 focusses on five core areas aimed at achieving aspirational and positive outcomes for people who use local health and care services, their families and carers by 2030. These five core strategic areas are;

- Starting Well and Living Well - More people and families have better health and wellbeing and we have fairer outcomes.
- People at the Heart of All We Do - People, unpaid carers, families and communities achieve their outcomes through seamlessly joined up support and this support is a positive experience.
- Caring for East Ayrshire - Health and social care is delivered in a way that promotes wellbeing and suits people and families, both virtually and through the buildings, places and spaces of the local environment.
- Caring for Our Workforce - Our workforce is well and we have the right people with the right skills in the right place at the right time, to achieve our ambitions for people and communities
- Safe & Protected - Our contribution to multi-agency Public Protection arrangements in East Ayrshire prevents harm and supports and protects people at risk of harm.
- Digital Connections - Digital technology has improved local wellbeing and transformed health and care.

Integrated and National Context

National Outcomes: Health, Wellbeing, Children and Justice

The following suite of 15 national outcomes frame the activity of the Health and Social Care Partnership:

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

Welfare Reform: The Government’s programme of welfare reform and the implementation of Universal Credit has had significant financial implications for people in East Ayrshire. National research¹, has consistently demonstrated the link between socio-economic factors, for example financial income, and health deprivation. East Ayrshire Council awarded the Children and Families service an additional £100,000 for financial year 2021-22 and following discussion it was agreed that this full allocation would be utilised to challenge and mitigate the effects of child poverty. We will see in the coming year a model tested out in our schools led by the Financial Inclusion Team.

A number of other Integrated Strategic Plans provide context for the SIP including; the Alcohol and Drugs Partnership Delivery Plan (monitored by the Alcohol and Drugs Partnership); the East Ayrshire Violence Against Women Strategic Plan (monitored by the Violence Against Women Partnership); and the Financial Inclusion Strategy (monitored by the Financial Inclusion Group). In addition, at an Ayrshire wide level, there is the Community Justice Plan for Ayrshire: *Beginnings, Belonging, Belief* (monitored by Community Justice Ayrshire) and a range of Health Improvement Plans. All of these, in turn, sit within the national context, which includes:

- Public Bodies (Joint Working) (Scotland) Act 2014
- Carers (Scotland) Act 2016
- Domestic Abuse (Scotland) Act 2018
- Community Empowerment (Scotland) Act 2015
- Self-Directed Support

We particularly recognise **Scotland’s Independent Care Review - The Promise**, published February 2020, which reflects what over 5,500 care experienced children, adults, families and the paid and unpaid workforce said about the care ‘system’. It aims to identify and deliver lasting change to ensure vulnerable children feel loved and have the childhood they deserve.

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

East Ayrshire Council Transformation Strategy 2: “Closing the Gap” sets out the Council’s proposals for transformational change in local authority services between 2017-2022, with a shift in spending towards prevention and early intervention and a fundamental, innovative redesign of services to achieve financial and organisational sustainability.

¹ King’s Fund (2015). *Inequalities in life expectancy Changes over time and implications for policy*. Available at: https://www.kingsfund.org.uk/sites/default/files/field/field_publication_file/inequalities-in-life-expectancy-kings-fund-aug15.pdf.

King’s Fund (2020). *What are health inequalities?* The King’s Fund. Available at: <https://www.kingsfund.org.uk/publications/what-are-health-inequalities>.

Children's Health, Care and Justice Services Improvement Priorities 2021-24:

To contribute towards the Partnership's Strategic Plan and the Wellbeing Delivery Plan, improvements in Children's Health, Care and Justice Services over the course of this Service Improvement Plan are focussed on:

- Work towards implementing the Promise;
- Continue to work on and implement the wellbeing model for children with has at its heart multi-disciplinary team working;
- Complete schedule of best value service reviews across children's services and implement the findings of these reviews;
- Undertake a review of family support services across the Children's Health and Care portfolio and align new model of care with the Wellbeing model for children;
- Implement the new National Child Protection guidance;
- Lead on implementing the new Joint Investigative Interviewing model for children and young people in Ayrshire in collaboration with South and North Ayrshire;
- Complete the review of Ayrshire Out of Hours Social Work Service and implement the new model;
- Continue to implement and establish the Social Care Learning Academy which is now part of the Learning and Development Team;
- Undertake a review of prison healthcare and implement new models of care and ways of working;
- Review work practices within prison healthcare;
- Undertake a review of justice social work services and develop new ways of working;
- Deliver the Adult Support & Protection Multi-Agency Inspection Improvement Plan.

COVID-19

The first COVID-19 case in Scotland was confirmed on 1 March 2020, with social distancing measures being established nationally on 23 March. The pandemic has had a significant impact on many aspects of life, with disruption to key relationships, daily routines and personal loss having a detrimental 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 and our focus is to continue providing essential services to those who are most vulnerable and to support those most in need.

Responding to and learning from these challenges provides much of the context for the 2021/24 SIP. COVID-19 has impacted on 2020/21 progress and the ability to report on performance due to the lack of availability of certain data, as seen in Section 6. It is anticipated that this information will be reported when it becomes available.

Children's Health, Care and Justice Services have a key role in the local response to COVID-19. All teams have continued to deliver vital services, some examples:

- Our Initial Response Teams (IRT) continued to directly support new referrals to the service and undertake child protection investigations as required;
- Focused Intervention Teams (FIT) continuing to work directly with children, their families and carers;
- Fostering and Adoption Teams supporting our foster carers to continue to care and progress assessments for permanent and adoptive carers for our children;
- Our children's Houses operated in very challenging circumstances in order to continue to care for and nurture the children who are in our care;
- Our Justice social work services continued to support people through the creative use of unpaid work and supporting people in community settings;
- Our Health visitors continued to deliver on the national health visiting pathway;
- Ours school nurses, despite the many disruptions experienced by those in a school setting continued to support children of a school age who required it;
- Our prison health care team in very challenging circumstances supported those most at need who were in custody.

During this period, our services have overcome a number of significant challenges, including workforce gaps, personal protective equipment provision and various operational pressures, including significant COVID 19 outbreaks within the prison and one of our children's houses, throughout which we have continued to successfully deliver key services within communities.

Recovery and Renewal

Going forward, recovery and renewal from the wide-ranging impact of COVID-19 will be focussed on the following aims:

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

The following aspects will be key to recovery and renewal transformation in delivering services:

- **Customer Contact:** Digital, remote working, virtual assessment, check calls and reviews, conference calls, face to face (IPC/PPE);
- **Flexible Roles:** Adaptability, progressing service reviews;

- **Digital:** Different delivery (TEC), smart supports and apps for self-management, reduce meeting time, analogue to digital;
- **Alternative Delivery Models:** New models of care, deeper integration, digital (Attend Anywhere/Near Me and TEC);
- **Home Working:** Embed culture, ensure work-life balance, team time, sensitive to the individual;
- **Community Empowerment:** New alliances, caring and kindness, empowerment to drive wellbeing, local Test and Protect;
- **Place / Empowered Teams:** Leading and managing transformation, enabling teams and leaders to transform, empower to deliver in different ways, investing in place-based integrated working, team around the community.

SECTION 4: REVIEW OF 2020/21

Frontline Children and Family teams continue to assess and visit every child on the Easy Ayrshire Child Protection register on a weekly basis throughout 2020/21. The 100% face-to-face contact with all children was achieved despite the unpredictable uncertainties surrounding the first national lockdown, and demonstrated a real commitment and care to our most vulnerable children from our passionate practitioners.

We recognised that some of the smallest contributions or support packages have made the biggest impact for children & families. This was evidenced through the use of small grants and our self-directed support principles when utilising some of the Scottish Government Covid Winter Spend/recovery monies. Families shaped their own plans with ideas they came up with by asking the simple question 'What would make things better for you and your family?' & 'Do you have a good idea?' Families told us that having control and being offered this chance changed their view of social work services, they described feeling empowered, trusted and valued by this approach.

Children's Health Care and Justice have led on the successful first phase of Safe & Together implementation. The 'Core' delivery of Safe & Together has been facilitated and delivered by CHCJ to the majority of Children & Families, Justice and Early Years Health professionals in 2020/ 21. There has been a significant profile of the journeys and lived experiences of children and survivors, ensuring their voice is actively represented in the Steering Group to ensure both strategic planning for children & adults have a more informed understanding of the pathways to harm.

"Thank you so much for the small amount funding you gave us. It has helped us get together as a family and enjoy time together, and rebuild relationships after so many times thinking my family would be torn apart...We bought a trampoline for the garden which we normally couldn't have afforded. The kids spend hours on it and we have great fun as a family laughing at the adults using it. We also spent the day at Blair Drummond Safari park, seeing my boy, see an elephant for the first time was quite emotional. It's his favourite animal and he had only ever seen one on TV before. Without this funding we wouldn't have been able to afford these things or even dream of it. I hope other families are also getting the chance to make memories or change things for the better."

2020/21:

- 9 foster carers approved
- 5 adoptive families approved
- 5 children moved from foster care to live with adopters

In March 2021 a total of five young people came to East Ayrshire through the National Transfer Scheme for Unaccompanied Asylum Seeking Children (UASC). All these young people have been successfully resettled from Kent and are being supported by Children & Families in partnership with Housing services. To date the support arrangements for the young people have been really positive and the UASC support worker has both directly provided and coordinated support and services to the young people. They have been linked into ESOL language classes and community activities as well as being supported to manage their tenancy and daily living and leisure activities.

SECTION 5: WORKFORCE IMPLICATIONS

Workforce Planning continues to be a key priority within the service to ensure we achieve our ambition of ‘the right people with the right skills in the right place at the right time’.

There are many workforce challenges including:

- Increased demand for services
- Recruitment and retention particularly in rural areas
- Our ageing workforce
- Changing roles to become more flexible and adaptable to peoples’ needs
- Financial challenges
- Virtual delivery of learning & development

There are also challenges which are very specific to individual services or professions and these are incorporated within our local workforce plans to ensure continuity of service delivery.

It is vital to ensure we have a fully flexible workforce with the right skills and training opportunities to enable them to adapt to the ever changing environment.

This has never been truer in light of our most pressing challenge at this time, the COVID-19 pandemic. Intense, targeted workforce planning is being undertaken, our workforce is being challenged in ways we never thought possible with flexibility whilst remaining safe absolutely paramount as they are asked to operate very differently in alternative areas to help support our critical and essential services. They are stepping up to these challenges, without hesitation to ensure the safety of every individual is a priority. Delivery of safe and appropriate learning and development opportunities is an absolute priority in order to support the workforce to deliver through this period of unprecedented change.

The landscape may look very different at the end of this journey and as such the workforce plans will be reviewed to reflect this. We are committed to engage with our partners and our workforce to ensure the service design is fit for purpose and the workforce is skilled and sustainable. Whether it is routine service delivery or ensuring delivery in a crisis the key priority will always be the safety and wellbeing of both the individual and our workforce by ensuring our workforce has the skills and support needed.

<p>Further invest to improve access to mental health support, enabling more people and families to get help sooner. Challenge and tackle stigma wherever we find it, promoting recovery and equity.</p>	<p>Starting Well, Living Well</p>	<p>Development of a full mental health pathway for children and young people.</p> <p>Through our partnership working, including The Promise Scotland team, develop our priorities aligned with The Promise and The Plan 21-24 to commence our implementation journey to achieve transformational change.</p> <p>Publish and implement our Corporate Parenting Action Plan 2021-24 that supports a strengthened approach to corporate parenting in East Ayrshire</p> <p>All children and young people who are care experienced will have a robust health assessment with delivery of any required interventions 6 monthly review for all pre 5 children and annual review for school age children and young people will also be offered.</p> <p>Continue to work creatively with organisation such as street cones which contributed to the reducing isolation for people whilst also assisting them to consider the impact of involvement in offending behaviour.</p>	<p>2022</p> <p>2024</p> <p>2021</p> <p>2022</p> <p>2021-24</p>	<p>Senior Nurse Manager</p> <p>Senior Manager: Authority Wide Services</p> <p>Justice Service Manager</p>
<p>2030 OUTCOMES:</p>	<ul style="list-style-type: none"> Citizens will recognise and value their contribution to the design of services, feel invested in their success and use them appropriately. 			
<p>21/22 ACTION AREA / 2024 DELIVERABLE</p>	<p>SERVICE IMPROVEMENT PRIORITY</p>	<p>21/22 ACTION AREA / 2024 DELIVERABLE</p>	<p>SERVICE IMPROVEMENT PRIORITY</p>	<p>21/22 ACTION AREA / 2024 DELIVERABLE</p>
<p>Build on the learning over the Covid19 pandemic to maximise the continued use of new technology and maintain services to local people and families. We will ensure our services are accessible, available and provide face to face support with safe guarding in place</p>	<p>Caring for East Ayrshire</p>	<p>Continued implementation of Mind of My Own (MOMO) and expansion for use across Children’s Services as appropriate.</p> <p>Develop the use of technology in supporting children, young people and their families be more included.</p> <p>Develop approaches to blended models of service delivery e.g. protection meetings where a range of media can be made available to use.</p>	<p>2021-24</p> <p>2021-24</p> <p>2022</p>	<p>Senior Manager: Localities</p> <p>Senior Managers: Localities/Authority Wide Senior Nurse Manager</p>
<p>Adopt the Scottish Approach to Service Design to understand the needs of our citizens, workforce and stakeholders and create opportunities though a range of perspectives and collaboration in redesign solutions</p>	<p>Caring for East Ayrshire</p>	<p>Take forward implementation of The Promise via recruitment into the service manager post, participation and engagement leader and apprenticeship posts. The new team will use the model whilst leading on implementation that asks for all services to be redesigned.</p>	<p>2021-2024</p>	<p>Senior Manager: Authority Wide</p>

2030 OUTCOMES:	<ul style="list-style-type: none"> Health and social care services will work in a multidisciplinary manner as standard and job satisfaction will be enhanced. 			
21/22 ACTION AREA / 2024 DELIVERABLE	SERVICE IMPROVEMENT PRIORITY	21/22 ACTION AREA / 2024 DELIVERABLE	SERVICE IMPROVEMENT PRIORITY	21/22 ACTION AREA / 2024 DELIVERABLE
Take forward place-based redesign through the Doon Valley Community Campus in Dalmellington, together with partners in Education, NHS Ayrshire and Arran and the East Ayrshire Leisure Trust.	People at the Heart of What We Do	<p>Continue with strong collaboration, engagement and consultation with partners and our communities to achieve a unique place based model that will meet the needs of our children and families in the Doon Valley.</p> <p>Lead and influence the philosophy and importance of a trauma sensitive/informed building design approach in the development of the community campus for the Doon Valley.</p> <p>Take a holistic approach to all the services that may support children, young people and their families from this campus.</p>	2021 2024 2024	Senior Manager: Authority Wide
Design and implement a wellbeing-focussed service delivery model with children and families, to get it right for every child.	People at the Heart of What We Do	<p>Implement our improvement plan from our Best Value Service Reviews. This includes our Children’s Houses; Fostering and Adoption Service and; Kinship Service</p> <p>Undertake a review of our Family Support and Young People Services to ensure we learn and adapt to provide a high quality service that support the key messages from The Promise and alignment with new models.</p>	2021 2022	Senior Managers/ Senior Nurse Manager
Support our workforce to embrace and utilise the new ways of working, keeping both our workforce and citizens safe and supported	People at the Heart of What We Do	<p>Implement the findings of the best value service reviews.</p> <p>Complete the review of The Social Work Out of Hours Service and implement any new models of working.</p> <p>Review the staffing number and structure within HMP Kilmarnock whilst considering new ways of working.</p>	2022 2022 2022	Senior Managers
Progress service redesign across children’s services, financial and welfare benefits and our support services	People at the Heart of What We Do	Implement different models of supporting children, their parents and carers to access the financial support that they are entitled to.	2021	Senior Manager/Financial Inclusion Delivery Manager
Work with partners to improve support for people involved in the justice system who have disabilities or additional support needs.	People at the Heart of What We Do	Develop service pathways between justice services, mental health services, additions services etc., to ensure that people get the support they need at the right time.	2022	Justice Senior Manager

2030 OUTCOMES:	<ul style="list-style-type: none"> The health and social care workforce will be well and we will have the right people with the right skills in the right place at the right time, to support people, families and communities to achieve their goals. 			
21/22 ACTION AREA / 2024 DELIVERABLE	SERVICE IMPROVEMENT PRIORITY	21/22 ACTION AREA / 2024 DELIVERABLE	SERVICE IMPROVEMENT PRIORITY	21/22 ACTION AREA / 2024 DELIVERABLE
Value the workforce by ensuring they have training and resources to do their jobs well, following Covid19 and as part of service redesign	Caring for our Workforce	<p>Development of blended approaches to learning and development which maximise virtual and digital alternatives to face to face learning. Lead on scoping and commissioning of a digital platform that will facilitate this.</p> <p>Development of blended approaches to practice placements which enables social work students to complete placements safely and effectively.</p> <p>Development of blended approaches to maintenance of social care registration requirements for the Care at Home workforce which enables staff to complete training safely and effectively.</p>	<p>2021</p> <p>2022</p> <p>2022</p>	Senior Manager
Invest in and deliver a comprehensive programme of wellbeing support.	Caring for our Workforce	<p>Utilise the support of the wellbeing coordinator in a more targeted way.</p> <p>All teams will have a focus on staff wellbeing and consider what staff require to be supported at work.</p>	2021	Senior Managers
Develop and deliver our interim Workforce Plan for 2021/22.	Caring for our Workforce	Create opportunities for more practice Learning educators who in turn will support more students have a placement in East Ayrshire.	2022	Senior Manager
Invest in and deliver a comprehensive programme of wellbeing support	Caring for our Workforce	<p>Develop a comprehensive wellbeing model for staff who work in the children's Houses and our foster carers.</p> <p>Range of wellbeing supports available for staff to access – create opportunities for them to do so in the course of their working time.</p>	2023	Senior Manager
Develop and deliver our interim Workforce Plan for 2021/22	Caring for our Workforce	Workforce plan to be supported taking into account those teams where the workforce is ageing and consider creative ways to supporting development and careers progression.	2021-2024	Senior Manager/Senior Nurse Manager
2030 OUTCOMES:	<ul style="list-style-type: none"> Multi-agency staff are trained and supported to confidently protect people at risk of harm; When needed, support and protection is provided to vulnerable people to reduce risk of harm and improve safety; Fewer people enter or are involved with the justice system, as a result of early and effective interventions; Through work with both victims and perpetrators of harm, the risk of harm to children, adults and the public is reduced. 			

21/22 ACTION AREA / 2024 DELIVERABLE	SERVICE IMPROVEMENT PRIORITY	21/22 ACTION AREA / 2024 DELIVERABLE	SERVICE IMPROVEMENT PRIORITY	21/22 ACTION AREA / 2024 DELIVERABLE
Build on the learning over the Covid19 pandemic to improve interventions to protect people through our multi-agency public protection arrangements	Safe and Protected	<p>Review the Covid Multi-Agency Public Protection Operational Oversight arrangements and report recommendations to Chief Officer Group</p> <p>Support the implementation of the new MAPPA standards that will be published in 2021-22.</p> <p>Strengthen governance and oversight across the Public Protection Committees through implementation of the review of oversight arrangements</p> <p>Develop and implement the ASP Inspection Improvement Plan in partnership with the Adult Protection Committee</p> <p>Lead the development of a new model for Joint Investigative Interviewing across Ayrshire</p>	<p>2021</p> <p>2022</p> <p>2021</p> <p>2021</p> <p>2023</p>	<p>Senior Manager</p> <p>Justice Senior Manager</p> <p>Senior Manager</p> <p>Senior Manager / Heads of Service</p> <p>Senior Manager</p>
Deliver coordinated multi-agency public awareness raising around prevention and protection activities so that our communities can identify people at risk of harm and know how to get support	Safe and Protected	<p>Deliver the Protecting People Multi-Agency Training Programme</p> <p>Develop and deliver a coordinated programme of public protection public awareness raising campaigns and opportunities across 2021</p>	2021-24	Senior Manager
Develop our multi-agency arrangements to support women who are a serious risk of harm or death because of domestic abuse.	Safe and Protected	<p>Work with partners on the Scoping Group for Ayrshire MARAC</p> <p>Secure multi-agency Ayrshire wide funding for MARAC</p> <p>Support the implementation of the Ayrshire MARAC</p> <p>Continue with the phased implementation of the Safe and Together Model.</p>	<p>2022</p> <p>2023</p>	<p>Senior Manager</p> <p>Senior Manager</p>
2030 OUTCOMES:	<ul style="list-style-type: none"> • The health and social care workforce will be digitally connected, skilled and use technology to improve practice; High quality digital health and social care services will be in place as part of wider delivery; • High quality digital health and social care services will be in place as part of wider delivery. 			

21/22 ACTION AREA / 2024 DELIVERABLE	SERVICE IMPROVEMENT PRIORITY	21/22 ACTION AREA / 2024 DELIVERABLE	SERVICE IMPROVEMENT PRIORITY	21/22 ACTION AREA / 2024 DELIVERABLE
Use digital solutions so people and families can connect with each other, with community-based supports and with health and care services for the duration of social restrictions and; plan for how this will continue in the future	Digital Connections	Develop the use of TEC Learn from the work of the TEC Pathfinder.	2023	Senior Manager
Invest in ensuring people and families who are vulnerable or socially disadvantaged are digitally included at home or in their community and are supported to access online opportunities safely	Digital Connections	Support financial inclusion in order to maximise income and access to devices. Ensure that opportunities are provided to ensure that people can connect to meetings in this way of this is their choice. Support success to devices vis digitally connected Scotland. Implement the digital safety plan developed and owned by the Child Protection Committee.	2021-2024 2021-22 2023	Senior Manager/Financial Inclusion Delivery Manager
Assess the digital readiness of the workforce	Digital Connections	Develop personas e.g., children and families locality social worker, health visitor, school nurse, authority wide Family support practitioner etc. to identify digital needs currently and into the future.	2021	Senior Managers/ Justice Senior Manager
Embed the new Social Work Management Information System to improve information recording and management and performance monitoring across all social work functions	Digital Connections	Support ongoing implementation by the LiquidLogic implementation Board. Support users to access the system and ensure that they are available to attend training and development on the system. Focus on system recording as part of wider self-evaluation and reflection development.	2021-24	Senior Managers/ Justice Senior Manager

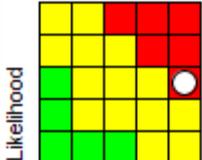
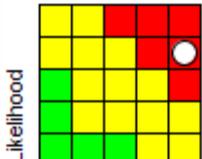
SECTION 6b: QUALITY ASSURANCE AND IMPROVEMENT DASHBOARD 2021-2022

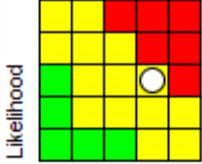
Dashboard Theme	Measure	2020/21 Result	2021/22 Target
Customers	Number of complaints	56	Reduce
	% of complaints completed within timescale (excluding extensions as per Ombudsman guidance)	49.5%	Increase
Process	% of child protection decision making within standard timescales (CP1s completed within 10 days)	Not Yet Available	n/a
	Community Payback Orders – percentage of First Job Appointment within 7 days (Unpaid Work)	Not Yet Available	n/a
	Community Payback Orders percentage of Inductions within 5 working days	Not Yet Available	n/a
Outcome	% of re-registrations on child protection register within 12 months	Not Yet Available	n/a
	Number of Permanent / Interim / Combined / Short Break Foster Carers	Not Yet Available	n/a
	% of foster carer reviews that happen on an annual basis	Not Yet Available	n/a
	Community Payback Orders - Unpaid Work percentage % Level 1 Completed with 3 months	Not Yet Available	n/a
	Community Payback Orders Unpaid Work percentage % Level 2 Completed with 6 months	Not Yet Available	n/a
	% of children up-taking health needs assessment within 28 days	Not Yet Available	n/a
	Rate of medication errors in prison healthcare	Not Yet Available	n/a
People	% of relevant workforce with active FACE	55%	95%
	% with PDR appraisals completed	32%	80%
	Sickness absence days per person (LA)	0.7	0.67 per month
	Sickness absence - % of available days (NHS)	3.0%	4.0%

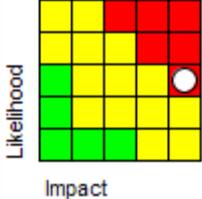
SECTION 7: PLANNED EFFICIENCIES 2021-2022

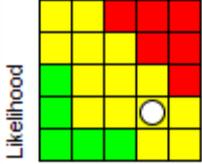
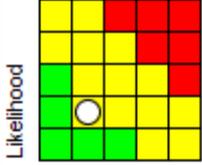
As a result of service baseline pressures aligned to previously approved savings and the ongoing impact of the COVID-19 pandemic, it was not considered prudent for the service to sustain further efficiencies in 2021-22. Work will be undertaken over the course of the current year to address issues where possible and it is very likely that further savings will be required going forward.

SECTION 8: RISK ASSESSMENT/MANAGEMENT 2021-2022

Code	Risk Description	Likelihood	Severity	Risk Score	Risk Status	Risk Matrix	Risk Mitigation
CHCJRISK01	<p>Failure to protect children & young people</p> <p>Increased demand for and complexity of public protection work related to the pandemic across all areas of vulnerability. Impact of lockdown for individuals and families experiencing hidden harm and the reduction in face-to-face support services at a prevention level leading to longer term impacts.</p>	3	5	15		 <p>Likelihood</p> <p>Impact</p>	<ul style="list-style-type: none"> Public Protection Multi-Agency Covid Operational Oversight model in place and monitored through Public Protection Committees and Chief Officer Group Public Protection Covid Guidance in place across all areas of protection service activity Routine weekly public protection data monitoring integrated into oversight processes Multi-Agency Operational Oversight Groups meeting regularly to horizon scan and mitigate risks in real-time Senior Manager for Public Protection mandated to escalate multi-agency risks as required Public protection arrangements have remained unchanged throughout the pandemic
CHCJRISK02	<p>Failure to be sustainable</p> <p>That as a consequence of Covid 19 related Government spending that this will result in a reduction in public services funding, coupled with demographic pressures, means we are unable to commission and deliver services which meet our strategic priorities or fulfil our statutory duties</p>	4	5	20		 <p>Likelihood</p> <p>Impact</p>	<ul style="list-style-type: none"> Maximise partnership working and the benefits of integration Transformational change programmes and service redesign that seek to attract additional investment, release capacity and recurring savings, or stop activity that no longer delivers positive outcomes for children or in terms of community justice Anticipate demand and identify activity that will reduce demand for services Agile and smarter working

Code	Risk Description	Likelihood	Severity	Risk Score	Risk Status	Risk Matrix	Risk Mitigation
CHCJRISK03	<p>Failure to manage and support change</p> <p>The scale and pace of change required to respond to the pandemic has been immense. There will be a number of phases required as we move from pandemic response and restricted service delivery through recovery, renew, remobilisation and transformation. This pace of change and transformation may impact on senior management/leadership (and staff at all levels). There is a risk that people become overwhelmed with the scale of change and become disengaged from the transformation agenda and our strategic priorities, leading to poor morale, and in turn to increased staff absences and further pressures on meeting demand.</p>	3	4	12		 <p>Likelihood</p> <p>Impact</p>	<ul style="list-style-type: none"> • Ensure that work is appropriately delegated to managers/leaders • Monitor impact of expanded portfolios for Heads of Service • Staff / team communication and learning opportunities • Maximising opportunities for partnership connections, and supporting strong multi-agency partnership working • Engage with new Elected Members as part of their induction • Clear priorities • Shared leads for areas of development • Regular review and timeline realignment where necessary • Appropriate prioritisation of pan Ayrshire activity • Agile working • Use of language around Transformation agenda • Management of vacancies • Communication

Code	Risk Description	Likelihood	Severity	Risk Score	Risk Status	Risk Matrix	Risk Mitigation
CHCJRISK04	<p>Failure to meet standards of care</p> <p>That, due to workforce development and planning issues, inconsistent practice across services, inconsistent or poor practice mean we are not meeting children's or communities' needs in a way that is safe for them, is of good quality, or that meets our own or statutory standards.</p>	3	5	15			<p>Codes of conduct.</p> <p>Robust governance arrangements; complaints procedures.</p> <p>Turas / FACE – staff appraisal processes which support practice</p> <p>Professional supervision protocols.</p> <ul style="list-style-type: none"> - Practice standards - Learning & development programmes to support practice - Organisational development support <p>Quality assurance measures (such as case file audits; Care Inspectorate inspections).</p> <p>Governance measures (such as Significant Occurrence, AERG) which identify escalation and support practice</p> <p>H&SCP Workforce Development Plan.</p> <p>Professional specific issues identified and action plans in place / adverse event review groups; duty of candour.</p> <p>Monitoring of specific issues eg maternity cover; retaining staff in the south of East Ayrshire.</p> <p>Agile working.</p> <p>Reflective learning.</p> <p>Closer links with HR (to improve understanding of service/ staffing issues).</p>

Code	Risk Description	Likelihood	Severity	Risk Score	Risk Status	Risk Matrix	Risk Mitigation
CHCJRISK05	<p>Failure to move to a more preventive and early intervention delivery model</p> <p>That we fail to sustain our models of care, meaning children and communities are no longer able to access appropriate support at an early stage, and so require more intensive supports, or that we fail to support preventable re-offending; and that in turn this contributes to unsustainability of the health and social care system.</p>	2	4	8			<ul style="list-style-type: none"> • Maintaining existing relationships beyond the H&CSP and seeking to find more effective ways to collectively improve practice and services. • Strong multi-agency partnership involvement in development and progressing the Children & Young People's Service Plan and the Community Justice Outcome Improvement Plan. • Robust progress reporting and performance framework to ensure implementation of plans. • Improved co-ordination of planning & performance support. • CAMHS early intervention improvement project to seek to shift balance of care.
CHCJRISK06	<p>Failure due to working restrictions in place as a result of COVID-19</p> <p>Due to the restrictions in place due to Covid, staff are working more from home and are often working in isolated ways. This increases the risk of silo working and real disconnect between colleagues, teams and services as our people become detached from each other. This is both affecting the quality of our communication and joint working as well as running the risk of isolation, losing motivation and overall wellbeing.</p>	2	2	4			<ul style="list-style-type: none"> • Strong supportive and regular supervision • Improved communication across services • regular team engagement through digital means • promotion of health and wellbeing options • strong manager oversight to identify issues • ensure all HR contact information is up to date
CHCJRISK07	<p>Failure to support staff with Covid-19 pressures</p>	2	2	4		