

Education, Children and Families Committee

10am, Tuesday, 16 April 2024

Chief Social Work Officer Report

Executive/routine
Wards
Council Commitments

1. Recommendations

- 1.1 The Education, Children and Families Committee is asked to:
 - 1.1.1 Note the Chief Social Work Officer's (CSWO) Annual Report for 2022/23 attached at Appendix 1.
 - 1.1.2 Note that the report has been to the Policy and Sustainability Committee 12 March 2024, and will also go for noting to the Edinburgh Integrated Joint Board on 22 April 2024.

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Report

Chief Social Work Officer Report

2. Executive Summary

- 2.1 The reason for this report is to present Elected Members with the Chief Social Work Officer's Annual Report for year 2022/23. The report is to inform Members of the role and responsibilities exercised by the Chief Social Work Officer; to provide information on the delivery of statutory social work services and decision making in the period; and to give a progress report on key areas of social work provision.

3. Background

- 3.1 The role of the Chief Social Work Officer (CSWO) is a statutory post in accordance with the Social Work (Scotland) Act 1968, as amended by the Local Government (Scotland) Act 1994. This requires Local Authorities to appoint a CSWO for the purposes of listed social work functions.
- 3.2 The CSWO provides advice to the Council on social work matters; undertakes decision making in respect of statutory functions and provides professional governance, leadership, and accountability for the delivery of social work and social care services, whether they are provided by the Council or on behalf of the Council by another agency or partnership.

4. Main report

- 4.1 This report is consistent with the content and formal guidance laid down by the Chief Social Work Adviser for 2022-2023 reporting period.
- 4.2 The delivery of social work and social care services is aligned to the Integrated Joint Board's strategic plan and the Partnerships Children's Services Plan/ Child Protection Improvement Plan.
- 4.3 This report provides an overview of the range of services and initiatives in social work and social care and to highlight key achievements and challenges. On receipt of reports from all CSWO's, the Chief Social Work Advisor prepares a national overview.

5. Next Steps

- 5.1 This report has been requested by the Scottish Government's Chief Social Work Advisor to assist with ensuring that, on a national basis key issues are highlighted, and information and learning is shared.

6. Financial impact

- 6.1 This report is an overview of strategic and operational social work matters covering the areas of Children's, Justice and adults social work. There is no financial impact from this report, which will not have already been considered through existing Council Committees or the Integrated Joint Board.

7. Equality and Poverty Impact

- 7.1 Both equality and poverty impact are fundamental to social work. As this report does not propose a change in policy/strategy/plan/project, it is not necessary to complete an Impact Assessment.

8. Climate and Nature Emergency Implications

- 8.1 There are no environmental implications arising from this report.

9. Risk, policy, compliance, governance and community impact

- 9.1 All social work services have the expectation to engage the participation of those citizens who require the support and assistance of those services within local communities.
- 9.2 This report provides assurance on the quality of social work services delivered to those who meet the threshold for social work support and intervention. It also documents challenges and areas of improvement being undertaken.
- 9.3 The delivery of effective social work and social care services is critical to the protection and care of vulnerable children and adults.
- 9.4 Failure to discharge our statutory duties can have detrimental adverse effects on children and adults which can also bring significant media interest and scrutiny.
- 9.5 Actions to mitigate the risk to an acceptable level are included in improvements plans which have elected member scrutiny. The risks are monitored on a divisional, directorate and on the corporate risk register,

10. Background reading/external references

- 10.1 There are no required background papers.

11. Appendices

11.1 Appendix 1 - Chief Social Worker Officer's Report 2022-2023

CHIEF SOCIAL WORK OFFICER REPORT

2022 to 2023



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Introduction



Rose Howley, Chief Social Work Officer

The Scottish Government has put in place statutory guidance relating to the role of the Chief Social Work Officer (CSWO).

All CSWO's produce an annual report, based on a template agreed with the Government Office of the Chief Social Work Adviser, for relevant Committees and / or the full Council and Integration Joint Boards and Health and Social Care Partnerships.

The role of the Chief Social Work Officer (CSWO) is to ensure professional oversight of social work practice and service delivery. This includes professional governance, leadership, and accountability for the delivery of social work and social care services, whether provided by the local authority, or health and social care partnership.

The CSWO retains professional accountabilities for all social work and social care provision and has a contribution to make

in supporting overall performance improvement and management of corporate risk.

The City of Edinburgh Council and Health and Social Care partnership recognise how important this role is and the tasks associated with this role and have separated the CSWO role from the Children's Service Director role.

This separation now ensures full independent oversight of social work statutory functions, performance, quality regulation and improvement within the Health and Social Care Partnership and Children, Education and Justice Services. With direct reporting to Chief Officers and close liaison with both Service Directors and Social Workers within services.

This is my first report, and it gives me great pleasure to undertake this role being newly appointed into the permanent position of Service Director Performance, Quality Regulation and Improvement and Chief Social Work Officer, after a year in an interim CSWO position in the City of Edinburgh Council.

As a leader in the social work profession, I recognise the privilege inherent in this position, setting direction for the profession along with a national CSWO group and acting

as an enabler for other leaders. Engendering aspirations for the sector in the understanding the direct link between robust and effective leadership and outstanding performance in services.

I want to take this opportunity to acknowledge colleagues' commitment to the pace of change and improvements in the last year in Edinburgh to ensure improved outcomes for children, young people, and adults. This has been in a landscape of ongoing recovery from the difficulties experienced previously and referenced in the Tanner Enquiry and the pandemic where its effects continue to be felt by individuals, and communities.

Supporting people through the current cost of living crisis, responding to poverty with a focus on tackling inequalities and working to improve wellbeing. Navigating an increasingly complex funding landscape resulting from increased demands and increasing costs.

The Scottish Government published the National Care Service Bill. It sets out the framework for a new National Care Service (NCS) following recommendations made by an independent review of adult social care in 2021. The review placed an emphasis on social care in Scotland moving from managing need to enabling rights and capabilities. It also highlighted the need to

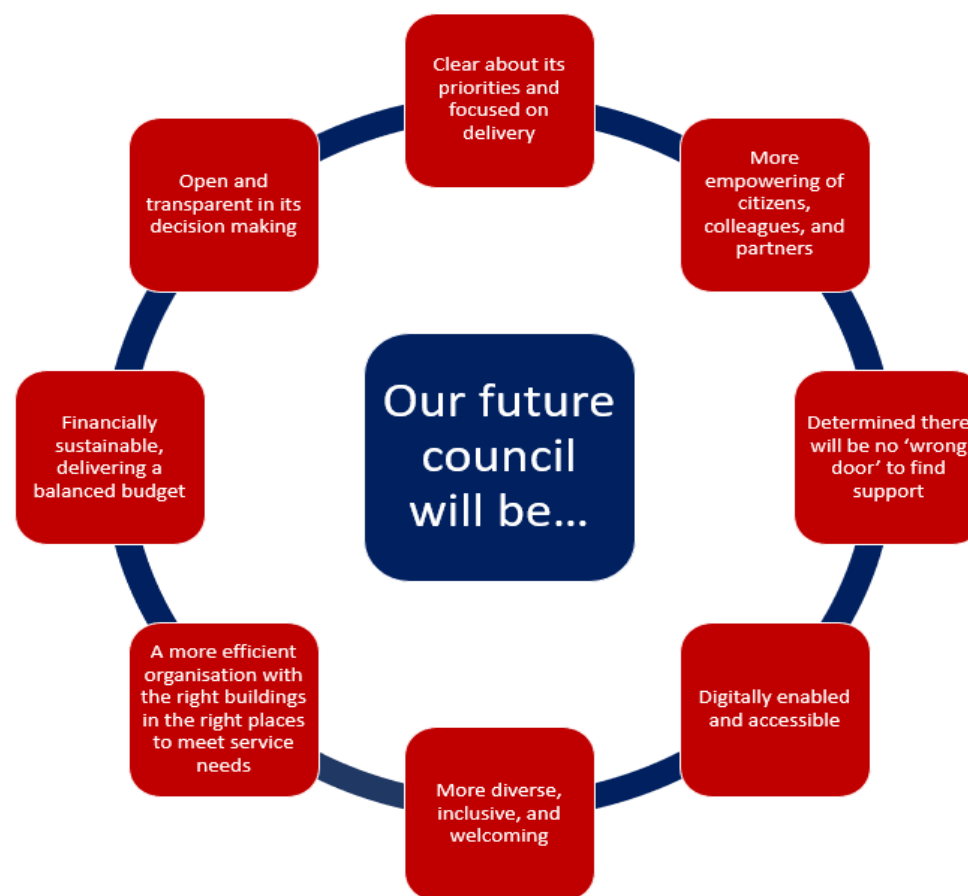
move towards a more preventative and anticipatory model. Since the review, a Scotland-wide consultation has been taking place, and the inputs into the consultation have shaped the new Bill, published in June 2022. Moving forward consideration is being given to the position of children and justice services within the NCS alongside the development of a National Social Work Agency.

Across Childrens Services and the Health and Social Care Partnerships improvement priorities continue to include:

- Workforce – recruitment, retention, and governance
- Early intervention, prevention, and demand management/ right help at the right level.
- Reducing waiting lists and improving access to services.
- Best use of resources to meet demand and improved structure with clear lines of accountability.
- Improving basic practice and key functions
- Governance, including professional supervision, manager oversight and quality assurance.

The purpose of this report is to analyse activity and provide a concise overview both

locally and nationally, that can be used and cross- referenced, with experiences, challenges, learning, and good practice shared with the intention of improving outcomes.



Governance arrangements, accountability, and statutory functions

The Chief Officers Group

For all areas of Public Protection, the Chief Officers' Group provides oversight, assurance, and governance to the range of committees and partnerships addressing public protection issues.

The Chief Officers' group is chaired by the Council's Chief Executive and has representation from all the key partners as well as the chairs of the public protection groups, Child Protection Committee, Adult Protection Committee, Offender Management Group, Equally Safe Edinburgh Committee and the Alcohol and Drug Partnership.

In addition, the Multi-Agency Public Protection Arrangements (MAPPA) Strategic Oversight Group (SOG), for Edinburgh, the Lothians, and Borders Local Authority areas provides governance and oversight for the management of high-risk offenders across the five local authority areas.

Children's Services Partnership

Children's social work services have no formalised inclusion into the health and social care partnership. The governance and reporting arrangements for children's services

is through the Children's Services Partnership, through the Community Planning Partnership as well as the Education, Children and Families Committee.

Edinburgh Children's Partnership is a governance arrangement linking; Council, NHS, Police and third sector agencies.

The Children's Partnership has four plans in place that support service delivery and improvement for children:

- Edinburgh Children's Partnership Children's Services Plan
- Edinburgh's Corporate Parenting Plan
- Edinburgh Child Protection Improvement Plan
- Edinburgh's Promise Plan

Edinburgh Children's Partnership is multi-agency and directs the strategic planning, development and delivery of children and young people's services on behalf of the Edinburgh Partnership.

The Edinburgh Children's Partnership Plan sets out a shared vision and strategic direction to guide the work of the Edinburgh Children's Partnership.

Edinburgh's Promise is governed through the Edinburgh Children's Partnership, and

Edinburgh's Corporate Parenting Board as all sectors of children's services – voluntary, statutory, and regulatory – will be required to review, consult, and amend service provision. This is aligned to the ambition of the Children's Partnership to be as joined up as possible regarding children's services.

National progress on the delivery of The Promise in Scotland and the pace of change is monitored by the National Oversight Board. Their most recent report highlighted areas where they feel further progress needs to be made, namely education, homelessness and brothers and sisters staying connected.

The current priorities for plan 2021-24 are included in Edinburgh's corporate parenting plan. The National Plan 24-30 is currently being consulted on and should be available by Summer of 2024. Edinburgh remains committed to fully keeping the promise by the target of 2030.



The aim of Edinburgh's Promise is as follows:

'Edinburgh will have realised the Promise when children and their families receive the help and support that they need from their community and services that support those communities at the time they need it. Where families cannot stay together children will stay together with their brothers and sisters in their own community, attending their own schools.'

All of Edinburgh's services will approach support in the same way, sharing values and approaches to working with children and their families that are trauma informed and are life enhancing. Edinburgh citizen's will be very aware of corporate parenting and the need to support children who were unable to live at home and their circumstances and situations

will have clear public understanding and support.

Child Protection Committee

The Edinburgh Child Protection Committee is a multi-agency strategic partnership which is responsible for the design, development, publication, distribution, implementation and evaluation of child protection policy and practice across the public, private and wider third sectors in the City of Edinburgh area.

Through its local structures and membership, Edinburgh's Child Protection Committee provides individual and collective leadership and direction for the management of child protection services.

The Committee is made up of senior representatives from across all key areas and partners concerned with the care and protection of children.

In 2019, the Scottish Government published the document "Protecting Children and Young People: Child Protection Committee and Chief Officer Responsibilities". This sets out the functions of the child protection committee, which are:

- continuous improvement
- public information, engagement, and participation
- strategic planning and connections

- annual reporting on the work of the CPC.

Edinburgh now has a new Independent Chair and newly seconded Lead Officer who are completing a whole-scale review of how the committee functions and what structures it requires to do this most effectively.

- Child Protection self -evaluation now complete and providing learning.
- Launch of New Pan Lothian child protection local procedures being planned for January.
- Restarting thematic multi-agency audits a priority for QA sub- group.
- Multi-agency partners review and improved analysis in a QA subgroup working group to understand CP data to in relation to low numbers.
- Review of CP budget and multi-agency training requirements.

The Child Protection Committee has continued to implement and evaluate the outcomes of the Assessment of Neglect Toolkit and will oversee the implementation of the Pan Lothian Child Protection Procedures

A recent child protection national evaluation has been completed which will now inform future iterations of the child protection improvement plan which is now being updated.

The Child Protection committee also has a quality assurance subgroup and learning and development subgroup both of which will be taking forward improved multi-agency quality assurance audits and learning and development.

The Child Protection Committee has consulted with the workforce on changes to our local child protection procedures to bring these in line with the National Guidance for Child Protection in Scotland (2021).

The Child Protection Committee has continued to work closely with the Edinburgh Voluntary Organisations Council (EVOC) and particularly their Children, Young People and Families Network, which is made up of over 100 local charities and organisations. There is a Child Protection Liaison group, attended by EVOC representatives and the Child Protection Lead Officer, which meets on a quarterly basis to strengthen links and support the network to update their own processes.

Corporate Parenting Board

The Corporate Parenting Board provides strategic direction and leadership to ensure Edinburgh's Care Experienced Children and Young People grow up feeling loved, safe, and respected. The Corporate Parenting Board works alongside Edinburgh young people's Champions Board and Ambassadors to improve the outcomes of our Care

Experienced community. Joined up working between the City of Edinburgh Council and Corporate Parenting Partner agencies, is overseen by this board, and ensures a consistent and considered approach to supporting Edinburgh's Care Experienced Community.

The Corporate Parenting Board is accountable for: monitoring the current Corporate Parenting Plan; Identifying areas for joined up working across Corporate Parenting Partner Agencies; Supporting the work of Edinburgh Champions Board; amplifying the voices of Care Experienced Children and Young People and ensuring that their rights are upheld.

Members of the Corporate Parenting Board can expect: an update regarding Corporate Parenting activity at each meeting from the Champions Board via the Corporate Parenting Lead Officer; an update re Promise activity at every meeting; and support from fellow board members to discuss and problem solve areas of work around Corporate Parenting that are proving challenging.

The Champions Board

A Champions Board has now been established to listen to the voice of children who are care experienced and ensure children and young people's voices are centre and front in decision making.

Links are also being established between the Champions Board, Child Protection Committee and the Children's Partnership to ensure joined up working and improved outcomes for children and young people.

Children's Improvement board

An Improvement Board has been introduced to oversee a Children's Services Continuous Improvement Plan and Residential services improvement Plan. This includes monthly progress reports against the Improvement Plan and will also consider, performance data, quality assurance activity and audit reports. This board is managed under the Corporate Change Programme Board to ensure scrutiny by Corporate Leadership Team.

Actions within the improvement plan are now complete or progressing well with the practice teams. A priority being an action plan to ensure that all children are allocated to a social worker and have an assessment and plan within six weeks.

Work is progressing to strengthen front door arrangements in Social Care Direct (SCD) early intervention and child protection processes at first point of contact.

The new Child Protection procedure in line with national policy and procedure further supports the work already started on reviewing

Inter-agency referral discussions and subsequent actions within 28 days.

Practice standards have been finalised and implemented and will be a fundamental part of reporting on performance measures and will continue to be reviewed with frontline colleagues to ensure children are at the forefront of practice.

Work is progressing on developing and understanding data and making sure this is meaningful for children and young people.

Significant improvements have been made in delivering and sustaining Residential Services. Edinburgh no longer has a secure service and is instead directing resources to support children on the edge of care to remain within their families.

Progress across the services provided for children and young people in the past year has improved and at the time of writing three care inspections have been completed which are showing significant improvements and a consistent theme of the inspections is that children in our care state they feel safe loved and respected.

Further work on co-production with young people to ensure meaningful care planning and risk assessment and mitigation is an area of focus which as we move towards a new operating model will further improve this area.

The Quality Assurance Group that sits under the residential improvement plan is also subject to review, to ensure its effectiveness in driving required change against the improvement plan.

The Fostering service was deemed good or very good in areas inspected. The Adoption Service was deemed adequate and good in area's inspected which demonstrates that although improvement work in these areas is ongoing, improvements in services are being seen and experienced by children and young people. Inspectors talked about seeing excellent life story work with children and the Disability Fostering Service were given a Prestigious Fostering Excellence Award, recognising the exceptional contributions to foster care. They were awarded The Fostering Network Award for a Social Work Team at The Fostering Excellence Awards.

Edinburgh Health and Social Care Partnership

Adult social work services are provided as part of the integrated Edinburgh Health and Social Care Partnership (EHSCP) which is governed through the Integration Joint Board (IJB). The IJB in Edinburgh has re-organised its reporting structure, and now has five sub-committees also providing governance. The CSWO in Edinburgh sits as a non-voting member and professional advisor to the IJB, as well as a

member of the Clinical and Care Governance Committee.

Adult Support and Protection across Scotland is subject to a Joint Inspection process, and Edinburgh was inspected in relation to its multi-agency Adult Support and Protection work between November 2022 and February 2023. The inspection was undertaken by the Care Inspectorate, Healthcare Improvement Scotland, and His Majesty's Inspectorate of Constabulary in Scotland. A report on this inspection was published on 14 February 2023.

There was also an Inspection of adult social work and social care services Initiated October 2022, reporting in March 2023.

The improvement actions for the Adult Support and Protection inspection have been progressed within the Adult Protection Committee and the plan has been embedded within the wider improvement Plan for adult social work and social care services. The wider improvement plan provides fundamental changes in how the Health and Social Care partnership functions and supports adults.

The care inspectorate reported that they made every effort to account for the impact of the pandemic and reported that the pandemic saw social care and social work services face unprecedented challenges. The impact of the pandemic on the delivery of social work and

social care services in the City of Edinburgh was ongoing. This was evident in challenges in staff recruitment and retention, sickness absence levels and in the remobilisation of some services.

It is important to note that two inspections at the same time is also unprecedented and although found a committed workforce it found multi-agency and systemic failures in relation to structural weaknesses in the planning and delivery of services in the health, social work, and social care system. Key processes did not support the delivery of high-quality assessment, care management and reviews.

Outcomes focused practice and self-directed support were not embedded as mainstream ways of working. Frontline colleagues and their seniors were under considerable pressure working within ineffective systems. They were understandably overwhelmed with the high level of demand due to ineffective front door arrangements. Quality assurance and governance arrangements were ineffective in escalating issues to the chief officer group and clinical care governance committee.

Although steps have been taken to mitigate risk to adults requiring services for support and protection. Change on this scale takes time and inspections can produce a complex range of impacts that go beyond direct response to recommendations. Improvement of services on this scale requires improved systems

leadership that uncovers the barriers to success within the workforce, governance, accountability, and dedicated resource.

Strategies to increase focus on strengths based working and early intervention with greater demand management and a commissioning strategy that forensically looks at spend to ensure a cost-effective service provision all of which can take a period of time to implement.

There is confidence that the new Chief Officer and Service Director are sighted on the improvements required and a need to review governance arrangements. Along with a new post of Principle Social Worker and a commitment within a structure review to improving line management reporting lines and accountability.

Clinical and Care Governance Committee

The Clinical and Care Governance Committee is established by the Integration Joint Board (IJB) to monitor, review and report to the IJB on the standard and quality of care delivered across delegated services.

The purpose and function of the Clinical and Care Governance Committee is to gain assurance, on behalf of the Integration Joint Board on the systems for delivery of safe, effective, person-centered care in line with the

IJB's statutory duty for the quality of delegated health and social care services. To ensure that there are effective structures, processes, and systems of control for the achievement of the IJB's priorities, where these relate to regulatory compliance, service user experience, safety, and the quality-of-service outcomes.

It is good practice to review the functions of the Clinical Care Governance Committee and the group that sits under it on an annual basis to ensure this committee is fully sighted on the quality of delegated health and social care services.

Work is underway to improve quality assurance mechanisms and systems such as accurate workforce and business data, service user feedback and learning from complaints to ensure the CCGC is able to be assured.

Social Work Governance Board

A key message from the inspection of adult social work and social care was that there had been insufficient strategic leadership and management oversight of key processes, meeting legislative requirements, policies, procedures, and guidance and to ensure sufficient capacity and capability to deliver safe and effective services for vulnerable people.

Another key message was the partnership did not have effective social work governance arrangements in place. Clear lines of accountability and that Strategic decisions were not always well informed by a social work perspective.’ Specifically, it identified the need for the existing Social Work Governance Group to have a meaningful influence in strategic decisions that affected social work practice. There was also a need for the Social Work Governance group to have a stronger interface with the wider clinical care governance arrangements. The appointment of a Principal Social Worker was referenced within the report as was the need to take an updated approach to improving social work governance and social work quality assurance initiatives. Progress is now being made and the Principle Social worker chairs the group and I attend as CSWO.

The existing Terms of Reference for the Social Work Governance Group are under review. A revised version will include a direct reporting line to the Clinical Care Governance Group where the Principal Social Worker and the CSWO are in attendance. The intention is to create two sub-groups to cover i) Social Work Workforce/Learning and Development and ii) Policy consultation and implementation. It is anticipated that a refreshed Social Work Governance and wider Clinical Care Governance Group can incorporate the seven themes of:

- Workforce
- Standards
- Feedback
- Internal and External Scrutiny
- Improvement and Innovation
- Risk
- Safety.

Executive Management Board

There is improved Senior leadership within the HSCP with the Chief Officer, Chief Nurse, Chief Allied Health Professional and Chief Social Worker and Principle Social Worker meeting on a regular basis with other key professionals to provide oversight and progress improvements.

There is a newly appointed permanent Chief Officer who started in November 2023, the interim Chief Officer has returned to their substantive post of Service Director.

Improvement Oversight Group and Change Board

This board is providing oversight of the inspection plans currently in place given the two inspections of adult support and protection and social work and social care found a need to fundamentally change systems and practice in Edinburgh.

Adult Protection Committee

The Adult Protection Committee (APC) has responsibility for adult protection and is overseen by the multi-agency Chief Officers Group for Public Protection that is responsible for all areas of public protection across Edinburgh.

The APC is now functioning with new members including a new Lead officer, and NHSL Director for Public Protection who are fully sighted on progressing the Adult Protection Improvement plan. There has not been an independent chair since the inspection and although has been actively recruited has recently stepped-up routes to advertise and procure suitable candidates.

The Multi-agency Quality Assurance Subgroup and Multi-agency Learning and Development Group have been reinstated to ensure multi-agency audit and overview.

The Adult Protection Committee has accepted and taken very seriously, the findings from the inspection and has developed an improvement plan which was submitted to the Care Inspectorate on 29 March 2023.

Progress has been made with the Improvement Plan and a sub-group of the Adult Support and Protection Committee has been established to ensure that pace continues to be made with the improvement

plan with continuous improvement a priority for the adult Protection Committee.

Edinburgh Alcohol and Drug Partnership

Putting lived experience at the heart of decision making

Lived and living experience panels are now a requirement for all ADPs and the local model is expected to incorporate events bringing carers, people in recovery and decision makers together, as well as a standing panel and traditional consultation approaches. In 2023, the Edinburgh Alcohol and Drug Partnership (EADP) commissioned EVOC to help the Lived Experience panel reach its potential and ensure that the voice of lived experience is heard in the planning, monitoring, and evaluation of current and future service provision. Amongst other things, a Recovery Community Development specialist has been brought in to recruit people to the panel, to engage the recovery communities in its work. This work has been contracted from EVOC for 6 months and will culminate in a report with recommendations on the future shape of the panel and its work.

Several national and local initiatives are focused on ensuring that the design and delivery of services are informed by the lived and living experience of those who rely on

them, as this can have a significant impact on how people respond to support and influences the culture and insight of the system.

The use of experiential evidence in the development of plans and services is a requirement of the Medication Assisted Treatment (MAT) standards. In 2023 the ADP developed a network of peer researchers - people with lived experience of substance use and recovery who have been trained by SRC (Scottish Recovery Consortium) - to interview others with a focus on their experience of treatment and support. Over 50 interviews were completed, and the results inform the MAT standards reporting and planning.

Within the HSCP a review of structures is being undertaken with a view to ensuring improved integration and joined up working with Childrens Services to ensure our responses to substance use is making a difference for children, young people and adults.

Equally Safe Edinburgh Committee

The Equally Safe Edinburgh Committee (ESEC) is a multi-agency partnership working to ensure the implementation of Equally Safe: Scotland's strategy for preventing and eradicating violence against women and girls (VAWG). The four key priorities of Equally Safe for Edinburgh are the following:

- Edinburgh embraces equality and mutual respect and rejects all forms of violence against women and girls.
- Women and girls in Edinburgh thrive as equal citizens: socially culturally, economically, and politically.
- Interventions in Edinburgh are early and effective, preventing violence and maximising the safety and wellbeing of women, children, and young people.
- Men in Edinburgh desist from all forms of violence against women and girls and perpetrators of such violence receive a robust and effective response.

In 2022-2023, ESEC drove forward several activities through its membership and subgroups:

In March 2023, the Multi-Agency Domestic Abuse Policy was approved by the Policy and Sustainability Committee and was implemented on 1 April 2023.

Work by a small subgroup on an operational procedure that includes multi-agency risk assessment conference (MARAC) and Domestic abuse local action group (DALAG) process and procedure together with information on domestic abuse commissioned services is being completed.

With support from the Learning and Development subgroup, ESEC supported in

the development and delivery of training to MS Viktoria staff where Ukrainian refugees were temporarily housed, while it also introduced new multi-agency training for Edinburgh on Commercial Sexual Exploitation (CSE) in partnership with the Women's Support Project.

Responses were submitted to consultations, both on a local (for example Licensing Policy consultation) as well as a national level (Abortion Services Safe Access Zones, and, in partnership with the Child Protection Committee, the Bairns' Hoose Standards consultation by Healthcare Improvement Scotland)

The Women's Safety in Public Places Community Improvement Partnership (WSPCIP) has been working on ensuring that Edinburgh is 'safe by design' for women and girls; activities supporting this aim include engagement with key stakeholders such as transport companies, Police Scotland, third sector and academic partners, and analysing data gathered through public consultations.

The Commercial Sexual Exploitation short-life working group (CSE SLWG) has been working on a position statement on commercial sexual exploitation for Edinburgh, as well as an accompanying briefing paper. This will fulfil a criterion for the Equally Safe Quality

Performance Standards under Equally Safe Outcome 3.

The 16 Days Communications Subgroup organised and delivered a range of events on VAWG during the 16 Days of Action on Gender Based Violence campaign (25 November – 10 December). These events included a candlelight vigil on the Meadows, a film screening on drink spiking and sexual violence, and a community event on the past, present, and future of women's rights, and they involved the collaboration of ESEC partners, higher education, national stakeholders, and the public.

In 2022-2023, the ESEC had completed 75% of its Improvement Plan actions, with the remaining 25% incomplete due to insufficient evidence and resources. The ESEC Improvement Plan has now been revised, with a new version identifying priority actions and workstreams for 2023-2028. The workstreams identified include:

- VAWG and trauma-informed practice
- Intersectionality, learning, training and development
- Resource creation
- Data and information sharing
- VAWG and education

- Prevention and early intervention
- Communications
- Work with perpetrators

The ESEC is currently working on completing its annual report to COSLA and the Improvement Service to demonstrate progress against implementing Equally Safe across Edinburgh.

Justice Governance

Edinburgh's Community Safety and Justice Partnership on behalf of the Edinburgh Community Planning Partnership, is responsible for the development and implementation of Edinburgh's Community Justice Outcomes Improvement Plan. An annual report for 2021/22 was submitted to Community Justice Scotland in September 2022. The newly developed Community Justice Outcome Improvement Plan for 2023-28 sets out the priority areas for community justice work in Edinburgh. It fully aligns with the revised National Strategy for Community Justice published in June 2022 and complements the Community Safety Strategy 2020-23 and the Edinburgh Partnership's Community Plan 2018-28.

Service Quality and Performance

Quality Assurance and Performance Children and HSCP

Over 2022/23 Edinburgh has evaluated quality assurance and has invested in additional quality assurance capacity to audit Children's Services case files and Adult Services casefiles. This increased capacity as part of a wider quality assurance framework and audit programme looked at different topics and aspects of practice and process across Children's Services and Adult Support and Protection within the Health and Social Care partnership. The quality assurance activity is focussed on improving practice and the outcomes for children, young people, and adults and has included direct feedback to provide learning opportunities and included tracking actions to ensure improved practice together with a bi-monthly report that provides themes and recommendations.

Self-evaluation is an important tool for improvement, and we are developing our self-evaluation process along with:

- our performance data across both services.
- how we capture the views of children and adults experiencing care and services.

- views of stakeholders and professionals that interact with services.
- reviewing documentation and processes that evidence how decisions are made.

The City of Edinburgh Council is moving to a new operating system in Children's, Justice and HSCP and there has been progress to improve, meaningful performance data to ensure children and adults needs are being met. Large-scale improvements to the current operating system of swift has not taken place and the focus is on data cleansing as we move to the new system and ensuring this system has the functionality to provide meaningful data that enables reporting to support managers to provide oversight and contributes to improvements to outcome reporting for children young people and adults. Especially as we welcome Promise reporting data sets and develop our ability to report on GIRFEC and GIRFE within wider partnerships.

Over the last year it became apparent that a considerable number of Policies and Procedures across Children's Services and the Health and Social Care Partnership were out of date or not in line with government directives.

Extensive work continues to be undertaken to update policies and procedures at pace and

integrated impact assessments are completed for any new Policy that is created.

A spread sheet across services is in place to ensure monitoring and ensure regular updates are actioned.

There have been two internal audits for Transitions and Self-Directed Support (SDS) which found a need to improve practice in these areas across children and HSCP and has needed fundamental changes to policy, procedure and practice with the creation of monitoring and quality assurance activity and changes to delegated responsibility. There was no SDS policy or procedure and although government practice standards in place these were not actively supported. At the time of the audit the scale of work involved was not evident to senior managers and service directors and this continues to be an area of improvement that is required along with other improvement activity.

The Child Protection and Adult Protection Committee has responsibility for the development and implementation of inter-agency quality assurance mechanisms.

The Quality Assurance Subcommittee is the central coordination point for this work in Edinburgh and although fair to say there has been a need to improve practice in this area as

CSWO I have seen continuous improvements with two newly appointed lead officers, an independent chair for the CPC and an interim chair and principle social worker since the ASP inspection has brought renewed rigor, challenge, and improvement. Unfortunately, we have been unable to secure an independent chair for ASP which continues to be recruited to. Multi-agency quality assurance across children and HSCP continues to be an area of improvement and progress continues to be made.

The Child and Adult Protection Learning Review Process

Learning reviews are not investigations. They are an opportunity for in-depth analysis and critical reflection to gain greater understanding of inevitably complex situations and to develop strategies to support practice and improve systems across agencies in response to the circumstances of death, serious harm, or multi-agency learning.

The Learning Review Process for children and young people is now up and running and a learning review is in progress in Childrens and HSCP. The learning review process for HSCP is in the early stages of moving over from ICR/ SCR to the learning review process.

With new lead officers recently in post, supported by the quality assurance team, tracking, and learning across historical themes are being undertaken retrospectively to ensure we are a learning organisation.

Care service feedback

Care service feedback is a mechanism for collecting, collating, and reporting on concerns or positive comments made by staff and members of the public. The procedure applies to all council colleagues in contact with care services. The purpose of Care Service Feedback is to enable identification of emerging trends. The Quality, Governance and Regulation Service has undertaken two reviews of the Care Service Feedback process which is currently used to report concerns with Care at Home service provision. It has been rolled out to Children's Services to promote and increase the use of Care Service Feedback in these areas.

Complaints

Although complaints are being responded to within timescales, there is a need to review the process and how we learn from complaints to improve practice. The resource to respond to complaints for children is in review as part of service reviews and moving to child friendly complaint process and responses. Improved feedback and learning from complaints is also

an area for HSCP in relation to social work complaints. As is learning from what advocacy services are telling us.

Children's rights and Participation

Within the partnership a Children's Rights self-evaluation is in progress. We now have a Corporate Parenting Lead and two care experienced Participation Workers and we also have recruited a Participation Worker from the whole family wellbeing fund to ensure children's and young people's voices regarding local community support is collated and heard.

We have strengthened the role of the **Reviewing Officer**, and an escalation process is now in place to raise any issues regarding a child's plan that can't be resolved at a locality level with Social Worker and Team Leader.

Supporting social workers to ensure plan 21/24 promise priorities of education, homelessness and brothers and sisters to remain together and or to stay connected.

Establishing trusted relationships with children, and parents/carers, improving advocacy, children's rights, and co-production on plans.

Family-Group Decision Making (FGDM) and the planning/decision-making process within the Children's Hearing System pilot project was to explore what impact FDGM can have

for families, in relation to the planning and decision-making process within the Children's Hearing System. The learning from feedback will help shape future service delivery.

Details of the pilot were provided to the children's hearing system re-design working group. Family Group Decision Making features extensively throughout the final report of the Promise's 'Hearings for Children: Hearings System Working Group's Redesign Report, May 2023'. The report highlights the importance of family meetings in the diversion of statutory measures, child and family planning and the link to the whole family support element of the Promise.

People's Stories

By gaining direct, qualitative feedback, the quality assurance of service provision can be triangulated using the experience and views of people supported by services and colleagues. There is a need to develop this work and ensure systems are in place to collate

feedback and embed a culture of qualitative engagement and improvement in service provision, including social work practice by seeking feedback and ensuring this then informs practice improvement.

Supervision policy and procedure

The Supervision Policy and Procedure has been reviewed and amended in partnership with managers and colleagues via focus groups, and the Trauma lead to include the following key areas:

- A system that provides confirmation that supervision is happening at least monthly and supports health and wellbeing.
- A written record of case management supervision on a standard template which is recorded on a child/adults record.
- Quality/reflective/balanced (Professional development and performance, such as meeting agreed service practice standards, review of caseloads and

support regarding reflective practice and progressing a child or adult's protection or care plan).

- Supervision to be used in conjunction with annual performance objectives (PRDs) and professional development including formal and informal training and directed learning.
- Use of Supervision Contract.

This continues to be a priority to ensure this is introduced and embedded as part of the Children's continuous improvement plan and the health and social care improvement plan with reporting requirements to ensure this is in place.

Further sessions are being held in November and December across Children's, Justice and HSCP workforce to provide a Trauma Informed lens to supervision practice, policy, and procedure.

Children and families challenges and improvements

Children's Services key successes

- The establishment of a permanent Senior leadership team
- Continued practice improvement and changes in fostering, adoption, continuing care and residential care which are evidenced in inspection and the feedback from young people and independent advocates.
- The number of children looked after away from home continues to decrease. The rate per 1,000 population in Edinburgh continues to be slightly below the national rate.
- Quality assurance and establishment of an audit programme which is demonstrating evidence of continued practice improvement.
- Launch of practice standards which brings clarity of expectation and will continue to be reviewed to ensure children are at the centre of social work practice.
- Improved understanding of reviewing officers' role and ability to be promise keepers, and appropriately challenge care planning and protection plans on behalf of children and young people. Escalation

policy introduced to ensure required actions are responded to. Edinburgh took part in chairing the National Reviewing Officers Forum.

- Establishment of complex cases panel to ensure senior manager oversight of our most complex children and young people.
- Independent Chair of the Child protection committee in post and providing external scrutiny and challenge.
- Data cleansing in preparation for Swift replacement challenging but in place.
- Project initiated for the creation of an integrated front door that ensures timely response to child and adult protection and ensures early help and intervention opportunities are provided to meet need.
- The Scottish Child Interview Model (SCIM) has been adopted and six social workers have been specially trained to manage this exciting development. This along with the opening of the Sycamore centre a dedicated multi-agency building hosting trauma informed interview and examination facilities. Having this shared facility with Health and Police is a great opportunity going forward to support Edinburgh's most vulnerable children and their families.

- Edinburgh had a number of social workers present at a Pride in Practice event in Dundee, and this highlighted a number of practice developments and was very much led by practitioners.

Key challenges/priorities

- Establishing robust data reports has been challenging and is now taking shape and will inform our future operating model.
- Whilst improvement is ongoing and there are many positives, cultural and practice change is complex and takes time and there is still a significant journey to be undertaken.
- Consideration of the development and embedding of a recognised practice model.
- Leading practice programme to be based on the leading for equity approach successfully used in schools.
- We are proud of our ability to offer sanctuary and we have continued to support children and families from Ukraine and have continued to support a number of unaccompanied asylum-seeking children, young people who have presented in the city and this has been a challenge, however we continue to work

with multi-agency partners to ensure needs are met and support is in place.

- Edinburgh's Child Protection figures have been constant over the last year with around 90 to 100 children on the Child Protection Register. As we make improvements in whole family support and early help, we plan a multi-agency auditing exercise to explore interagency practice and thresholds in greater depth to understand and sense check the data available.
- There are a large number of IRDs initiated with only a small number of children being registered at conference and we are wanting to understand this better via audit and multi-agency review with partners.
- Children's services have been working with the Scottish Government piloting Self Directed Support practice and this will be an important piece of work going forward led by managers in the service.
- Transitions into adulthood is an area of focus after an internal audit provided feedback on areas to improve.
- The local and wider national recruitment of foster carers remains challenging. During 2022/23, seven foster carer households were approved while thirty-two were deregistered. A multi-model fostering recruitment campaign involving a new

website, increased advertising, monthly drop in events is in place to promote Edinburgh Council as the destination of choice for prospective foster carers in an around the Edinburgh area.

- The service has supported hybrid working and has been looking at what works for teams to ensure that some of the benefits of flexible working continue while ensuring that colleagues and teams are supported.

Housing Support and Accommodation Improvement Plan for Care Leavers

No child leaving our care should ever be homeless on leaving care or as a young adult.

The Housing Support Improvement Plan brings colleagues together from across the council to assure and improve the delivery of housing and support to young people leaving care, to ensure that young people leaving care are offered the right housing options and support at the right time.

Work is progressing to test a DIY care leaver project. The aim is to support young people with practical tasks to set up a new home via maximising the resources and skills of commissioned services via community benefits.

Young People's Service

The Young People's Service (YPS) supports children in conflict with the law and their families. In September 2022, the new Care and Risk Management (CaRM) arrangements were implemented to support young people who present a serious risk of harm to others. Key changes include the inclusion of children and families in meetings, governance and oversight by the Child Protection Committee, explicit requirements re timescales, updating plans, minutes and decision making, referral and initial CaRM meeting must be supported by an up-to-date assessment and tiers of risk to inform decision making about future CaRM reviews and core groups in line with national guidance – aware, attentive, or active and alert.

Contextual Safeguarding

The Contextual Safeguarding pilot in the North of Edinburgh for children at risk of criminal exploitation is in the final stages. This work was possible via the Promise Funding from the Corra Foundation and a learning evaluation of the pilot is underway. The aim is to maximise use of this approach in other areas, including the work to end the disproportionate criminalisation of care experienced children and young people which is also supported by the Promise and funding from the Corra Foundation. This work aims to use the data

available to understand the reason for Edinburgh's children getting in conflict with the law and consider whether alternative approaches are being maximised and use this to support learning and development with all those who work with Edinburgh's care experienced children and young people.

The Scottish Childrens Reporter Administration (SCRA) statistical dashboard continues to indicate a reduction in the number of children referred on offence grounds.

Building on this work there is a need via the child protection committee to look at contextual safeguarding and child exploitation in all its forms to ensure a multi-agency risk management and early intervention response to safeguarding children.

Throughcare and Aftercare

A full review of Throughcare and Aftercare (TCAC) is being completed. The housing development worker within TCAC has been focussing on understanding the housing needs of Edinburgh's care leavers. The recommendations of the report are being progressed by the Housing Support and Accommodation Improvement Plan group.

Work is progressing to test a care leaver project. The aim is to support young people

with practical tasks to set up a new home via maximising the resources and skills of commissioned services via community benefits.

Edinburgh Secure Service

In line with the promise Edinburgh Secure Service (ESS) has now closed, and we have reduced admission to secure care. We are actively reviewing children in secure care outside of Edinburgh to ensure we make alternative arrangements for support. All children within secure have a multi-agency review every six weeks with a clear focus on exit plans.

Childrens Residential Care Homes

As with previous years, the main challenge for residential care this year has been the number of emergency placements for young people going into Edinburgh's children's houses. At this point, 75% of young people looked after in children's houses were admitted on an emergency basis. This has a detrimental effect on both the young person who is accommodated on an emergency basis and the other young people who live within the houses. To address this, managers met and agreed we needed a distinct house for

emergencies that would focus on a return home plan, assessment of need and ongoing support to ensure young people who were accommodated in care homes as a very last resort and after a robust assessment of need.

As with other areas within Children's services, recruitment of staff has been an ongoing issue. the recruitment of staff has been difficult, and services are currently in a very challenging market with other local authorities and private providers trying to secure the same staff. To combat this, the service has changed their recruitment strategy, giving managers much more direct input into the recruitment for their houses and they continue to engage in recruitments events.

The Care Inspectorate have restarted in person inspection this year, and whilst there have been some challenges around this, the service has used every inspection as a learning opportunity across the houses.

In terms of development, the service has developed learning objectives for all staff focusing on the Promise and Trauma Informed Practice and have seen several examples of both in operation across the year. Each house has a plan to become fully Trauma Informed in their practice and are developing a service plan which supports this.

Adult Services challenges and improvement

Health and Social Care Partnership key successes

- There have been positive improvements across a wide range of indicators covered in the IJB's Annual Performance Report 2022/23. All indicators have seen an improved or steady ranking on benchmarked performance compared to last year and we remain in the top half of partnerships for 7 of the indicators with an update in in our Annual Performance Report 2022/23.
- We have seen positive movement in our levels of hospital bed days spent in delay for over 75s this year. **Edinburgh is one of only four partnerships that saw improved performance in delays in 2022/23,** with a 6% reduction in Edinburgh compared to a 23% increase nationally, although challenges remain to reduce our level of delays to sustainable levels. We have also seen improvements in our performance around hospital readmissions and admissions resulting from falls and will

be working to understand how we can sustain this improved level.

- Partnership working across Health and Social Care and Police Scotland was seen as a positive in inspection.
- The third and independent sectors in Edinburgh continue to be a real asset in the health and social care integration landscape, with providers being highlighted as giving 'vital support' to adults at risk of harm.
- The way Edinburgh's services are conducting large scale investigations has been positively recognised.

Despite these improvements and the positive stories of our service delivery and innovation shown throughout the EIJB's Annual Performance Report 2022/23, there remains work to be done.

One Edinburgh: Home-Based Care

'One Edinburgh' is part of our Home-Based Care and Support project within the Innovation and Sustainability Portfolio and is our collaborative approach to the delivery of internal and external home-based support. It aims to deliver a vision of preventative

approaches and support solutions that enable more people to remain independent at home, or in a homely setting, for as long as possible.

There has been a wide-ranging program of activities undertaken in 2022/23, many of which will continue to be built upon and developed further into 2023/24 and beyond:

We have undertaken a phased approach to the implementation of a mobile workforce scheduling and care management solution for our internal Reablement and Care at Home services. One of our four localities is well advanced with implementation and go live activities, and full rollout across the three remaining localities will be completed by the end of 2023.

We have progressed with the redesign, planning, and modelling of our internal homecare services to shift from long term care support services to a focus on prevention and reablement, though some long-term care at home will still be delivered internally. This will support our approaches to prevention and early intervention, supporting individuals to live independently for longer. Redesign and modelling activity also informed the requirements for the new external provider care at home framework to be procured and operational by April 2024, when the existing framework arrangements end.

We established a citywide care at home operational leadership group who have oversight, monitor activity and capacity levels, ensure maximised use of capacity, and drive forward performance improvements in relation to this. The team meet daily, making quick evidence-led decisions and taking actions around the internal and external care at home capacity across Edinburgh. The focus of activity for this team in 2022/23 has been on:

Developing data-led dashboards to support monitoring and improvement.

Reducing the time people wait, after assessment and referral in hospital or the community, for care at home arrangements to be put in place.

Implementation of a continual monitoring and risk prioritisation process. Dedicated team established to undertake this activity and take appropriate escalation actions if monitoring indicates increasing urgency for support or changes to needs.

Implementation of a dedicated care at home review team who regularly review existing care at home arrangements, ensuring support continues to meet the needs and outcomes of the people supported (and their carers), and that quality of support delivered is of a high standard. Collaborating with the people being supported and their carers to take the necessary actions, and where required

facilitate the move to alternative support arrangements that better meet the person's outcomes.

With an approach firmly embedded in "Home First", "Right time, Right Place, Right Support" ethos and a Three Conversations approach, the team supported the delivery of significant improvements during 2022/23 and will continue to build on this and drive forward more improvements into 2023/24 and beyond.

Improvements noted included:

- Reduction of 66% in the number of people delayed in hospital waiting for a package of care at home.
- 66% reduction in the length of additional stay experienced while waiting for support to start.
- Reduction of 69% in the number of people waiting in the community for support to start.
- 20% reduction in the length of time they wait in the community for this support to start.

Reviewed 1,316 people's care at home arrangements:

- 118 people had their support arrangements increased as the review indicated their needs and outcomes were not being met by current arrangements.

- 164 people identified that they now required less support to meet their current needs and outcomes; and
- 103 people identified that they had continued to recover, or their circumstances had changed to an extent that meant either that they no longer required care at home support at this time - or an alternative support solution was more appropriate and arranged instead eg Telecare.

Supporting Carers

Amid ongoing recovery from the pandemic and a cost-of-living crisis, our focus was on the continuation and embedding of the contracted provision of support to carers provided through our voluntary sector partners. Work was also progressed on the Edinburgh Joint Carers Strategy 2023 -2026 refresh, taking account of the national carer strategy developments. The refreshed strategy was developed by a short life working group who reported to the Edinburgh Carer Strategic Partnership Group, (CSPG), whose membership includes carer organisations, EHSCP and CEC managers, and the EIJB Carer representative. The refreshed strategy is the result of collaboration and wide engagement with carers, supported people and other key stakeholders. It is based on a set of Key Principles:

- Maintain the six key priority areas and associated local outcomes.
- Align Edinburgh's priorities with the five national themes, outcomes, and proposed actions.
- Maintain the Equal Partners in Care (EPIc) approach.
- Develop a carer outcome measuring framework.
- Indicate achievable actions/commitments to continue to enhance carers' supports and national commitments.
- Maintain the Human Rights-based approach to commissioning.

The VOCAL carer map went live, helping carers to find information, advice and support across the city. A key achievement throughout this period was welfare benefits and financial advice support, which enabled carers to maximise their benefit entitlement: during calendar years 2021 and 2022 almost £1.5m was accessed for carer households. Across Edinburgh carers have been supported on a one to one basis; have accessed peer support and short breaks from caring (including leisure centre membership); and have been helped to access funding. Carers have also been supported through day, evening and residential short breaks.

We have been recognised by Shared Care Scotland for innovation through market

facilitation to generate a variety of person-centred short break options for people with Learning Disabilities within the Short Break Hub (The Hub). The Hub supports people with planning and brokering short breaks, exploring support options which meet people's personal outcomes, and matching people who have a short break budget to social care organisations who can provide replacement care, whilst co-ordinating ongoing relationships between families and providers.

Between April 2022 and March 2023, The Hub has supported 283 people to access a variety of short breaks, including daytime, evening or overnight support; social events; breaks away together for the person being cared for and the carer or other family members; and breaks with friends. 80% of respondents to a recent survey rated their experience of The Hub positively, and 85% of respondents rated the experience of the person they care for as positive.

The Hub's relationship-based approach to brokering short breaks has led to improved support options and outcomes and has created the opportunity to consider all aspects of people's support flexibly across a range of service models. This approach offers more consistency for users and greater sustainability for providers. The local market has grown, with 14 providers offering or engaged in conversations to not only provide short breaks

but to consider all supports people need to live a good life.

Work on Adult Carer Support Plans (ACSPs) - outcome-focused plans - has developed over 2022, with the template, supporting leaflets and guides and internal processes reaching completion. Delivery of training with our partners began in March 2023 and full implementation is planned for July 2023.

Learning Disabilities Service

In 2022 the Innovation and Sustainability Portfolio selected Learning Disabilities Services as its primary pipeline project area to develop and improve outcomes for service users with Learning Disabilities. This has seen the collaboration of multi-agency and multi-disciplinary professionals from both the public and voluntary sectors. People with lived experience have engaged in reviewing progress and provided feedback on identified change areas. This iterative process has identified 13 key areas requiring some change and improvement work and linking to the Inspection Improvement Plan, in relation to supporting people with learning disabilities and complex needs. The Edinburgh Learning Disability Advisory Group, a participatory group involving individuals who have a learning disability; their support staff; learning disability third sector organisations and Partnership staff, is engaged in ensuring that

the proposals being developed are scrutinised by people with lived experience. The project is currently developing action plans to address the change proposals and still has some significant milestones ahead. [EJJB report - 6.1 Innovation and Sustainability Pipeline - Learning Disability Change Proposals.pdf \(edinburgh.gov.uk\)](#).

New models of day support

Health Improvement Scotland launched a programme in 2020 called New Models of Day Support this programme was designed to support Partnerships to define and further develop approaches to day support that best meets the needs of individuals who have a learning disability. To take this forward the HSCP developed a local project team with representation from third sector providers and partnership staff. There has been engagement with Individuals who have learning disabilities and their carers during this project to ensure that their views are taken into consideration when developing person-centred change proposals. This project is in the final stage and the intention is to produce a menu of opportunities that reflects the aspirations of people with learning disabilities to be included in a wide range of activities including volunteering, employment, further education, and social activities.

Capacity to collaborate: promotion of rehabilitation and self-management services and Network event

On 29 March 2023 we held a Capacity to Collaborate event at the Edinburgh Community Rehabilitation and Support Service. This event brought together HSCP colleagues, third sector and private organisations and people from the world of physical disability, hidden disabilities, neurological conditions and long-term conditions to promote our rehabilitation and self-management services and resources. The event highlighted the multiple avenues of support available to help people on their journey and emphasised the power of collaboration, offering marketplace stalls, a main discussion on reflective practice and collaboration, and a demo of the Smart House Tech Hub.

Health and Social Care Partnership challenges and improvements

The two very in-depth inspections of social work within the HSCP in Edinburgh together with the mental welfare review of an individual has provided detailed improvement requirements in relation to its multi-agency Adult Support and Protection work and adult social work and social care services within the HSCP.

The improvement actions for the Adult Support and Protection inspection are being progressed within the Adult Protection Committee and the plan has also been embedded within the wider improvement Plan for adult social work and social care services.

The wider improvement plan provides fundamental changes to how the Health and Social Care partnership functions and supports adults using a strengths-based approach with increased focus on early intervention and getting it right for everyone. With greater demand management and commissioning strategy to ensure a cost-effective service provision.

Recognising the interface between the Adult Support and Protection Inspection and the Social Work and Social Care Inspection, work has been undertaken to map improvement requirements and activity across both inspections with a priority focus on the adult support and protection areas of improvement. The Improvement Plan for the Social Work and Social Care Inspection was approved by the Edinburgh Integration Joint Board on 13 June 2023.

Priority areas for improvement

Priority areas for improvement have included:

- Effective adult support and protection practice that keeps adults at risk of harm,

safe and delivers improvements to their health and wellbeing.

- Multi-agency key processes for Adult Protection, including duty to Inquire and investigate, assessment of capacity, Initial referral discussion and adult protection conference procedure.
- Work on Chronologies and risk assessments for adults at risk of harm
- Workforce capacity, supervision, and manager oversight
- Quality assurance and multi-agency audits.

Progress continues to be made with the Improvement Plan and a sub-group of the Adult Support and Protection Committee has been established to ensure that pace continues to be made with the improvement plan and continuous improvement is a priority for Edinburgh.

NHS colleagues are now involved in the interagency referral discussion rota across all localities. Further work is now required on engagement between partners to inform IRD outcomes and decisions, with the IRD system documenting these. Contribution to this rota from nursing colleagues will continue to be reviewed to ensure that resources are used to best effect.

Health Colleagues are aware of the importance of attending Case Conferences and Social Workers have also been made aware of the importance of inviting Health and Police to Case Conferences. A template will be used to record attendance and a report submitted to APC.

Improvements referenced for Police regarding reports focusing on criminality when a holistic approach to needs and expectations may have supported early, and effective prevention and intervention have been taken forward. The divisional concern hub and inquiry officers have taken a holistic approach to early and effective prevention and intervention and ASP training is being made to available to all frontline officers.

PPU management are developing bespoke training to frontline officers at daily briefings to look at wider holistic aspects of an individual's life, allowing better consideration of an individual needs.

Between April 2022 and March 2023, there were 2,350 adult protection contacts across the city. This is a 24% increase from the 1,901 contacts in 2021/22, which has put considerable pressure on social work resources and impacted on the service's ability to respond to assessments for social care, as adult support and protection cases are prioritised. Of the 2,350 referrals received during the year, further action was taken in

almost all cases (97.4%). Roughly half of them required social work involvement other than Adult Protection.

Almost a third of referrals (29.9%, 702) progressed to investigation in the period. Infirmary due to old age was the most common client group for those whose case was being investigated (27.4%), followed by mental health (23.2%). The cases that resulted in an investigation were principally due to neglect (26.6%) and physical harm (25.2%). Of the 702 investigations, almost three quarters (72.9%) resulted in further action. There were also 1,111 adult protection case conferences in the year, of which a third (32.9%) were initial case conferences.

Regulation Inspection Improvement and Quality Assurance in Care Homes

Edinburgh deliver 34 registered adult care services that are subject to inspection by the Care Inspectorate. Following a reduction in inspection frequency due to Covid-19 pandemic, 2022/23 saw the resumption of inspections across all sectors in the Partnership.

Inspection results are graded on a scale from 1 'unsatisfactory' (urgent remedial action required) to 6 'excellent' (outstanding or sector leading), with the grades 3, 4 and 5 being

assessed as 'adequate', 'good' and 'very good' respectively.

During 2022/23, nine inspections took place. No requirements or areas for significant improvement were made and gradings were in the range of adequate good and very good.

Assessment and service provision

Reducing wait times for assessment, service provision after assessment and review continues to be a priority as a response to high levels of demand, and complexity of need, exacerbated by the long-term impacts of covid and in tandem, significant challenges in recruitment of social care staff, particularly Social Workers, Occupational Therapists, and front-line carers. This is understandably frustrating and upsetting for people and families as well as for professional staff who are managing, daily, high levels of competing demand, complexity, and risk.

All Adult Support and Protection referrals are being allocated and have remained significantly high, having seen a rise during covid due to isolation and the absence of community and family supports, as well as directly from the additional stressors of the situation.

Everyone continues to work hard to balance demands through rigorous management of risk

and prioritisation of need, and safety both within current systems and models of care while also looking to develop new approaches that may relieve the position.

Strengthening the front door to services within Social Care Direct and ensuing early intervention is a priority to help manage demand and ensure people can access services within their local community when required.

Delayed discharge patterns remain a concern both nationally and within Edinburgh. There is a close relationship between unmet need across the system in terms of the availability of care at home and care home placements and the level of delayed discharges. A review of commissioning arrangements is underway.

Pressure on hospital beds remains acute in terms of delayed discharge and the Home Accessibility Referral Team (HART) continues to support colleagues in NHS Lothian and the Edinburgh Health and Social Care Partnership in trying to alleviate this.

Mental Health and Wellbeing

Thrive Edinburgh

Royal Edinburgh Hospital's Volunteer Hub supported 43 inpatients, generating 54 volunteer hours with 68 members of the public volunteering, producing 2,078 hours.

In December we began Thrive Welcome Teams Phase two with primary care colleagues, with prototypes in open access, group work and shared training under way by March 2023.

Progress continues with our Redesign Urgent Care Plan: we increased capacity in the Mental Health Assessment Services by three Mental Health Nurses; introduced senior clinical makers; employed navigators for wider community support and community connecting; and progressed work with the TRAK team to develop a more effective mental health triaging and referral system.

Funding has been secured from the Armed Forces Covenant Fund to develop the Scottish Veterans Wellbeing Alliance and to develop interventions for veterans at high risk of attempting suicide. This programme will be delivered in partnership with the Centre for Military Research Education and Public Engagement, Edinburgh Napier University.

Mental Health Services

As a result of a review regarding an individual undertaken by the Mental Welfare Commission and during due diligence, there are significant issues in terms of systems and service delivery which was not identified during the two inspections and additional capacity is required to ensure we are able to meet

fundamental statutory obligations and ensure full allocation when required.

An additional manager post has been urgently put in place and colleagues within the service report this is providing more consistency within the service.

A full review of the response to mental health is being undertaken and consideration within the HSCP structure regarding strengthening structural weaknesses in the assessment, planning and delivery of integrated services in HSCP.

There is a need to improve integrated multidisciplinary working across health and social work services to assess and deliver individual outcomes, consideration is being given to a care program approach or other framework to support multidisciplinary working.

Criminal justice challenges and improvements

Justice Services in Edinburgh have continued to develop new ways of working, including hybrid working, with more capacity for people to work from office space and routinely seeing more people face-to-face for the full range of justice activities. While staff recruitment was exceptionally challenging, colleagues in Justice have continued to demonstrate their commitment to improving service delivery, with the additional funding from Scottish Government enabling us to commission Third Sector services to support recovery.

Justice key successes

The launch of feedback exit questionnaires in November 2022 for use across all justice services to help us better understand how services are experienced by the people who use them. The service will use their unique insights to support improvements to service development and delivery with a particular focus on the core trauma informed principles of safety, choice, trust, empowerment, and collaboration.

The development of a new Women's Justice Centre, which provides a gender specific and trauma informed space for all women accessing Justice Services. This will enable all women receiving Justice Services to benefit from the collective resources and expertise of

different services, whilst maintaining each team's focus for intervention. A collaborative partnership approach to working with women will be applied and the women using the centre will be actively involved in its development.

The development and consolidation of the collaborative voluntary throughcare model for women serving short term sentences and/or on remand, a population with a high prevalence of multiple and complex needs. In the initial evaluation undertaken in 2022 staff across the different organisations involved in the partnership indicated this resulted in less women 'falling through the gaps' of service provision and less duplication between services, whilst also increasing the range of support offered and choices women have. Staff also reported that by holding women together across the partnership within this wrap around approach, they felt more supported as well.

Continued roll-out of trauma enhanced practices across Justice Services:

Domestic Abuse Services, Crossroads (men's services) and Community Intervention Service for Sexual Offending (CISSO) teams have continued to embed routine screening around trauma and mental health with the men referred to their projects.

Crossroads have delivered three runs of the Survive and Thrive groupwork intervention (14-men started the programme and 8-men successfully completed).

CISSO team identified 6-men with sexual convictions as suitable for Survive and Thrive groupwork intervention.

Additional individual work around establishing safety and symptom management skills has been on-going across all groupwork service teams and is becoming more established in the Community Intervention Teams.

staff have contributed to revisions being made to the Caledonian Men's Programme manual and Moving Forwards: Making Changes manual to make them more trauma informed / responsive.

4-day 'Towards Trauma Enhanced Practice' training package has been adapted for a blend of online and face-to-face delivery. The service has also collaborated with the Professional Social Work Advisor: Trauma, on her work developing this into a national training package for social workers.

Approximately 70-staff started this training in December 2022.

'Trauma Skilled Level' training was also delivered to Business Services colleagues

throughout October 2022 with additional sessions planned around supporting the wellbeing of staff who undertake roles that expose them to trauma accounts.

Five trauma-informed supervision (TIGS) groups have been established, across services, facilitated by Clinical Psychologist. Clinical supervision is also provided for Survive and Thrive facilitators.

Five trauma-informed leadership sessions have been held with managers from the Community Intervention Teams to assist them in providing on-going coaching support to staff.

The service has also provided support around the implementation of the National Trauma Training Programme across the City of Edinburgh Council and Edinburgh Health and Social Care Partnership through providing line-management support to the Trauma Lead Officer and working with Trauma Informed Services Advisory Panel.

Work has continued throughout 2022/23 to further develop Restorative Justice and to offer the service to those who are subject to statutory supervision, having been convicted of a hate crime and the victim of that offence (or a representative), and to deliver training in Restorative Justice approaches. Edinburgh, along with Mid, East and West Lothian and Scottish Borders are the pilot site for the roll-out of Restorative Justice and the service

continues to work with Community Justice Scotland to support the implementation of the Scottish Government's vision for Restorative Justice in Scotland.

Justice key challenges and improvements

Drug Treatment and Testing Order provision. The integrated service was suspended for the greater part of 2022/23, as a result of significant recruitment challenges across NHS Lothian for clinical staff. This was very much a reflection of the national recruitment pressures across health. The inability to secure the staff or capacity to provide the clinical/treatment aspect of the integrated service meant the service was closed to any additional people coming into the service between June 2022 and February 2023. The service was re-opened on a capped basis (30 new Orders) on 27 February 2023. Communication with the Sheriff Principal, Edinburgh Sheriff Court, The Bar Association and both the Justice and Health Directorates, Scottish Government, was ongoing during this period. The pressures regarding recruitment remain and are being actively addressed.

People who have no recourse to public funds, subject to both Immigration Bail and statutory supervision. The Local Authority is acting beyond its legal powers to provide housing assistance to this group of people, with the

Home Office responsible for the provision of accommodation (through their contracted provider in Scotland) and financial assistance. The identification and provision of Home Office approved accommodation is subject to checks/approval, which results in significant delays in required provision. This has a direct impact on the service's ability (and partners) to effectively manage risk and support people in an ethical manner. The service maintains active dialogue with the Home Office and are seeking ways to expedite support plans, to ensure the service is legislatively compliant.

Justice partnership working and engagement

Over the 2022/23 a number of Third Sector organisations, using the additional Covid recovery funding were commissioned. Funds were used to further expand the options offered to those undertaking 'other activities' as part of community payback; Cyrenians were commissioned to deliver a Community Garden Project whereby participants learn garden planning/ maintenance, and growing plants/herbs to support employability; they can also access volunteering opportunities. The training is delivered alongside mental health and wellbeing supports.

The service commissioned a bike mechanic from The Bike Station to support the Brake the Cycle Project and provide training on bike

maintenance/repair to people undertaking unpaid work as well as upskilling staff to carry out bike safety checks prior to the bikes being donated to community/youth groups and those experiencing poverty to support low-cost sustainable travel.

The additional monies paid for an assertive outreach recovery co-ordinator to proactively engage vulnerable individuals who have been arrested or appeared at court and been released with no supports. The post is delivered within the existing Edinburgh and Midlothian Offending Recovery and Support Service (EMORSS). A full-time recovery traineeship for an individual with lived experience was also funded within EMORSS to expand the peer mentoring offering within the service.

Justice Services used this funding to commission Edinburgh Community Food (ECF) to work with both men and women through Crossroads and the Willow Service respectively to offer nutritional guidance and wellbeing support. This included increasing their awareness of a healthy balanced diet, support for participants to access affordable food, acquire food preparation skills, and to gain confidence in cooking on a budget.

Justice Services Performance

Edinburgh Justice Social Work Services continues to be committed to preventative work and to a service model that offers a continuity of service regardless of where the person is in the community justice pathway.

As Covid-19 restrictions ended 2022, the service workload continued to increase, primarily as a result of Scottish Courts and Tribunal Services dealing with their backlog. This generated an increase in the number of people supported and the number of assessments completed:

- 2,197 people were supported through open community orders by Justice Social Work Services. This represents a 6.1% increase from support given during 2021-22.
- Justice Services staff completed 1,359 social work reports to support decision making by the courts, representing a 10.6% increase in comparison to 2021-22.

Resources

Within a landscape of significant financial challenges resulting from increased demand,

Edinburgh is a city with huge strengths, but real and vital challenges.

In 2023 we are seeing a cost-of-living crisis forcing even more families into impossible daily choices as they struggle to get by. This challenge is only likely to grow harder in the near future. The coming years are expected to show the biggest drop in UK living standards since 1961.

The focus over 2023/24 will be on the delivery of the budget savings programme, Inspection Improvement Plan agreed in May 2023 and the Children's continuous improvement plan. By evolving the Innovation and sustainability programme we need to incorporate these plans, and work to balance the need for service improvements and financial sustainability alongside continuously promoting positive outcomes for service users.

During 2023/24 with strategic objectives evolving and considering the impact of COVID-19, the economic situation, lessons learned from recent inspections, growth in population, complexity of need, inflation, and legislative reform. We need to continue to engage with and respond to work undertaken by partners in the wider health and social care landscape,

including the National Care Service (NCS) and developments in the data and digital space, carefully considering how services can use these developments to enhance person-centred care and support to colleagues and people who receive services. Innovation and sustainability will remain central to Edinburgh's thinking and underpin the desire to foster a culture of continuous improvement.

Development of the Council's and IJB Financial Plans will therefore need to place a greater emphasis on strategic and cross-cutting proposals, informed by the priorities included within the Business Plan, and improvement plans as a means of improving outcomes and ensuring continuing financial sustainability. The plan also emphasises the importance of the council services becoming more technologically enabled and digitally delivered, with a reorientation of work to focus, where appropriate, on more preventative practices.

There is a need for a strengthened front door to services, improved commissioning, and a tighter grip on spending to ensure cost effective provision that promotes improved outcomes. These are areas of focus for

children's and the HSCP which also overlaps with the improvements in systems and policy and procedure to ensure support is provided early, prevents a crisis response, manages demand, and balances care provision to ensure children, young people and adults needs are still met.

In recent years, budget planning in the Council has provided significant protection to social work services, as well as for other priorities, such as schools. The Council's long-term financial plan continues to provide, including where applicable pass-throughs of sums received from the Scottish Government, additional funding to meet the growing needs for care services from the increasing number of older people in the city, particularly those over the age of 85, and increasing numbers of people with learning and physical disabilities due largely to greater longevity. Funding is also provided for a growing number of children and young people, the level of which is adjusted, as appropriate, for preventative investment in early years activity and by actions intended to reduce the increase in the number of looked-after children.

Despite this additional investment and achievement of a balanced budget for the Children, Education and Justice Services Directorate in 2022/23, Out of Area Schools and Internal Provision for Looked After Children remains an area of significant financial pressure. Within Community Justice, the flat cash ringfenced funding allocation, particularly at a time of significant pay awards, requires the service constantly to look at efficiencies from third party arrangements and staffing structures.

The financial challenges facing the Edinburgh Integration Joint Board (IJB) have been well-documented and are a real concern in terms of abilities to deliver services to adults regarding protection, assessment of need and service provision. The New Chief Officer and Service Director are providing greater scrutiny of spend, service provision and accountability however the ability to do this within the current budget deficit is a concern especially given the inspection findings and the need for additional resources which would normally be required to bring about sustainable change and cost-effective service provision that makes a difference to people's lives. Service redesign and transformation programmes together with fundamental change to practice or operations on a scale identified in inspection does require increased resources.

Regular updates on the development of the IJB's Medium-Term Financial Strategy will therefore continue to be reported to the Board.

Workforce

During 2022/23, a Recruitment and Retention Oversight Group was set up by HSCP and continues to function as workforce board to support initiatives to address health and social care recruitment challenges. This is supported by regular performance scrutiny around recruitment and retention. Increased resources to support hiring managers with recruitment processes in the social work area to ensure onboarding could take place efficiently and effectively.

Capital City Partnership (CCP) support recruitment activity. The main drive is at entry level for social care services and since November 2022 local and targeted recruitment fairs have taken place monthly. Referrals (registered to the programme) now total 437. A total of 56 interviews have taken place with more in the pipeline and 32 job offers have been made. CCP also secured support of Community Renewal for additional staff support, established a short Health and Social Care training course programme using CCP Vocational Training Framework (VTF) funding and have established strong links to Department of Work and Pensions (DWP) and MyJobScotland.

The inspectors reported that workforce and social work services faced the challenge of vacancies in adult services. This impacted

adversely on adult support and protection operations, self-evaluation, and quality assurance activity.

Additional agency staff in the short term has been recruited to undertake assessment and review, focusing on backlog of reviews, which will provide additional capacity to the workforce.

Children and Justice Services have managed to recruit to vacant positions and continue to look at recruitment and retention as a priority.

There is now a recruitment program in place, and this is resulting in localised and central recruitment. With a rolling program of recruitment events held in collaboration between Children's Services.

There is also a grow our own initiative in place with Implementation of the HSCP social work student hub which will also be widened to support Children's Social work if required. We have recruited two full time Practice Educators to provide intensive support. They will take several final placement students each year and look to retain these students until they finish their course and join as social workers. First year students will also be taken, with final placements sought in the third sector in Edinburgh to again encourage recruitment into the HSCP workforce.

We have successfully sponsored seven Council employees from across the Health and Social Care Partnership and Children's to undertake Post graduate Social Work Course beginning in February 2024. These successful candidates will return to Edinburgh council as social workers on completion of their course.

In the wider HSCP inspection of social work practice, manager oversight of social work practice was reported on and a restructure to ensure clear lines of accountability and manager oversight is being progressed.

Further work around recruitment, workforce planning and training and development, including for leadership, is planned as part of the response to the recent inspections of Adult Support and Protection and Adult Social Care and Social Work and Children's continuous improvement plan with a focus on supporting wellbeing and resilience of the workforce.

Training, learning and development.

Learning and development continues to be an area for improvement that requires increased capacity and resources allocating to it. Ensuring policies and procedures are up to date requires people with subject knowledge who can support this process. There is a need

for a strategic learning and development plans in Children's and HSCP. A training needs analysis is required across children and HSCP in line with updating policy, procedure and mandatory training and essential learning. Strengthening the co-ordination of multi-agency training and development within the Child Protection Committee and Adult Protection Committee is also required.

Learning and development is a priority and in forging ahead in terms of making sense of some of the new and emerging extra-familial risks to children and young people. There has been much discussion, debate, and consultation, both at a single-agency and multi-agency level about issues such as children and young people's mental health, cyber-bullying, cyber-crime, and online safety concerns. This has led to an increase in requests for learning on online safety, online sexual abuse, extremist or misogynistic behaviours/content, and harmful sexual behaviours by children and young people. The impact on minority groups such as the LGBTQ+ community, those with disability or additional support needs and black and minority ethnic groupings has also been carefully considered within these developments, seeking advice from those with lived experience or subject matter expertise where required. There are several pieces of work being carried out between agencies across the city in understanding the emerging

issues and ensuring workforce development. There continues to be a need to ensure learning and develop for Childrens Services is able to meet the changing landscapes in policy procedure updates and research and current thinking.

Within the HSCP partnership revised Adult Protection Procedure briefing was completed at pace after the inspection. These briefings included a new Duty to Inquire process that includes 3-point criteria, updated process for risk assessment, chronologies and manager oversight, which was introduced in June 2023, following sessions with over 300+ staff. There continues to be a need for more in-depth adult protection training and development.

Edinburgh is working towards being a Trauma-informed city

We have a Trauma Lead Officer within the Partnership who has set up a network of local Trauma Ambassadors who meet quarterly. Information and resources are regularly disseminated to this network. There are several practitioners across the multi-agency partnership who have undergone Transforming Connections – NES Trauma Skilled Train the Trainer and can therefore provide a network of locality training in levels 1/2.

Edinburgh has a Trauma Informed Service Advisory Panel (TISAP) with many resources and a referral system available that

complements the Scottish Government's Trauma-Informed Toolkit.

All our local authority schools received a 15-minute video-learning input on trauma as part of their August 2023 in-service training and were encouraged to watch the Sowing the Seeds NTTP video.

This resource has been made available to other staff/volunteers, such as our Family and Household Support Volunteers. The Children, Young People and Families Network of over 100 voluntary sector agencies/services in Edinburgh have carried out a network meeting around trauma informed practice in spring 2023 and have another planned for December 2023.

Practice learning

There is a commitment to offering opportunities for colleagues to learn, grow and develop and there is a strong emphasis on supporting social work student placements, as our future workforce, the payment for practice educator role has been increased in recognition of the extra role and responsibility undertaken by our dedicated team of practice educators.

We are also currently supporting 12 people on 2023 practice learning courses, through both the Napier University Practice Learning Qualification and the Robert Gordon University

Practice Learning Qualification. This course will ensure a larger bank of practice educators to support our future social work student placements. We continue to recruit annually to these Practice learning courses and the demand for places remain high.

Newly Qualified Social Worker's Supported Year

After taking part in a successful pilot, an additional Scottish Government grant has been secured, for funding to allow the Council to move towards fully embedding the Newly Qualified Supported Year within its current framework.

This supported year will help attract and retain NQSW's. The City of Edinburgh Council are committed to providing NQSW's with relevant training, protected learning time, protected caseload, mentoring and overall support to complete their first year in practice. There is new and additional paperwork for managers to complete.

PQ Qualifying Award in Child Welfare and Protection

Eight sponsored candidates for the PQ Qualification in Child Welfare and Protection delivered by Stirling University have been selected for the 2023-4 course and are in the

process of completing online applications for this year's intake.

14 social workers were recruited in 2022 and have been sponsored between Central Learning and Development and Children, Education and Justice services. They are nearing the end of their studies and will be supported to take on more complex tasks within their areas of practice.

Post Qualifying Award in Adult Support and Protection

In 2022 Five members of Health & Social Care and Place staff were successful in being selected to carry out the Post Qualifying Award in Adult Support and Protection delivered by Stirling University. They are nearing the completion of their course and will be employed to support NQSW's and apply their skills in advanced practice within their settings.

Eight sponsored candidates for the Adult Protection Certificate at Stirling University have been selected for 2023 and are in the process of completing online applications.

There remains a high demand for skills in advanced practice and post qualifying courses which provide social workers with the necessary ongoing professional development and professional learning opportunities. This helps the Council to maintain its commitment to the SSSC Codes of Practice for Employers

that, as a social service employer, you must provide learning and development opportunities to enable social service workers to strengthen and develop their skills and knowledge and this includes contributing to the provision of social care and social work education and training, including effective workplace assessment and practice learning.

Together with Corporate parenting board Learning and Development Consultants have supported a number of successful cross-sector Corporate Parenting Symposia to share ideas, goals, and practice. There have also been considerable efforts to strengthen the presence of the care-experienced voice in our breadth of learning materials and vital work on a Corporate Parenting e-learning module for all Council staff. This is nearly ready for completion and will be shared within our Learning Experience Platform.

The Children's Service Learning and Development Team and Corporate Parenting Team have continued to support the Residential Houses with their approaches to case recording and planning, holding three very successful Case Recording Workshops in December 2022. Following this, a short-term working group of residential colleagues has commenced to take the practice development forward and implement relevant, incremental changes within the services, alongside children and young people's views.

Similarly, the Participation Workers have been consulting with the Children and Young People's Reviewing Team on their approaches to child-centered meetings, agendas, and planning. Three Child-centered planning Workshops were rolled out to Team Leaders within social work over the latter part of 2022 and will go-live to frontline workers throughout the remainder of 2023.

Mental Health Officer Program

The University of Edinburgh delivers this qualification to nominated social workers from each local authority within the East of Scotland

Partnership. The City of Edinburgh Council is one of those local authorities and each year nominate up to six social workers from across Children's Services, Edinburgh Health and Social Care Partnership and Criminal Justice Services to attend the six-month part-time modular Mental Health Officer (MHO) certificate. The trainee MHOs are released from their posts for the six months duration of the course to be able to focus on their studies. The East of Scotland Partnership Group appoint an MHO program co-ordinator to work with the lead senior lecturer in the University of Edinburgh to deliver the MHO Program. On successful completion of the MHO Award the

Chief Social Work Officer appoints newly qualified Mental Health Officers to the rota to provide MHO duty cover across the City of Edinburgh.

Three social workers were recruited and sponsored into the program in 2022. They are reaching the end of the course.

The 2023 recruitment drive for the Edinburgh University Mental Health Officer course is commencing with application returns pending, followed by interviews.



Looking ahead

The last year has been one of taking stock and looking at the priorities for improvement. Urgent action had to be taken to ensure safety and respond to improvement plan priorities. This was at pace as it needed to be, however real change takes time, and colleagues are part of the solutions to improving systems and practice which will continue over the next year.

Along with recruitment activities, there is a need to improve initiatives regarding health and wellbeing of colleagues to promote retention and support social workers and social care staff and their managers within their continuous professional development ensuring learning and development is a priority. Improvements need to be made to develop our workforce learning and development offer with a learning and development needs analysis and strategic plan.

There is a need to continue improving our governance and quality assurance arrangements, developing our ability to receive feedback from service users to ensure we are making a difference, and fostering a learning culture to improve the services we provide.

We will continue improving our performance data in line with government requirements, practice standards and to provide greater

scrutiny of outcomes for children, young people, and adults.

Assessment of need and care planning needs to be improved in terms of co-production and more user-friendly documents that make sense to people reading them across children's and HSCP. The Three conversations model of assessment will continue to be embedded in practice where we ensure that the person is at the center of discussions.

Swift data cleanse and moving to a new system at pace is required and will bring improved recording, and provide more focus on outcomes and performance reporting, however this will be a significant transformation which will inevitably bring its challenges.

There is a need to refocus our early intervention strategy across children and HSCP and developing whole family support with partners which effectively supports early intervention to ensure we are getting it right for children (GIRFEC) and getting it right for everyone (GIRFE).

As a partnership we are keen to ensure that GIRFEC, GIRFE and The Promise are evidenced in all the work of the partners and leads to improved outcomes for children and

young people and adults. With more children, young people and adults remaining within their own homes and communities, with the offer of effective preventative and early support, and strengths-based approaches. We are drawing on best practice models from elsewhere, including the Lothians, to ensure we can implement and evidence effective work in this area to ensure the longer-term wellbeing and protection of children, young people, and adults.

Strengthening our front door to services and developing a more integrated approach to chronologies and assessment of need and risk across Childrens and HSCP. Improving systemic practice, which includes increased visiting and relationship building and person centered, strengths-based practice.

Improving our corporate parenting response to include promise plan priorities 21- 24 regarding education, homelessness and brothers and sister staying connected. Making sure that Edinburgh's children are supported within local communities and not in out of area placements.

There is a need to ensure transition requirements are in place across services and an internal audit has provided recommendations that need to be progressed

to ensure services meet the needs of young people in transition. This is a strong message from care experienced young people and will include a full-service review of through care and after care services.

There is also a requirement to look at budgets and spend in relation to transition across both services and ensure the funding within budgets is allocated within Childrens and HSCP appropriately.

Self-directed support (SDS) is being developed in Edinburgh to be the central approach to delivering Care. We see embracing the SDS ethos of building on people's strengths and finding creative

solutions and implementing the practice standards as the key to putting the principles of person centred, independent living into practice to enable people to be active citizens in their communities.

As part of this approach, there is a need for significant system change to:

- support improved multi-agency processes and worker autonomy.
- increase flexibility in care planning.
- increase the levels of independent support available across the options.
- use collaborative commissioning approaches to realise the aspirations of our unpaid carers and local communities.

We are committed to become more trauma informed. Our vision is of compassionate, nurturing, relational, rights-based response and support for all- within workplaces, families, schools, and communities.

We are developing a strategic multi-agency group to provide oversight, governance, and support for implementation of trauma responsive, and recovery focused practice across Edinburgh.

