

East Ayrshire Health and Social Care Partnership

Children's Health, Care and Justice Service

Service Improvement Plan

2020/21

July 2020

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SECTION 1: INTRODUCTION

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

Service Improvement plans (SIPs) are a key part of the Health and Social Care Partnership's performance management and improvement framework. This plan sets out our vision and priorities; our performance framework; risks and opportunities; improvement actions for 2020/21; and progress made in 2019/20.

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

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

SECTION 2: SERVICE DESCRIPTION

Children and Families Social Work

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

The service is made up of two operational sections:

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

These two sections are augmented by a range of services purchased from external providers, including secure accommodation, residential accommodation / schools and fostering placements. The 2020/21 budget for the Children and Families Social Work service is £18.085m (excluding the out with placement budget).

Child Health Services

The Early Years have a profound impact on an individual's future experience of health and wellbeing. Evidence demonstrates the importance of prevention, early identification and intervention throughout the early years of life. Health Visitors have a vital public health role to play in supporting children and families in the first few years of a child's life, while the role of school nurses is to promote positive health and wellbeing throughout a child's educational experience. The budget in 2020/21 for Child Health Services is £3.340m.

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.

The Justice Social Work Services budget is almost fully supported by direct grant from the Scottish Government. The budget for 2020/21 is £2.717m.

Prison and Police Custody Health Services

NHS Ayrshire and Arran legally assumed responsibility for the provision of health care to HMP Kilmarnock on 1 November 2011. This includes access to the full range of Primary and Secondary Care services available to the wider population of Ayrshire. A primary care practice was established to provide general medical services to prisoners and this practice operates from the Healthcare Centre within the prison. This service is delivered by three General Practitioners (GPs) under contract to the NHS. The police custody service is also provided via contracting arrangement, ensuring appropriate delivery of Forensic Medical Services. The 2020/21 budget for the Prison and Police Custody Health Service is £3.205m.

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 Children's Health, Care and Justice. 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)

The indicative budget for the 2020/21 Children’s Health, Care and Justice Service is as follows:

Service	Budget 2020 - 2021
Children & Families / Women’s Services	£ 18.085m
Health Visiting	£ 3.340m
Outwith / secure placements	£ 5.443m
Justice Social Work	£ 2.717m
Prison and Police Custody Health	£ 3.205m
Public Protection & Learning	£ 1.995m
Total	£ 34.785m

*NB includes the Alcohol & Drugs Partnership (ADP) budget which although shown here, the ADP is reported through the Addictions Service Improvement Plan

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 interdependent 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 awarded the contract in August 2016, for a period of 2 + 1 + 1 years with a contract value of £211,632 per annum.

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. 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.

Action for Children Lisalanna provides full time residential care for two East Ayrshire children with significant complex disabilities. 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. It is anticipated that the two current residential children will remain there for the foreseeable future. This means that it is a residential resource with 100% occupancy by East Ayrshire children. 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.

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.

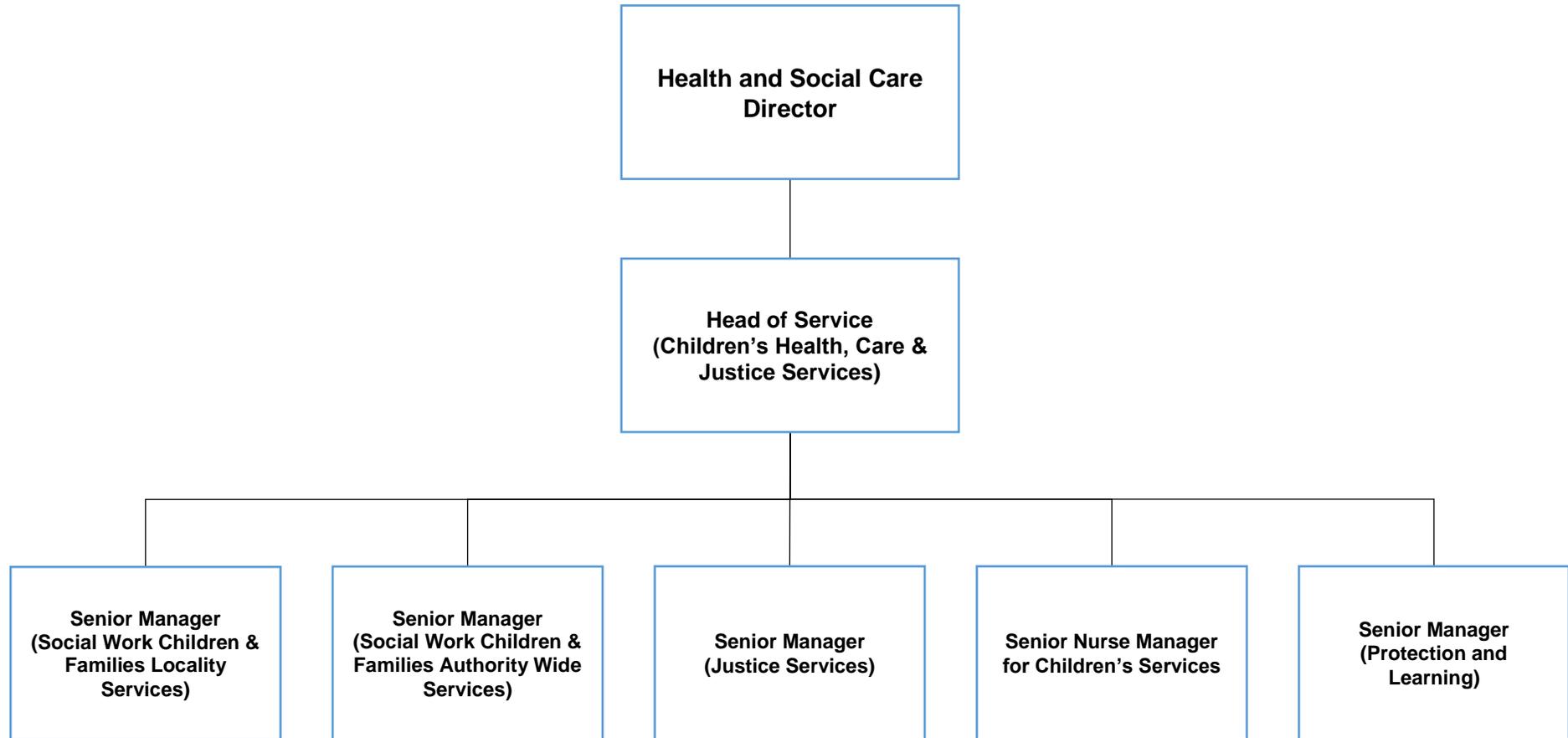
Who Cares? Scotland provides independent advocacy, advice, and support to young people who are looked after and accommodated in the care of the local authority. They support children living with foster or kinship carers, or in residential care. Support and advocacy is also provided within a variety of 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. The service is currently in its first +1 extension year.

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.

East Ayrshire Women's Aid (EAWA) is funded by the Grants Committee. A review of the service has recently been undertaken recommending a move towards negotiated contracting in line with other Partnership contracts, which has been agreed in principle 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 (JUNE 2020)**



SECTION 3: POLICY AND 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.”

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

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

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

Community Plan Wellbeing Theme- Strategic Priorities:

- Children and young people, including those in early years and their carers, are supported to be active, healthy and to reach their potential at all life stages.
- All residents are given the opportunity to improve their wellbeing, to lead an active, healthy life and to make positive lifestyle choices.
- Older people and adults who require support and their carers are included and empowered to live the healthiest life possible.
- Communities are supported to address the impact that inequalities have on the health and wellbeing of our residents.

Wellbeing Delivery Plan - Local Outcomes:

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

The East Ayrshire Health & Social Care Partnership Strategic Plan 2018-21: the Partnership's vision is of

“Working together with all of our communities to improve and sustain wellbeing, care and promote equity.”

Its focus over the course of the Strategic Plan 2018-21 is on early intervention and prevention, new models of care, building capacity in primary and community care, and transformation and sustainability.

Integrated and National Context

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.

- Caring for Ayrshire Transformational Change Programme: the Programme is led by Ayrshire and Arran NHS Board and the three Ayrshire Integration Joint Boards and will oversee see dramatic change and improvements over the next few years in the way health and care services are delivered across Ayrshire.
- Welfare Reform: The implications of the Government's Welfare Reform programme and the roll-out of Universal Credit in East Ayrshire have been significant with an increase in the number of foodbank parcels being distributed to families with children.
- COVID-19 Children & Families Collective Leadership Group: the national group will review and consider regular intelligence updates, identify actions to address current and emerging issues as a result of the current COVID-19 crisis, and influence the shape of future services for children, as part of the continued commitment to 'GIRFEC'.
- Children (Equal Protection from Assault) (Scotland) Member's Bill (2020): The passing of this bill is a positive step forward for children's rights in Scotland. Children now have the same right as adults not to be assaulted. Scotland is the first country in the UK to pass such legislation. Further multi-agency practitioner guidance will be required to be developed through both the East Ayrshire GIRFEC group and Children Protection Committee.

National Outcomes – Health, Wellbeing, Children and Justice

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

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

Coronavirus (COVID-19)

The first case of Coronavirus (COVID-19) in Scotland was confirmed on 1 March 2020. Since then, the impact on day to day life for everyone in the country is without comparison in living memory. Interruption of key family relationships, friendships, absence from the structure that school provides and for too many, personal loss, is having a profound effect on the emotional and mental health of children and young people across all our communities. Children, young people and families have and will continue to be at the heart of East Ayrshire's response to the pandemic. Our focus is ensuring that we continue to provide essential services to those who are most vulnerable and on supporting those who are most in need.

Facing these challenges provides much of the context for the 2020/21 SIP. Coronavirus has impacted on 2019/20 progress and the ability to report on performance, due to the lack of availability of certain data, as shown in Section 7. It is anticipated that this information will be reported when it becomes available. Children's Health, Care and Justice Services have responded to Coronavirus, delivering on an emergency footing and have continued to support children and young people to have positive outcomes during this unprecedented time. A snapshot of this activity alongside achievements in 2019/20 is shown in Section 4 below.

The new East Ayrshire Children and Young People's Services Plan: Partners in Children and Young Peoples' Services in East Ayrshire are in the final stages of developing their plans for 2020-23 and beyond, with publication delayed by the onset of the Coronavirus pandemic. The Plan works towards a vision that:

“in East Ayrshire, our children and young people grow up loved, safe and respected so that they realise their full potential.”

Response, Recovery & Renewal: in the short term, services will focus on recovery and renewal from the impact of Coronavirus, aiming to:

- reduce the impact on children and young people's emotional and mental health
- focus on vulnerable and care experienced children and early years
- minimise the impact on children and young people's education
- ensure connections and relationships are maintained

Beyond: our long term aspirations for children and young people 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
- Keeping Safe

SECTION 4: REVIEW OF 2019/20

68 fostering households

101 children in foster care

9 adoption assessments ongoing

6 fostering assessments ongoing

Single Point of
Contact in place
for named
person & central
administration

Phase 1 of accommodation improvements in
HMP Kilmarnock successfully progressed
with increase in capacity for clinics, being
used for mental health and addictions work.

'Jack had his 3yr old immunisations today at Newmilns surgery. For anyone thinking of delaying immunisations, please think again, I had a very positive experience. Prepped Jack beforehand for the nurse who gave them wearing a mask so he wasn't scared. Jack thought this was funny, the nurse Vicki kept talking to Jack and we had no issues at all. She had PPE in place, proper handwashing, one patient in the surgery at a time, therefore we didn't come across anyone else. I wouldn't normally share personal experience but I was impressed'

A young mum, who is care experienced and who has spent time in secure care has continued to work intensively with supports, to turn her life around. During lockdown she engaged with a pre-birth assessment, carried out by a locality addictions worker resulting in a Team Around the Child, rather than Child Protection. She has been in employment for five years, is supported by her grandparents and it has been agreed she does not need extra support from social work for her pregnancy.

Training toolkit for use across Ayrshire agreed to support local implementation of national guidance on Supporting Children and Young People with Healthcare Needs in Schools.

continued to progress a number of key initiatives that are helping to increase the number of Care Leavers (and others furthest from the labour market) moving into Positive Destinations, including establishment of a Youth Employment Workforce Group

Illustrations of our Progress: 2019-20 and during COVID-19

PROGRESS IN 2019-20

- We established a kinship care team to provide targeted and focussed support and guidance to our kinship care community. This team sits within our Corporate Parenting Team as part of a service designed to provide expertise in alternative family based care
- We established and embedded our BabyChat groups
- Early Years Health Visiting Single Point of Contact established to allow easy access for families to their Health Visiting team
- Safe & Together Implementation Group initiated for rollout of Safe & Together training and practice model
- There has been a reduction of children requiring to be accommodated and cared for by the local authority
- There has been a reduction in children requiring to be cared for out with East Ayrshire Council resources

PROGRESS DURING COVID-19

- All children, requiring Child Protection measures, continued to be assessed and supported via Face-to-face contact through COVID-19
- A number of children in our care at the start of COVID-19 were successfully rehabilitated back to their parents care with a high level of support.
- A partnership approach was taken with parents to ensure all family time / contacts were conducted in accordance with public health guidance and that a child needs led approach was promoted
- Our Intensive Support Team continued to meet with vulnerable young people in need of a high level of support and who were often isolated.
- Our Family Support Team maximised the warm Scottish weather by working with over 20 families to support outside play.
- Our fostering and adoption panel met throughout Covid-19 to continue to approve carers and approve permanence plans for our children
- The Health Visiting Pathway continued to be delivered with face to face home visits for those most in need
- The School Nursing service maintained face to face visits to support the emotional wellbeing of children and young people.
- Children and parents, supported through the Child Protection and Looked After framework, were assisted by Children & Families to be digitally connected through COVID-19 to minimise the impact of isolation and maximise their capacity to participate in multi-agency reviews.
- Children & Families reconnected with a number of our eligible Aftercare young people / adults, who had previously expressed a desire that Social Work was not required, to ascertain their wellbeing
- Children's Human Rights and voice were promoted during the maximum impact of COVID-19, despite multi-agency and community pressures to consider a statutory approach to secure their wellbeing and remove them from their own community.

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.

SECTION 6: IMPROVEMENT PLAN 2020/21

Theme & Outcome	Actions	Responsible	Timescale
<p>Recovery & Renewal:</p> <p>Sustainable and safe virtual social work learning and development opportunities</p>	<ul style="list-style-type: none"> • Development and delivery of safe social work / social care learning and professional development opportunities that are in line with infection control requirements • Development of blended approaches to learning and development which maximise virtual and digital alternatives to face to face learning • Development of blended approaches to practice placements which enables social work students to complete placements safely and effectively • 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>Senior Manager, (Protection & Learning)</p>	<p>31 March 2021 (three monthly review of progress)</p>
<p>Recovery & Renewal:</p> <p>Governance for multi-agency public protection is enhanced by effective and real-time oversight activity across protection services</p>	<ul style="list-style-type: none"> • Support and develop effective operational oversight activity across the public protection portfolio • Integrate Covid related multi-agency public protection oversight activity into the routine work of the Public Protection Committees • Strengthen multi-agency support for all activities and interventions which respond to women and girls subjected to domestic abuse in its many forms 	<p>Senior Manager, (Protection & Learning)</p>	<p>31 March 2021 (three monthly review of progress)</p>
<p>Recovery & Renewal:</p>	<ul style="list-style-type: none"> • Development of a Multidisciplinary Children's wellbeing service based around school clusters with a primary focus on relationships. 	<p>Senior Nurse Manager,</p>	<p>31 March 2021</p>

Theme & Outcome	Actions	Responsible	Timescale
Children and families receive timely and appropriate support they require to thrive and reach their full potential	<ul style="list-style-type: none"> • Redesign of Children & Families Locality service to be positioned with Multidisciplinary teams within East Ayrshire School clusters model of community support. • Programme Co-ordinator recruited to support service redesign • Development of a full mental health pathway for children and young people • Children, young people and their families to be engaged and consulted with as part of the redesign. • Leadership engagement with partner services to ensure the wellbeing Family Support model is appropriately aligned to meet the vulnerability need • Recovery and renew staff consultations to progress throughout redesign process. • Leadership and change management plan to be developed for all frontline managers and operational leads. 	<p>Children's Services</p> <p>Senior Manager (Localities)</p>	(three monthly review of progress)
<p>Recovery & Renewal:</p> <p>Return to full implementation of Health Visiting and School Nursing pathways of care to address the health and wellbeing needs of every child</p>	<ul style="list-style-type: none"> • All Health Visiting pathway visits are delivered within the family home supporting the development of therapeutic relationships with the families we care for • Continued development of the Health Visiting Single Point of Contact with a reduction in the number of mothers and pre 5's accessing ED and Out of Hours services • A robust Request for Assistance process ensuring all school age children requiring health interventions are supported in a timely manner • Continued development of the School Nursing Hub for parents and professionals to ensure children, young people and their families receive the care they need 	Senior Nurse Manager, Children's Services	31 March 2021 (three monthly review of progress)

Theme & Outcome	Actions	Responsible	Timescale
	<ul style="list-style-type: none"> 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>Transformation: The Independent Care Review</p> <p>Our children and young people will</p> <ul style="list-style-type: none"> experience improved care and love when we need to look after them where they are safe stay at home with the support families need to achieve this for as long as they need it have their voices heard and be influential in decisions about their lives live with their brothers and sisters even when staying in their family home is not possible experience relationships with our workforce based on compassion, care and love 	<ul style="list-style-type: none"> Identify local key priorities from the Independent Care Review. Implement actions from the Independent Care Review. Through our Best Value Reviews on Kinship Care, Fostering & Adoption and Children’s Houses identify areas for improvement and implement service changes identified Provide ongoing development and training for our workforce in respect of relationship based practice and trauma informed approaches 	<p>Senior Manager (Authority Wide Services)</p> <p>Senior Manager (Localities)</p>	
<p>Transformation: Improve participation of children, young people and families</p>	<ul style="list-style-type: none"> Develop a new approach to involve children, young people and their families in decisions that affect their lives. This will be done in partnership with children and young people 	<p>Senior Manager (Authority Wide Services)</p>	

Theme & Outcome	Actions	Responsible	Timescale
<ul style="list-style-type: none"> Increased number of children and young people actively involved in decisions made about their lives Children and young people tell us they are more involved and it has been a positive experience All our service design and redesign has user representation and involvement in shaping it 	<ul style="list-style-type: none"> Implement our new flexible and responsive approach through small tests of change and in a phased way. Enhance our use of technology to enhance involvement Implement the use of Mind Of My Own, including training for the workforce Develop a new participation strategy to ensure children, young people, families and carers are consulted and actively involved in helping us design and redesign our services, A focus on equality and narrowing inequalities 	<p>Senior Manager (Localities)</p> <p>Senior Nurse Manager (Child Health)</p>	
<p>Transformation:</p> <p>Improve the Request for Assistance and allocation to Lead Professional pathways for children and families requiring initial assessment and support.</p> <ul style="list-style-type: none"> Best Value Review of Localities Initial Response Team 	<ul style="list-style-type: none"> Best Value of Initial Response Team to be concluded by September 2020. Support the GIRFEC group strategic actions to improve early help Family Support models that will reduce the demand for duty Social Work intervention. Strengthen the Request for Assistance model for referrals to ensure that vulnerability is realigned within appropriate Early Intervention Universal services model. Develop a new duty Request for Assistance model for Localities that will take into consideration the redesign within the community based school cluster model Continue to develop the Named Person referral pathway for wellbeing to ensure all wellbeing referrals will assessed and planned for within the Named Person Services. 	<p>Senior Manager (Localities)</p>	<p>31 December 2020</p>
<p>Transformation:</p>	<ul style="list-style-type: none"> Safe & Together implementation group will take forward the operational and strategic plan to support all Children & Families, Justice and Early Years Health practitioners 	<p>Senior Manager (Localities)</p>	<p>31 March 2021</p>

Theme & Outcome	Actions	Responsible	Timescale
<p>Improve the assessment and planning of children and their family when exposed to domestic abuse.</p> <ul style="list-style-type: none"> Implementation of Safe & Together intervention model within Social Work assessment, planning and support 	<p>become more domestic violence-informed in their assessment and planning.</p> <ul style="list-style-type: none"> The principles of the Safe & Together tools and interventions will enhance the model of practice support children and survivors of domestic abuse 5 East Ayrshire Practitioners will undertake Trainer for Trainer Safe & Together training via the Safe & Together institute All Children & Families, Justice Services Localities and Early Years Health will undertake the 1-day Safe & Together training to allow the safety planning principles and intervention model to be implemented into practice. 40 Children & Families, Justice and Early Years Health practitioners will be undertaking the 4-day enhanced course and will form part of a champions group that will assist the rollout and implementation Training rollout will develop a blended approach of virtual, digital and face to face learning East Ayrshire implementation group will utilise implementation methodology, to develop, implement and evaluate multi-agency practice 	<p>Service Manager (Justice Services)</p> <p>Service Nurse Manager (Early Years Health)</p>	
<p>Ongoing: All children to have their needs assessed and planned for timeously</p> <ul style="list-style-type: none"> Quality of life to be maximised. 	<ul style="list-style-type: none"> Children will have their assessments completed by Children & Families professionals within timescales; All allocated children to have a wellbeing plan completed within 3 months of being referred to Children & Families; All children requiring immediate protection measures will have a Child Protection Report completed on their current 	<p>Senior Manager (Localities)</p>	<p>31 March 2021 (three monthly review of progress)</p>

Theme & Outcome	Actions	Responsible	Timescale
<ul style="list-style-type: none"> • Improvement will result in children and young people at risk of harm having their needs considered at the earliest opportunity when statutory measures are being considered; • Will improve the drive for permanency and reduce drift; • Will result in timeous plans for children, reviewed and adapted at Team Around the Child reviews. • There will be a drive for an improved co-production with parents with improved timescales, building confidence with children, families and communities over the professional judgements being concluded by Social Work Lead Professionals. 	<p>circumstances within 10 days of the multi-agency Interagency Referral Discussion;</p> <ul style="list-style-type: none"> • All children to have their wellbeing and plan re-assessed at a minimum of every 12 months; • All Initial Assessment Reports and Social Background Reports will be submitted within 20 working days of the date of the request to SCRA; • Improved professional reputation and credibility with the Team Around the Child associates, partner agencies, including Children’s Hearing Scotland members, limiting the potential for criticism with Social Work plans. 		
<p>Ongoing: choice, capacity and quality of places to live for children’s who are unable to stay with their family</p> <ul style="list-style-type: none"> • Recruitment and expansion of our internal foster care provision 	<ul style="list-style-type: none"> • Best Value Reviews on Fostering & Adoption, Kinship Care and our Children’s Houses to be concluded • Enhanced and persistent approach to recruiting foster carers, including carers for brothers and sisters • Development of a Wellbeing Model for our carers that provides enhanced community support 		

Theme & Outcome	Actions	Responsible	Timescale
<ul style="list-style-type: none"> Enhanced and supported approach to kinship care arrangements the number of children placed in external provision is reduced children living in our houses are proactive choices based on this being the best place for them to stay our children's houses provide an experience as close to family living as possible 	<p>Improved Child's plans that support decisions about permanent care arrangements</p>		
<p>Transformation:</p> <ul style="list-style-type: none"> Improve community integration for justice involved individuals Increase opportunities to coproduce change 	<ul style="list-style-type: none"> increase opportunities for justice involved individuals to gain training and employability skills continue to develop links with partner agencies to create volunteer opportunities, access to education and training Identify and promote positive destinations at the end of order and promote social capital Continue to promote service user engagement in service design and provision Further develop service user engagement with CVN and links to personal development opportunities 	<p>Service Manager (Justice Services)</p>	<p>31 March 2021 (three monthly review of progress)</p>
<p>Transformation:</p> <p>Remodel Unpaid Work provision</p>	<ul style="list-style-type: none"> Creation and recruitment of Unpaid Work Team Manager to lead on service development Focus on development of personal placement opportunities which build on individuals skills and knowledge 	<p>Service Manager (Justice Services)</p>	<p>31 March 2021 (three monthly review of progress)</p>

Theme & Outcome	Actions	Responsible	Timescale
	<ul style="list-style-type: none"> • Increase focus on community facing squad placements which support community projects • Raise profile of Unpaid Work Provision 		
<p>Transformation:</p> <p>To support individuals to manage their own medications independently where appropriate and safe to do so.</p>	<ul style="list-style-type: none"> • A national review of the in-possession policy is taking place which will inform the local In-Possession Policy within the prison. • Audit of patient compliance and safe use of medicines through medications spot-checks. 	Justice Services Senior Manager	31 March 2021 (three monthly review of progress)
<p>Recover and Renewal:</p> <p>Individuals will have timely access to Mental Health Services</p>	<p>Reduce Mental Health waiting times through:</p> <ul style="list-style-type: none"> • Remobilisation of mental health assessment clinics • Introduction of screening and triage Mental Health referrals • Re-introduction of 1:1 support for all patients through the use of virtual consultations. 		
<p>Recover and Renewal:</p> <p>Patients will receive the most appropriate care and treatment for addiction and associated needs.</p>	<ul style="list-style-type: none"> • Remobilisation of Addiction Triage • Re-introduction of Assessment • Re-introduction of 1:1 clinics along with consideration of using in virtual technology to maintain routine support. 		
<p>Ongoing:</p> <p>Review longevity of the use of Buprenorphine.</p>	<ul style="list-style-type: none"> • Patients with prison sentences of 6 months or more who receive Opiate Replacement Therapy (OST) will be offered the opportunity transfer to Buprenorphine. • Roll out and Implement the use of Buprenorphine in line with Chief Medical Officer (CMO) instruction. • Financial implications to be considered for the long term use of Buprenorphine at the end of the national funding period. 		

Theme & Outcome	Actions	Responsible	Timescale
<p>Ongoing:</p> <p>Increase the uptake of naloxone on liberation from prison</p>	<ul style="list-style-type: none"> • Training sessions for all healthcare professionals to broaden awareness of the alternative option of nasal naloxone. • Explore technological options to promote the uptake of naloxone 		
<p>Recover - Nurse Led Services</p> <p>Reintroduction of non-essential nurse led services</p>	<p>Remobilisation of non-essential nurse led services including:</p> <ul style="list-style-type: none"> ○ Long Term Condition Clinics ○ Follow Up Clinics ○ BBV & Sexual Health Services ○ Blood Clinic 		
<p>Ongoing – All patients who require palliate and end of life care will be identified at the earliest opportunity and have an anticipatory care plan in place.</p>	<ul style="list-style-type: none"> • Regular review of patients who have life limiting illnesses. • Maintain a Palliative Care register with links to external services and supports. • Early identification of patients requiring anticipatory care planning and discussions where appropriate regarding DNACPR 		
<p>Transformational:</p> <p>Patient will have direct access to health related appointments.</p>	<ul style="list-style-type: none"> • Prioritisation of face to face appointments through triaging of all referrals • Implement the use of virtual consultations using Near Me (Attend Anywhere) within the establishment • Utilise, when possible, the use of in-cell phones for appropriate follow up with patients. 		

SECTION 7: QUALITY ASSURANCE AND IMPROVEMENT DASHBOARD

Dashboard Theme	Measure	2018/19 Result	2019/20 Result	2020/21 Result	2020/21 Target
Customers	Number of complaints	75	Final Result Not Yet Available	TBC	Reduce
	% of complaints completed within timescale (excluding extensions as per Ombudsman guidance)	30.7%	Final Result Not Yet Available	TBC	Increase
Process	Percentage of child protection decision making within standard timescales (CP1s completed within 10 days)	75%	Final Result Not Yet Available	TBC	90%
	Community Payback Orders – percentage of First Job Appointment within 7 days (Unpaid Work)	78%	Final Result Not Yet Available	TBC	95%
Outcome	% of foster carer reviews that happen on an annual basis, baseline 2018/19	49%	Final Result Not Yet Available	TBC	80%
	Community Payback Orders – percentage % Level 1 Completed with 3 months (Unpaid Work)	61%	Final Result Not Yet Available	TBC	80%
	Community Payback Orders – percentage Level 2 Completed with 6 months (Unpaid Work)	68%	Final Result Not Yet Available	TBC	85%
	% of children up-taking health needs assessment within 28 days, baseline 2018/19	70%	Final Result Not Yet Available	TBC	90%
	Rate of medication errors in prison healthcare	5 errors involving 8 staff	6	TBC	None
People	% of relevant workforce with active EAGER	90%	48%	TBC	95%
	% of relevant workforce with Turas review	53%	17%	TBC	80%
	Sickness absence – days per person (LA)	0.93	1.07	TBC	0.67 per month
	Sickness absence - lost hours as % of contracted hours.	4.49%	5.21	TBC	4.0%

SECTION 8: PLANNED EFFICIENCIES

No	Division of Service	Option	2020/21 Saving £	Additional Comments	Management Action or Consultation
1	Locality Services	Kinship Care Review	120,000	To review individual cases. Ensuring consistency in practice: part year saving 20/21 and full year impact 21/22	Consultation
2	Authority Wide Services	Foster & Adoption Team	15,000	Management / staffing structure to be reviewed.	Management Action
3	Authority Wide Services	Children's Houses - Overtime Costs	50,000	Planned reduction in overtime costs in all three Children's Houses.	Management Action
4	Authority Wide Services	Lisalanna Contract (Action for Children) - Respite Beds	30,000	Respite beds reduced contract costs	Consultation
5	Justice Services	Justice Redesign	100,000	Including focus on working with young people who offend 16 to 24 age group.	Consultation
TOTAL			315,000		

SECTION 9: RISK ASSESSMENT/ MANAGEMENT

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

Description of the risk	Current measures in place that mitigate
<p>Failure to protect children & young people</p> <p>That, due to the complexity of public protection, coupled with the increasing complexity of the needs we are meeting. This in within the unknown context of the global pandemic, restrictions and children being out of school for five months. Real concerns about the risk of increased domestic abuse and impact on children and also on the emotional and mental health implications of restrictions on children.</p>	<ul style="list-style-type: none"> • New Public Protection and Learning Team established and working well together. • A robust Child Protection Team is in place supporting front line practice by developing appropriate policies and procedures. • Staff training and screening for risk. • Development of the wellbeing model for children. • Development of MDT approaches in HSCP and external partners • MAPPA.
<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>	<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.
<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</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.

Description of the risk	Current measures in place that mitigate
<p>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>	<ul style="list-style-type: none"> • 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
<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>	<ul style="list-style-type: none"> • Codes of conduct. • Robust governance arrangements; complaints procedures. • Turas/ FACE etc. • Supervision protocol. • Quality assurance measures (such as case file audits; Care Inspectorate inspections). • H&SCP Workforce Development Plan. • Professional specific issues identified and action plans in place / adverse event review groups; duty of candour. • Monitoring of specific issues eg maternity cover; retaining staff in the south of East Ayrshire. • Agile working. • Reflective learning. • Closer links with HR (to improve understanding of service/ staffing issues).

Description of the risk	Current measures in place that mitigate
<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>	<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.