

# Policy and Sustainability Committee

10:00am, Thursday, 1 December 2020

## Chief Social Work Officer's Annual Report 19/20

Executive/routine  
Wards  
Council Commitments

### 1. Recommendations

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It is recommended that Policy and Sustainability Committee:

- 1.1 Notes the Chief Social Work Officer's (CSWO) Annual Report for 2019/20 at Appendix 1.

**Andrew Kerr**

Chief Executive

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## Chief Social Work Officer's Annual Report 19/20

### 2. Executive Summary

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- 2.1 The CSWO is required to produce an annual report. The format changed some years ago, when local authorities were asked to use a template devised by the Chief Social Work Adviser to the Scottish Government to ensure consistency across Scotland in annual report submissions. Due to the pandemic, this format has once more been altered to reflect the challenges that the pandemic has brought to social work services across Scotland.

### 3. Background

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- 3.1 This is the second report written by the Chief Social Work Officer, Jackie Irvine, since coming into post in July 2018.

### 4. Main report

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- 4.1 The CSWO annual report provides a broad outline of some of the key issues facing social work and social care in Edinburgh. It includes data on statutory services, areas of decision making and sets out the main developments and challenges.
- 4.2 The report includes an update on finance, service quality, delivery of statutory functions, workforce planning and development.
- 4.3 Included in the report is a range of performance data and some of the key social work indicators are set out. This information complements, rather than replicates the detailed performance and budget information on all social work and social care services.
- 4.4 Appendix 2 of the report acts as the required annual report to elected members on the operation of the statutory social work complaints process.
- 4.5 The report highlights the impact that Covid-19 has had upon Edinburgh's population and its social work and public protection services, as well as indicating how these continue to affect and contribute to even greater levels of need and vulnerability for people living in the city.

## **5. Next Steps**

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- 5.1 A draft of this report has already been shared with the Chief Social Work Advisor to the Scottish Government. Once considered by the Committee, it will be resubmitted.

## **6. Financial impact**

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- 6.1 This report is an overview of strategic and operational social work matters covering the areas of Children's, Adult's and Community Justice based 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.
- 6.2 The CSWO highlights at the end of the report, the significant impact that the current pandemic is having on the financial circumstances of the citizens of Edinburgh and on the Council budget position.

## **7. Stakeholder/Community Impact**

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- 7.1 All social work services have the expectation to engage the participation of those citizens who require the support and assistance of those services. Each Departmental area has existing mechanisms in place to address stakeholder and community impact.

## **8. Background reading/external references**

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- 8.1 There are no required background papers.

## **9. Appendices**

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- 9.1 Appendix 1 - Chief Social Worker Officer's Report 2019/20



**THE CITY OF EDINBURGH COUNCIL  
CHIEF SOCIAL WORKER OFFICER'S  
ANNUAL REPORT**

**APRIL 2019 – MARCH 2020**

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## **Introduction and Acknowledgement**

It is my pleasure to provide my second Chief Social Work Officer's report for the City of Edinburgh Council since coming into post in July 2018. I would like to acknowledge all the colleagues who have supported the production of this report and the associated relevant material for inclusion.

The requirement for each Council to have a Chief Social Work Officer (CSWO) was initially set out in the Social Work (Scotland) Act 1968 and further supported by Section 45 of the Local Government etc (Scotland) Act 1994. The role of the CSWO is to provide professional governance, leadership and accountability for the delivery of social work services, not only those provided directly by the Council or from within the integrated Health and Social Care Partnership (HSCP), but also those commissioned or purchased from the voluntary and private sector. Social work services are delivered within a framework of statutory duties and powers and are required to meet national standards and provide best value.

The purpose of this report is to provide Council with information on the statutory work undertaken on the Council's behalf during the period 1 April 2019 to 31 March 2020 as well as the associated challenges within the context of the current climate within public services. This report will be posted on the Council website and will be shared with the Chief Social Work Advisor to the Scottish Government.

**Jackie Irvine**  
**Chief Social Work Officer**  
**November 2020**

## Governance and Accountability

Edinburgh has in place a range of governance arrangements to provide scrutiny and assurance to all areas of social work. (**Appendix 1**).

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, Alcohol and Drug Partnership and the Equally Safe Committee (previously known as the Violence Against Women Partnership). Two Elected Members have been appointed to the Chief Officers' Group to ensure there is an open and transparent communication with Elected Members and the Council, as well as a shared understanding of the public protection challenges and issues within Edinburgh.

In addition, the Chief Social Work Officer (CSWO) is the chair of the Multi-Agency Public Protection Arrangements (MAPPA) Strategic Oversight Group (SOG), for Edinburgh, the Lothians and Borders Local Authority areas and reports to the National Strategic Group for Public Protection for high risk offenders, chaired by the Scottish Government. The MAPPA SOG provides governance and oversight for the management of high-risk offenders across the five Local Authority areas.

Adult social work services are provided as part of the integrated Edinburgh Health and Social Care Partnership (EHSCP) which is governed through the Integrated 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.

The EHSCP reports to the two parent bodies of the Council and NHS Lothian, and as such there are reporting lines into each of these bodies for the purpose of reporting and seeking approval for certain features of its business. This includes the NHS Lothian Healthcare Governance Committee and to several of the Committee's within the Council. This provides good visibility across the Council of the progress being made by the EHSCP in delivering on its key objectives.

Children's social work services are not integrated in Edinburgh, with no formalised inclusion into the EHSCP. 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 three clear plans in place that support service delivery and improvement for children:

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

Complementing this, each Locality has a Locality Improvement Plan, which is collaboratively created and led by partner agencies responding to local need and linked to the overall Children's Service Plan and the Health and Social Care priorities. This allows local variance in need and service provision to be reflected within each locality plan.

### Health and Social Care Partnership

Edinburgh has set out an ambitious transformation programme within the Edinburgh Integrated Joint Board (EIJB) [Strategic Plan](#) for 2019-22: this details the priorities for delivering sustainable, person-centred, and flexible quality services. The four key elements of the EHSCP approach are:

- Further development of the ‘three conversation’ methodology
- Embedding the Home First model
- Developing the Edinburgh Pact
- A wide-ranging transformation programme.

#### Three Conversations

Three Conversations is structured around three tiers or levels of intervention

Conversation 1: Listen and Connect

Conversation 2: Work intensively with people in crisis

Conversation 3: Build a good life

Edinburgh is the first partnership in Scotland to adopt this approach. During 2019/20 the programme focused on establishing innovation sites across the city and across service areas to test the approach and evaluate the lessons learned from phase one. The intention and objective of Three Conversations is to respond to people’s requests for support much more quickly. Prior to introducing the Three Conversations approach, the average waiting time for an assessment was 40 days excluding the time from contact to screening and the time following allocation to a worker and start of the assessment. Within the innovation sites, the average wait to see a worker has dropped to 3.8 days.

The next stage of Three Conversations will focus on scaling up and rolling out the approach. A challenge will be moving forward beyond the designated innovation sites to embedding the key principles in all areas of practice, as large-scale culture change of this type takes time. However, the development of regular staff sessions entitled ‘*Making It Happen*’ have been in place from the beginning with the aim of sharing the understanding and outcomes in order to grow enthusiasm across services.

#### Home First

The Home First approach is critical to the EHSCP’s ability to tackle delayed discharge and ensure that people are cared for in the right place at the right time. Home First is designed to support those who are ready to return home after a period in hospital but require short term health and social care services to manage their discharge safely. Home First was initially tested in the Western General Hospital and is being expanded across the other acute hospital sites.

#### The Edinburgh Pact

The Edinburgh Pact is intended to set out a new relationship between service providers and citizens, following a period of collaboration and engagement, to clarify

how statutory services will support people with health and social care needs. Initial planning has been undertaken as part of the transformation programme (see below) and this work will come to the forefront during 2020/21.

### **The Transformation Programme**

The EIJB ringfenced £2m to support transformation in February 2019 with the EIJB Strategic Plan 2019-22 subsequently setting out the detail of the two-year programme design, scope and intent. The transformation programme is structured around the three conversations themes (listen and connect, work intensively with people in crisis, build a good life) as well as focusing on cross-cutting enablers such as digital transformation and infrastructure.

Long and protracted stays in hospital are not consistent with best treatment or in keeping with rights-based care. The move of people from long-stay institutional or hospital care to greater independence in the community is testament to the success of shifting the balance of care in Edinburgh. As of February 2020, 29 people from Edinburgh with a learning disability were 'living' in hospital, mainly in the Royal Edinburgh Hospital (REH). Many have been hospitalised for a long period of time and have no medical reason to be there. The EIJB has already made a commitment to developing 22 community placements over the next two years, so that people with a learning disability can leave hospital.

### **Care Home Transformation**

The EHSCP has responsibility for the running of nine care homes for older people. In early 2020 a Care Homes Transformation programme, led by the Chief Nurse was devised and has planned an ambitious programme of improvements with a focus on improving the consistency and quality of care offered to residents.

### **Older People's Joint Inspection**

The improvement plan, set against the Joint Inspection findings from the 2017 inspection, has been re-prioritised by the EHSCP. The scale and breadth of the recommendations has necessitated a more realistic timeframe of actionable areas ranging from 1 year, 3 years or 5 years. Much of the improvement identified by the Joint Inspection's 17 recommendations now come under the transformation programme.

### **Social Services Delivery Landscape**

The EHSCP has seen an overall increase in the number of hours of care being delivered to people, as well as an increase in the overall number of people in receipt of a care package. For context, in March 2019 the EHSCP was delivering 9801 hours of care to 1387 people through its internal homecare teams and commissioning an additional 86,926 hours of care delivered on behalf of 3561 people.

At the end of March 2020, a 7% increase was sustained with a shift to greater services delivered on our behalf by the external market where there was a 11.7% increase of commissioned services. There was also a 6% increase in services delivered to 'Adults', and a 7% increase in the number of people who received

packages of care. An 8% increase in the number of hours of care delivered to ‘Older People’ was observed and a 0.9 increase the number of people receiving care.

During 2019/2020 the EIJB, NHS Lothian and the City of Edinburgh Council subsequently committed to delivering significant improvement in the available care at home capacity. NHS Lothian committed £4m to be targeted at creating additional capacity which would directly lead to a reduction in hospital delays. The wider scope of this ‘Sustainable Community Support Programme’ (SCSP) also included the following outcomes:

- Increasing care at home capacity to support individuals in the community who were likely to be at risk of imminent hospital admission without support;
- Creating a sustainable model that promotes growth and maintains viability of providers through recruitment of new care workers;
- Establishing collaborative relationships with providers to share best practice, improved flow of information/data and;
- To redesign processes which impede maximisation of care at home capacity and to inform future care at home strategies.

<b>Headline Achievements</b>	<b>01-Oct-2018</b>	<b>31-Aug-2019</b>	<b>Increase</b>
Care Worker WTE	576	729	26.5%
People receiving support (predominately over 65s, weekly hours commissioned)	20,028	24,018	19.9%
People receiving support (predominately over 65s, number of individuals)	1,429	1,828	27.9%

A key outcome for the SCSP was investment by providers, through the uplifts awarded, in increasing rates of pay, thereby supporting sustainability through improved recruitment and retention. This outcome has been achieved with the addition of 153 WTE care workers delivering support. Several more improvements were achieved which demonstrate success of the wider scope of the Programme, including reductions in the:

- Number of individuals waiting for a care at home package including community waits;
- Length of wait for all care at home packages including community waits;
- Number of individuals waiting in (blocking) EHSCP reablement teams (reablement is a 6-8-week programme delivering a period of intensive support and assessment, aimed at reducing the level of ongoing care at home support required by maximising the independence of individuals).

New ways of working were established as a result of the SCSP, including improved collaboration across providers, recognising that this was fundamental to building a sustainable care at home model in Edinburgh. Weekly locality meetings were established and afforded the space to share data across the sector and strategically target any unmet need in the city. This has built a solid foundation on which to build

greater market insight, monitor key performance indicators and improve how and what the EHSCP commission in the future.

Some key pieces of commissioning activity have been ongoing throughout 2019/20. In 2019/2020 16 organisations provided day opportunities for older people and people with young onset dementia. A robust commissioning process was undertaken during 2019, including co-production sessions with providers. The new registered day opportunities contract is key to providing additional capacity to support the Partnership change to the 'Be Able' service. Specifically, the move away from long term day opportunity provision for older people to only providing a time limited, re-ablement Be Able Service. An additional 96 places per week are being commissioned to meet future demand.

Throughout 2019/20 the EHSCP invited proposals for community adult mental health and wellbeing services and support for across the city, as part of 'Thrive Edinburgh' strategy for mental health and wellbeing. A key component part of these work streams is to review the wide range of services which respond to people in distress. The aim will be to deliver a range of services and programmes to support the delivery of the Thrive Welcome Team and Thrive Collectives. All services and support commissioned to deliver on behalf of Thrive are underpinned by shared values and should embrace these during all interactions with people, other staff, colleagues, and organisations:

- We make shared decisions and value peoples' skills and experiences
- We always work collaboratively with a flattened hierarchy
- We always build trust and foster empathetic and honest relationships
- We are always person centred
- We show kindness and compassion and treat people with respect and dignity
- We always start with people's strengths and build on these
- We always engage people as citizens in their community and embrace the whole person
- We give permission to try new things, adapt, and learn
- We deeply believe our people are our greatest assets
- We always treat people as equal partners

As part of Thrive the EHSCP has developed an outcomes evaluation framework which reflects both the person-centered outcomes and the system/financial outcomes. Outcomes for citizens and people using mental health services and support:

- People have choice and control
- People are recovering, staying well and can live the life they want to lead
- People feel connected and have positive relationships
- People are living in settled accommodation of their choice where they feel safe and secure
- People have opportunities to learn, work and volunteer
- People receive good quality, person-centred help, care and support.

In addition, there are the following system and financial outcomes:

- Timely access to high-quality person-centred help and support when and where it is needed
- Reduced levels of mental and emotional distress
- Reduction in unplanned and crisis health and social care utilisation, including emergency response as well as institutional placements.

## Mental Health

Table 1 – 3 below sets out the use of compulsory measures of care and treatment and the use of welfare guardianship

Table 1										
	2015/16		2016/17		2017/18		2018/19		2019/20	
	No.	People								
Contacts	590	506	471	424	Na	Na	Na	Na	Na	Na
Assessments completed	1380	845	1380	835	1213	757	1131	706	1275	803

Table 1 – This table shows the number of assessments carried out by Mental Health Officers (MHOs) under the Mental Health (Care & Treatment) (Scotland) Act 2003 (MHA) and the Adults with Incapacity (Scotland) Act 2000 (AWIA). In 2019/2020 of 1275 assessments, 803 individuals became subject to compulsory measures, indicating that some 472 individuals were assessed at least twice in terms of the appropriateness of compulsory measures under MHA and/or AWIA. The table shows that 144 more assessments were carried out in 2019/2020 than in the preceding year. This represents an increase of 12.7%, although this is a decrease in the number of assessments carried out from 2016/17.

Table 2					
	Commenced Apr 15 - Mar 16	Commenced Apr 16 - Mar 17	Commenced Apr 17 - Mar 18	Commenced Apr 18 - Mar 19	Commenced Apr 19 - Mar 20
Emergency detention in hospital (72 Hrs.)	208	195	241	268	298
Short term detention in hospital (28 days)	411	484	472	478	515
Compulsory Treatment orders (indefinite with 6 monthly review in	125	107	151	147	151

first year and then annual review)					
Interim compulsory treatment orders (28 days)	61	47	72	65	66

Table 2 - This table shows an increase in the use of Emergency Detention Orders (EDOs) – there are 30 more EDOs in the period 2019-20 than in the preceding year which is an increase of 11.2%. Comparison of the number of EDOs granted in 2016-17 with those granted in 2019-20 shows a marked increase in use of this type of compulsory order of 52.9%. This is concerning as the use of EDOs should be the exception with the correct gateway to hospital on a compulsory basis being the Short-Term Detention Order which affords the individual more rights. It is noted that there is an increase in all types of detention covered within the table, however EDOs have become a significantly increased proportion of all types of detention since 2016-17.

The increase in EDOs is reflective of a national increase overall and is one of the features of the review of Mental Health legislation being taken forward by John Scott on behalf of the Scottish Government. The CSWO and officers from Mental Health in EHSCP have played an active part in this legislative review which has been extremely helpful. Whilst mental health services are delivered by EHSCP, the CSWO has a governance role here in respect of performance and as such meets regularly with the lead officer to consider both demands and capacity as well as outcomes.

<b>Table 3</b>					
	<b>As at 31 March 2016</b>	<b>As at 31 March 2017</b>	<b>As at 31 March 2018</b>	<b>As at 31 March 2019</b>	<b>As at 31 March 2020</b>
Emergency detention in hospital	0	1	1	1	3
Short term detention in hospital	28	51	37	27	37
Compulsory treatment orders	306	343	416	403	455

Table 3 shows significantly revised figures for EDOs and STDOs than those published in this report last year following correction of the method used to collect these figures. The figures represent a snapshot of MHA orders active on one particular day; 31 March 2020 and may become more meaningful in respect of EDOs and STDOs if compared to additional days through the year such as mid-summer or a date around the Christmas period. Year to year comparison shows that while there was a reduction in the number of Compulsory Treatment Orders (CTOs) used in 2019 from the previous year, there is a significant increase from 2019 to the same

point in 2020; 52 more CTOs in operation representing an increase of 12.9%. In comparing this day in 2016 with 2020, the figures indicate that there were 149 more CTOs in operation in 2020, representing a considerable increase of 48.7%.

<b>Table 4</b>					
	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
Total legal orders started	25	20	41	36	36
Total legal orders open at period end	71	80	94	101	116
Compulsion orders with Restriction order open at end of period	24	27	27	32	40

Table 4 shows the total number of orders under the Criminal Procedures (Scotland) Act open to the MHO service. The table shows that the number of these types of orders made by the court through 2019/20 was the same as in the previous year, 36. The number of orders being made exceeds the number being closed with 45 more open at the end of the reporting period in 2020 than in 2016, representing an increase of 63.4%. It is notable that there has been an increase of 8 compulsion orders with restriction orders (CORO) which are the orders related to the highest perceived level of risk and requiring the greatest level of Registered Medical Officer and Mental Health Officer supervision. In comparing 2015/16 to 2019/20 there is an increase of 16 COROs in operation, representing an increase of 66.7%.

<b>Table 5</b>					
	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
<b>Welfare Guardianship</b>					
CSWO welfare guardianships	116	146	148	153	181
Private Welfare guardianships	167	203	205	214	265
<b>Financial guardianship (private only)</b>	92	100	97	73	74
<b>Welfare and Financial guardianship</b>					
CSWO welfare and financial guardianships (guardian for financial element must be non-Council)	32	39	29	33	48
Private welfare and financial guardianships	319	366	385	381	445
<b>Total</b>	<b>726</b>	<b>854</b>	<b>864</b>	<b>854</b>	<b>1013</b>

Table 5 shows a substantial increase of 159 (18.6%) in the total number of guardianships in operation in 2020 compared with the previous year and a significant increase of 39.5% from 2016. Of the 159 additional guardianships in operation, private guardianships of all types account for 73% (although it should be noted that many of these orders include welfare powers with only 1 being solely financial). The total number of local authority guardianships with welfare powers has increased significantly from 186 in 2019 to 239 in 2020 which is an increase of some 28.5%. Whilst the Guardianship assessments and applications are progressed by MHOs and the Council's Legal Services, the named Guardian is the Chief Social Work Officer.

Significant commissioning work was also undertaken in order to ensure duties under The Carers (Scotland) Act 2016 are met, designed to support carers' health and wellbeing and help make caring more sustainable. It also places several legal duties on local authorities and the NHS. Edinburgh HSCP has long recognised the value of carers, and the importance of the support required to ensure that they can continue their caring role, should they wish to do so. The Scottish Government provided additional funding (via Integration Authorities) to support the implementation of the act to provide a range of enhanced and expanded services. Commissioning work was consequently undertaken and a procurement process to provide an expanded range of services which is now nearing conclusion.

## **Regulation Inspection and Improvement Activity**

### **1. Quality assurance of purchased services**

An enhanced Health and Social Care Contract Management Framework (CMF) was introduced and piloted with a small number of providers in December 2019 with a view to rolling this out in the 20/21 financial year.

This enhanced CMF has been designed to:

- Focus resources where they are required most;
- Allow for early identification and addressing of issues, concerns and risks;
- Collect and record more structured and consistent information across care groups;
- Allow autonomy for contract managers in how they conduct contract management activity;
- Promote more robust monitoring of financial and governance arrangements within service providers;
- Allow service provider monitoring to be conducted in a standardised format, with frequency determined by level of risk.

A key objective of service provider monitoring is for EHSCP staff to gain insight into and understanding of the work service providers are doing on our behalf. This understanding can be best achieved through a balance of observation and formal processes. EHSCP welcomes a flexible approach to monitoring service providers and recognises that historically there has been duplication in the data provided and insufficient resources to meaningfully analyse the wealth of data requested. This does not enable providers to concentrate their efforts on supporting people and delivering services nor has it contributed to a better understanding of best practice, innovation or future commissioning.

Monitoring activity will therefore typically be structured to occur six-monthly, although it is recognised that monitoring activity is a constantly evolving process of assessing risk and the level of monitoring required each period will vary per service provider.

## Children's Services

The restorative and strengths-based practice approach in Edinburgh has continued to contribute to reductions in the number of children on the child protection register and numbers who are looked after. This is being attributed to this overall practice approach along with the impact of specialist services such as Family Group Decision Making (FGDM), Multisystemic Therapy (MST) and kinship support.

One area of the Looked After population that has increased over the last year was residential care. That was primarily due to the impact of many unaccompanied asylum-seeking children arriving in Edinburgh in 2019 and requiring to be looked after. Alternatives to residential care for these young people have been explored, including the recruitment of host families and the setting up of shared flats for groups of young people aged over 16 when appropriate.

Edinburgh's care experienced champions board has seen an increase in the participation of care experienced children and young people since 2018 and Edinburgh now has two full time care experienced participation officers in place. This has improved the involvement of children and young people in the development and review of Edinburgh's corporate parenting plan. The Edinburgh Children's Partnership Children's Services Plan has also been informed by the participation of children and young people through initiatives such as What Kind of Edinburgh and Youth Talk.

The voluntary sector is a key partner in Edinburgh's Child Protection Committee and Children's Partnership. In responding to the challenges of Covid, a city-wide task force with voluntary sector partners is working in four locality operational groups to put early intervention and practical supports in place for families who need this during lockdown restrictions. In addition the multi-agency Local Operational Groups (LOGs) have been taking forward the mapping of family support services in order to identify where the gaps lie and engaging families about the type of support they need, particularly in dealing with the challenges of Covid, increased poverty and the associated impacts of this.

As seen below, there is a general decrease in Child Protection Register (CPR) and Looked After Children (LAC) numbers and associated activity, e.g. case conferences, Scottish Children's Reporter Administration (SCRA) reports, Looked After Children reviews. Decreases from two years ago are significant.

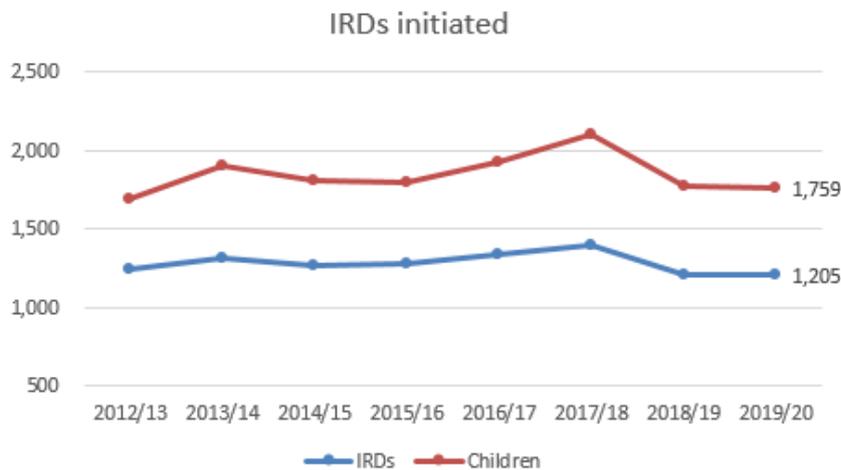
For Looked After Children, after a reduction in residential numbers, these increased again from August 2019. Table below is from Monthly Report

Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20
88	86	87	87	86	95	99	104	106	106	105	101

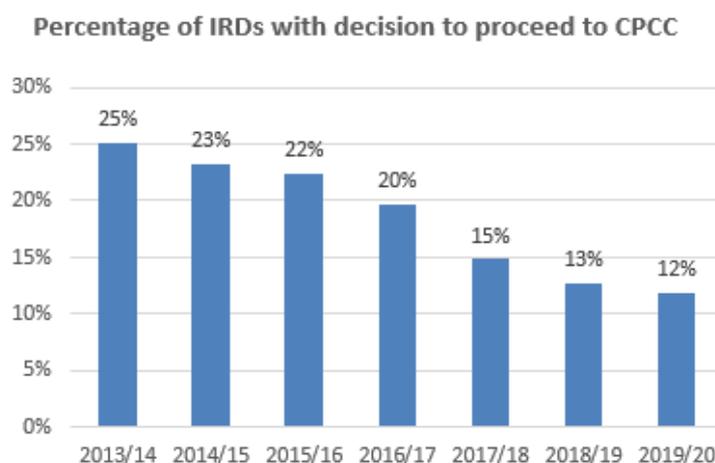
Foster and Kinship numbers have stayed relatively stable over the year at 515 and 245 respectively. The number of children Looked After at home has steadily decreased from 350 to 290.

### Inter-Agency Referral Discussions (IRDs)

In respect of multi-agency child protection processes, Edinburgh has a strong history of using and recording Inter-Agency Referral Discussion (IRDs) to consider the intervention per case and the need to protect children. The progress and outcomes of these discussions and plans are overseen by a senior management multi-agency group to ensure actions and decisions have been appropriate and to agree when the IRD process will be closed. Most cases are then allocated to social work teams or managed in respect of Getting It Right For Every Child (GIRFEC) and overseen by universal services.



The number of IRDs was in line with the previous year.

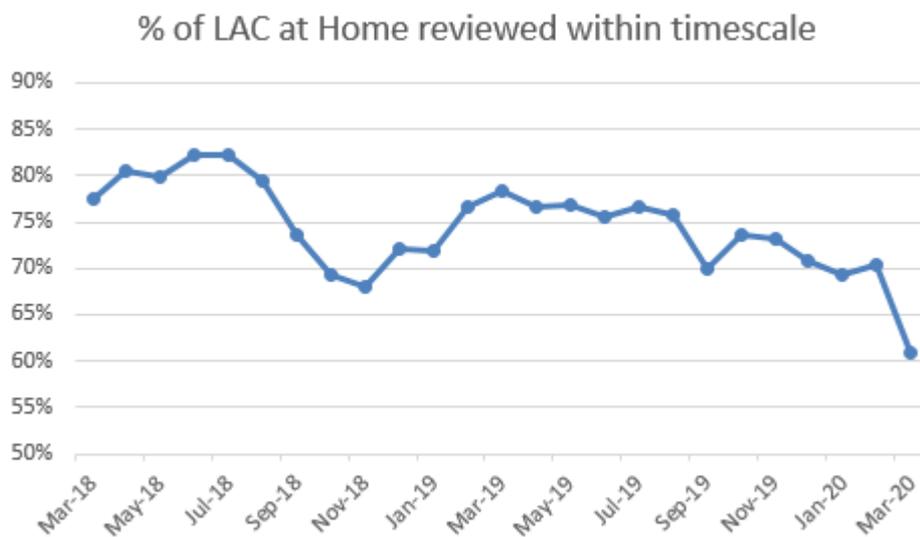
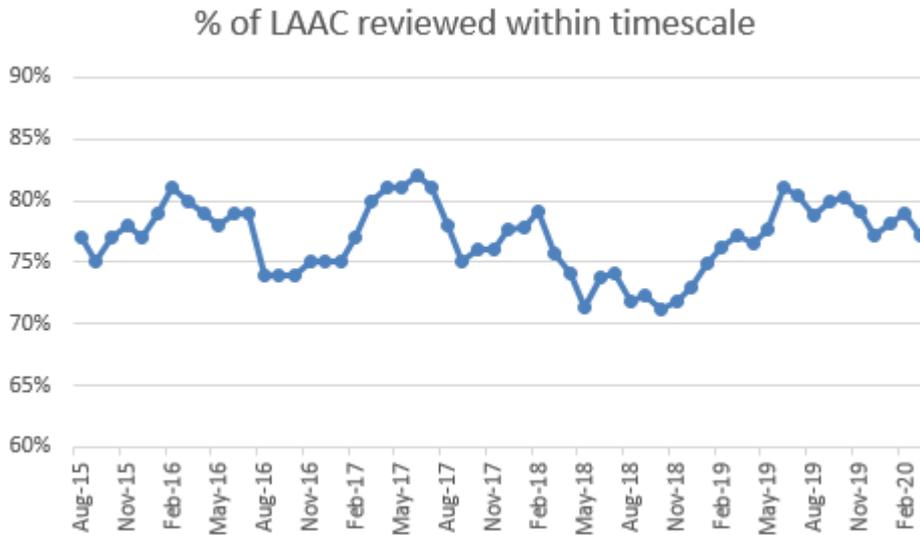


The proportion of IRDs held with the outcome of proceeding to a Child Protection Case Conference (CPCC) has continued to decrease.

### Reports to SCRA

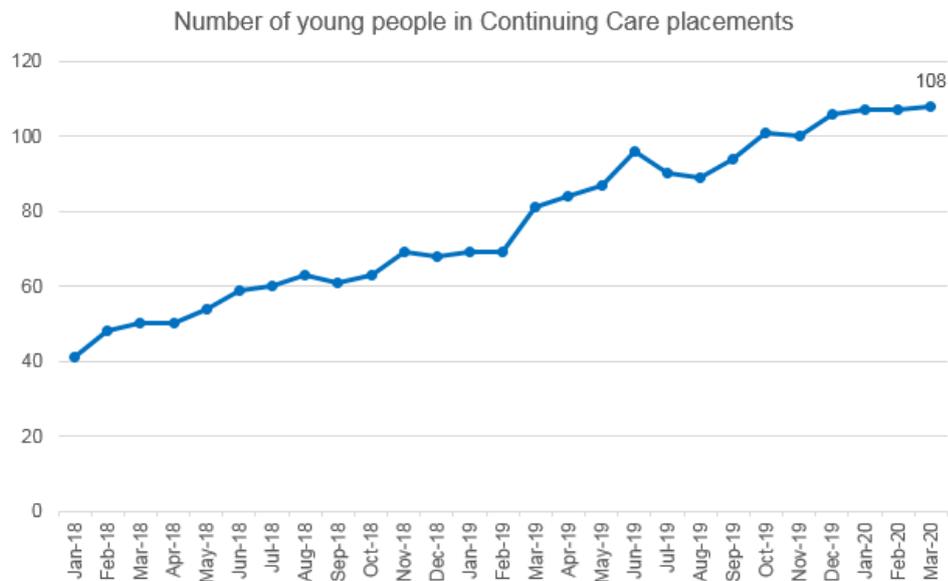
For the full year 2019-20 - **85%** of SCRA reports were submitted on time, the same completion rate as for 2018-19.

### Looked After and Accommodated Children (LAAC) and Looked After at Home (LAC) Reviews



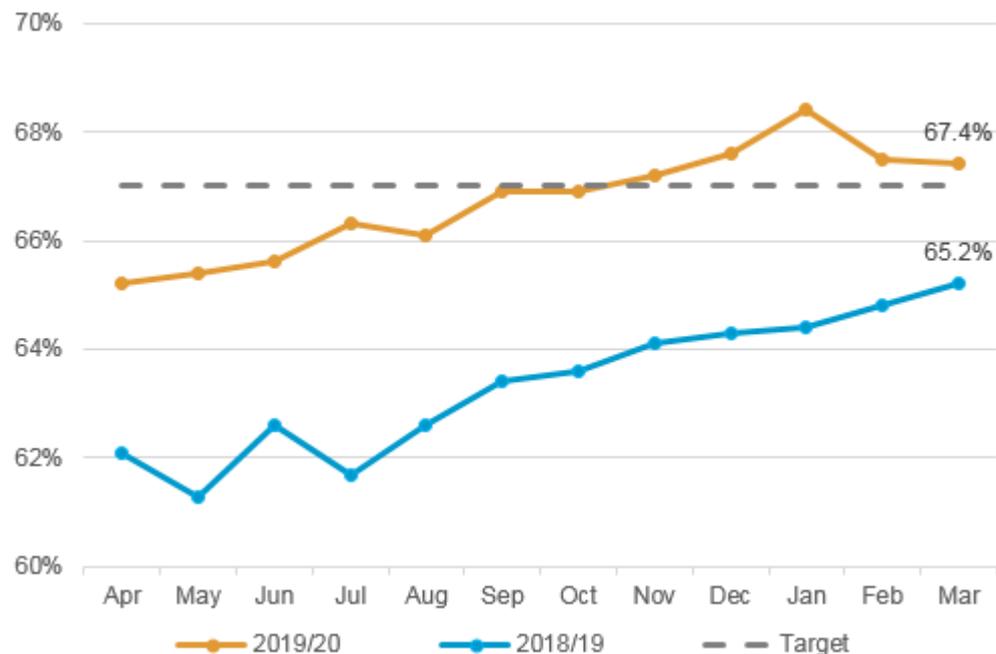
Generally, above 75% of cases were reviewed within timescale for the early part of the year with evidence of possible decline to 70% thereafter. The drop in March 2020 can be attributed to the impact of Covid and the subsequent lock down.

## Continuing Care



There has been a steady increase in continuing care placements across the year. These are where children are placed, predominantly with foster carers and choose to stay on beyond their legal order. Whilst this increase is welcomed and shows that services are providing secure, caring environments for young people beyond the age of 16 – 18, as families would expect for their own children, this does not come without a financial impact on the Children and Families overall budget position.

## Foster Care - % with City if Edinburgh Council carers



The steady increase through the previous year continued through 2019-20 with the figure exceeding 67% in November therefore achieving beyond the target for balance of care.

### **Family Group Decision Making**

The Family Group Decision making model, which is also known as Family Group Conferencing (FGC) is a decision-making approach, based on a well-developed model, which involves the extended family in making plans for children and the family unit.

It is family led and encourages families to use their own strengths and resources to make plans for their children.

FGDMs seek through their approach to:

- widen the circle (involving extended family),
- encourage sharing responsibility for solutions,
- be culturally competent in their practice,
- support family leadership and empowerment,
- be non-adversarial and the use of private family time for decision-making.

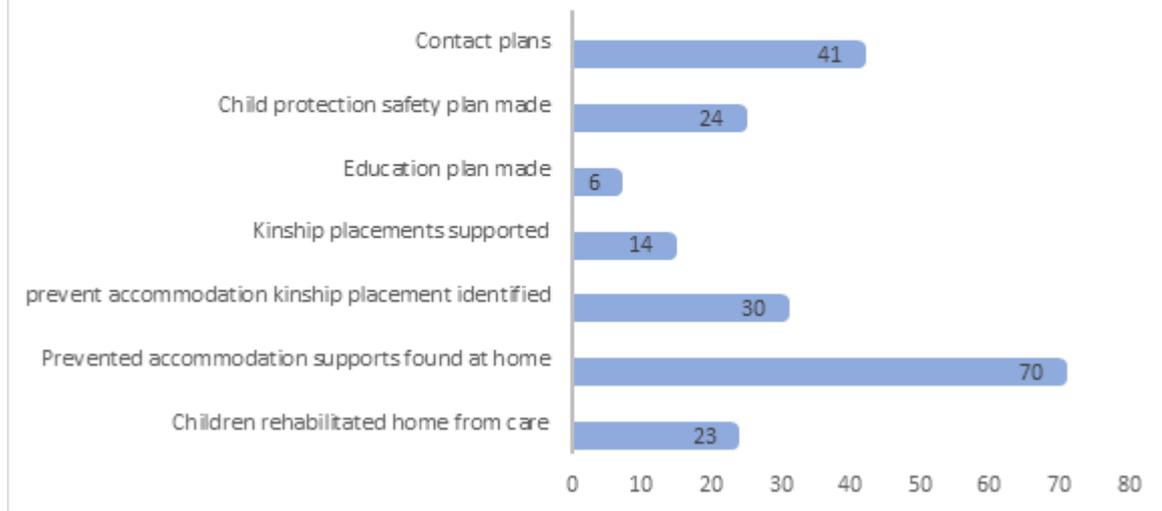
From February 2019 to January 2020 Family Group Decision making (FGDM) received 543 referrals for a family meeting and this led to 213 meetings and many more significant pieces of work. Referrals for planning connected to babies now make up approximately 40% of the work of the FGDM team.

The team also received 49 referrals in respect of the FGDM service which has developed for the Health & Social Care service from April 2019 to February 2020.

There were a variety of reasons for cases not proceeding to a FGDM meeting. These ranged from; families having significant involvement with the team that led either to the family making a plan before the meeting, identifying kinship placements for assessment, the families did not want a family meeting (it is a voluntary process), or the situation changed.

The graph below provides the outcomes of family meetings within Children's Services. There were 70 plans made to support children at home by pulling in the wider supports of family or friends. Not all these children would have become looked after, however they had either been referred for accommodation at family-based care or the social worker was considering a referral.

## OUTCOMES OF FGDM MEETINGS FEB 2019-JAN2020

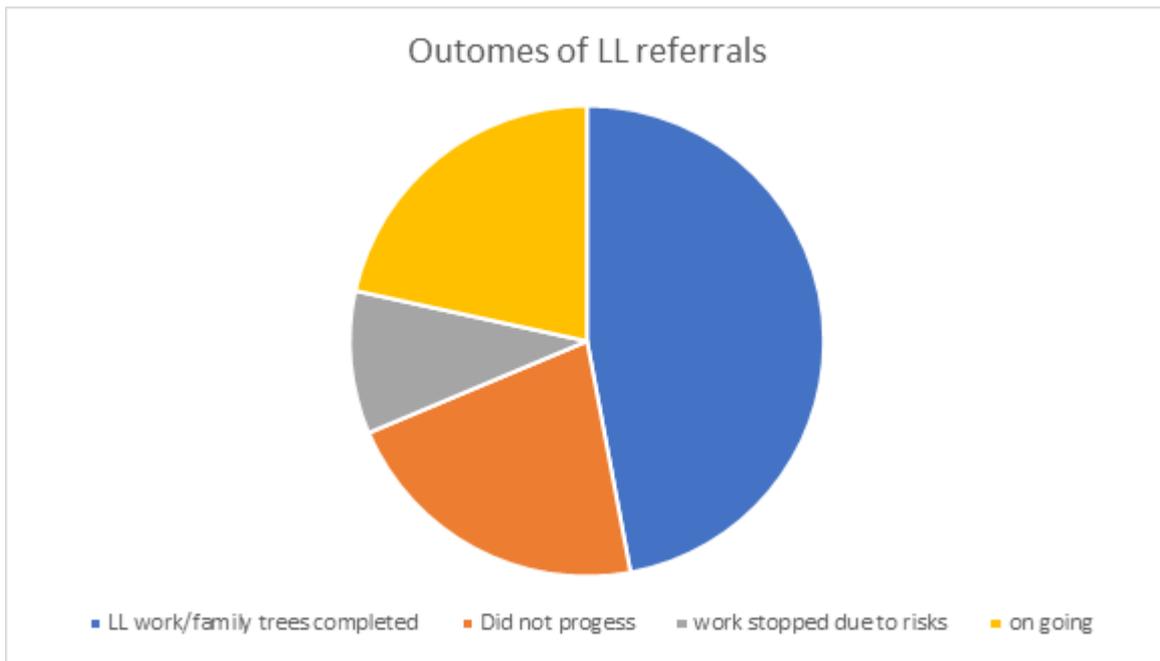


Between 24 January 2019 to 25 March 2020, 192 children were placed on the Child Protection Register (CPR). 120 of these children were placed on the CPR in sibling groups. 65 of these families met the criteria for the FGDM babies service and were automatically offered the support of FGDM. In early 2020 there was a significant rise, 40%, in referrals of babies to FGDM. This rise represents the increase in concerns for unborn babies and babies under the age of one in Edinburgh. It also demonstrates that the system of referral to the FGDM team is working well, with most babies, where social workers are involved due to concerns, being referred to FGDM.

### **Lifelong Links**

In 2015 Edinburgh started to offer Lifelong Links before becoming part of the nationwide trial in 2017. The Lifelong Links service aims to support children and young people in foster or residential care to reconnect safely with their extended family and networks of people that they have identified as important to them. Sometimes this can be people they have lost touch with or people in their networks they have not yet met. To date several young people have been supported to understand more about who is in their family, bringing children back in to contact with grandparents, parents, brothers and sisters and aunts and uncles and other people who they have identified as important to them. Essentially, the service promotes lifelong connections for young people both now and in the future. This approach has been endorsed by the recent care review <https://www.carereview.scot> which highlighted that “ there must be a focus on building and maintaining lifelong relationships “

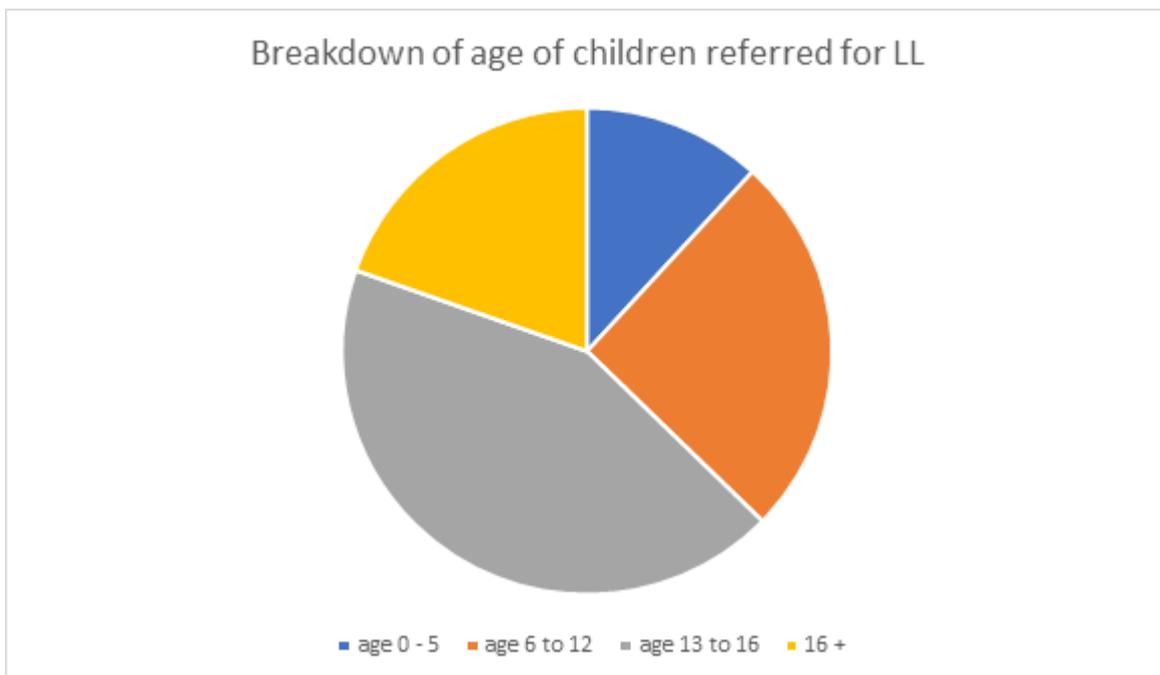
Lifelong Links had 51 children referred in the 2019-2020 reporting period.



40 of those cases have been allocated = 78.5% of the total 51.

The remaining 21% either did not progress because circumstances changed for the child (move of placement or returned home) or they changed their mind and did not want to continue.

Of the 40 (78.5%) work has been completed; the range of this work can be from a fully researched Family Tree, to finding and connecting (letters/photos/direct). The five cases that stopped due to risks were five children all from one family.



## **The Through Care and After Care Job Club**

The Job Club has been running since June 2016 and is delivered by the Through Care After Care team in partnership with Skills Development Scotland. Many young care leavers struggle to access mainstream services and experience sanctions from the job centre due to their inability to meet expectations. The initiative was initially set up to support those who were struggling to evidence job searching activities to meet requirements for benefits claims. Staff identified the need to provide a supportive, regular drop-in facility where young people felt comfortable and confident to build their skills. The Job Club has since grown steadily into a progressive weekly service that supports young people to find solutions to enable and empower them to work towards achieving their own individual goals.

### **Aims**

- to improve confidence and resilience in relation to job-seeking skills
- to provide a focussed environment with familiar, trusted staff and relevant resources
- to move young people into positive destinations
- to work in partnership with other agencies
- to ensure all young people have an updated CV
- to create opportunities for young people to evidence job searches and benefits claims

### **Young People's feedback**

The service continues to encourage young people to complete comment cards and feedback forms. Overall feedback indicated that:

- Young people indicated that they found the Job Club helpful
- Young people are happy with the location of the Job Club
- Young people feel more motivated to get a job
- Young people felt that the Job Club helped them to improve their skills
- Young people feel more confident to apply for jobs
- Staff have helped young people to achieve their goals.

#### **Comments from young people included**

*"The Job Club helped steer me onto the right path and help me become more focused."*

*"I like coming here because of the laid-back environment with very approachable staff."*

*"Good fun and a safe environment, which is great to have."*

*"The Job Club has helped me secure full- time permanent employment and realise my potential."*

*"This club has helped me through a tough time."*

*"Helpful and informative, great staff that go the extra mile to help young people reach their goals."*

*"Genuinely caring and helpful staff, good source of motivation."*

*"It's a great place to come and socialise, the staff are very helpful and give us their time."*

183 individuals have engaged with the job club between April 2019 and March 2020

### **Pandemic Taskforce and Locality Operational Groups (LOGs)**

The purpose of the task force is to coordinate Edinburgh Children's Services shared efforts and resources across the Edinburgh Partnership to support vulnerable children and their families in response to the impact of Covid.

Weekly meetings, referred to as Locality Operational Groups (LOGs) share information and develop new ways of working together to help mitigate the effects of poverty and social isolation in these difficult times. The aim is to avoid duplication and to build supportive networks for Edinburgh's children and families that are directed in the most meaningful and helpful way. The overall task force meets monthly, and report back into their organisations to ensure a regular flow on information and flexibility given this ever-changing situation.

## **Criminal Justice**

### **Criminal Justice Funding**

Criminal Justice Social Work is provided by the Scottish Government through a ring-fenced grant under Section 27 of the Social Work (Scotland) Act 1968. The funding is provided to allow the Council to discharge its statutory duties and to work towards preventing and reducing further offending in line with the Community Justice Outcomes and Improvement plan (CJOIP).

The City of Edinburgh Council received Section 27 funding of £9,620,431 for the year 2019/20. This figure was a reduction of £90,826 on the grant allocation for the previous year. Financial pressures increased in 2019/20 and will continue into 2020/21 due to the unfunded pay award for public service staff. In Edinburgh, this equates to approximately £225,000 per annum. To address the unfunded pay award, a service review commenced but was suspended when Covid restrictions were imposed. This will be resumed when appropriate, allowing full consultation with staff. This may also have an impact on our ability to manage workload demands when Covid restrictions are reduced, such as the Scottish Courts and Tribunal Service, Unpaid work and Parole Board Scotland backlog, leading to increased numbers of Criminal Justice Social Work Reports and community-based disposals.

### **Summary of Performance – key challenges, developments and improvements**

**Edinburgh's Community Safety 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 2018/19 was submitted to Community Justice Scotland in September 2019. The [Community Justice Outcome Improvement Plan for 2019–22](#) has been developed and reflects the work articulated in the four-locality improvement

plans and complements the Community Safety strategy which was developed for 2020-23 and the Edinburgh Partnership's Community Plan 2018-28.

**The Peer Mentoring Service** established in 2017 in conjunction with Sacro for people currently involved in the community justice system has become embedded into mainstream services. The mentors continue to support people who use the service to make decisions about their lives and access the services they need. They help people currently involved in the community justice system to explore issues or obstacles, set goals and achieve the things they want to do, whilst at the same time building confidence, skills and talent. Several volunteers have been employed to complement the work done by paid staff, acting as positive role models for people with an offending history, encouraging them to address their offending behaviour and reengage with their local community. A Focus Group has been established for people who use the service to identify and share good practice.

Feedback from people who use services at the **Drug Treatment and Testing Order** team highlighted a need for specific support from peers in recovery and the team have been successful in securing funding to employ mentors from the recovery community.

The **Edinburgh Alcohol Problem Solving Court** has been in place since February 2016 and utilises community payback legislation, with frequent court reviews. The criminal justice social work service continues to provide the court with speedy assessments with a focus on alcohol and ensures streamlined access to substance misuse services through close partnership working with Change Grow Live (CGL). Criminal Justice services in Edinburgh supported the rollout of this model to Midlothian and East Lothian Justice services.

**Encompass**, is an education, training and employability service for people in Edinburgh in recovery from substance misuse, those moving on from past offending behaviours and those affected by homelessness. It continues to be delivered through Access to Industries in-house community college and helps people furthest removed from the labour market to build their skills, gain access to opportunities and, where appropriate, move into employment. It offers a range of employability opportunities including supportive work placements, and volunteering; activities included Edinburgh College courses covering digital media, photography, computer game design, and weekly Spanish language and culture classes. Access to Industry also continue to work with Disclosure Scotland/Scotland Works for You, to support more employers to make fair recruitment decisions with people with convictions.

Work continued throughout 2019/20 to develop a **Restorative Justice** 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), including training in Restorative Justice approaches. An Information Sharing Protocol between Police Scotland and City of Edinburgh Council allows the Restorative Justice service to contact the victim of the hate crime offence. Police Scotland continue to provide victims of hate crime with information about Restorative Justice and obtain explicit consent for the Council's Restorative Justice service to contact them. The Scottish Government has committed to have Restorative Justice services widely available across Scotland by 2023, with the interests of victims at their heart and has

developed a Stakeholder Group, of which Edinburgh Community Justice services is a member.

Edinburgh Community Justice Services sought to build on their experience of developing **trauma informed services**, through 2019 into 2020. This involved developing, implementing and evaluating a Trauma Informed Care (TIC) model of service delivery across Group Work Services (GWS). In keeping with the Scottish Psychological Trauma Training Plan (NES, 2019), the service sought to develop Criminal Justice Social Work practice, to operate at a 'trauma enhanced practice' level, due to their specific remit to provide long term interventions with people known to be affected by trauma. The work was led by a Criminal Justice Sector Manager and a Clinical Psychologist who was recruited to co-locate within, and work across, a range of teams in Edinburgh's justice social work. Recognising the long-term nature of culture and organisational change, three specific areas of activity were agreed, where initial changes could be introduced that would support the service in moving closer to working at a trauma enhanced practice level, while also gathering evidence to evaluate the impact of these service developments. These were:

- Leadership Coaching and Development
- Staff Training, Development and Wellbeing Support
- Staff Practice.

Trauma and Mental Health Screening (TAMHS) is a development in staff practice that involves routine screening for trauma experiences and common reactions including mental health problems. TAMHS is being used to:

- develop our understanding of an individual's presenting difficulties
- inform the wider assessment taking place
- inform formulation and how the service relates to the individual
- guide any subsequent intervention plans that are developed.

Formal evaluation of the overall project is ongoing. Evaluation of the project includes the following:

- Anecdotal feedback from team leaders and seniors
- Formal feedback on each training session
- Survey Feedback from all staff involved
- Focus groups for managers
- Focus groups for workers

To date, this feedback has been overwhelmingly positive. The full outcome of the evaluation will be provided in greater detail within the final project report. Some examples of findings from the staff surveys include:

- 87% feel more confident asking about trauma
- 73% are confident asking about common mental health difficulties
- 83% report using a trauma informed approach in my work with service users
- 93% report finding working in a TIC way helps them work more effectively with service users

- 93% of staff believe having a clinical psychologist embedded in the service is valuable
- 80% of staff report finding group supervision sessions helpful

### **Services for Women**

Services for women in the criminal justice system have been developed within the Drug Treatment and Testing Order (DTTO) service, Unpaid Work and Bail Supervision. These compliment the work of the Willow service for women in criminal justice. DTTO provides services for women in a separate location with its own dedicated treatment team who work closely with a range of services. The team are skilled in supporting women through pregnancy and have worked, where possible, with people to become drug free and to have their babies and children remain in their care. When this has not been possible the team have continued to support the individuals to help them work towards a positive future.

An Unpaid Work women's group has been set up for women who have been given an unpaid work requirement as a condition of a Community Payback Order (CPO). This group encourages women to develop skills while carrying out meaningful and interesting activity. As part of one of the skills development projects the group knitted hats and gloves which were given to the homeless community. Group members reported back that this activity had made them feel more positive about themselves as they were doing something that was really needed while learning new skills.

The Court, Bail and Diversion team have set up an enhanced supervised bail service for women as a direct alternative to remand in custody. This service has allowed women to remain in the community by providing an intensive outreach service in partnership with specialist women's services such as Willow and Shine. The workers are accredited to undertake homelessness assessments which has made it easier for women without an address to access accommodation. The team have now extended this service to include all young people at risk of remand and are working in close partnership with the Young Peoples Service and Throughcare and After Care Team.

The Council and partner agencies have developed a [Domestic Abuse Housing Policy](#) for Edinburgh. The focus of the policy is to offer victims/survivors of domestic abuse, an early intervention approach that allows them choice in addressing their housing situation. This includes assisting victims/survivors to stay in their current home, introducing a new framework for housing management transfers between the EdIndex landlords, where the person is a social rented tenant. Improvement of the process means that victims of domestic abuse do not need to access housing through the emergency accommodation route. The Policy was approved at the Policy and Sustainability Committee on 14 May 2020. Prior to Committee approval, elements of the Policy (e.g. housing management transfers) had been informally introduced and have been welcomed as positive outcomes have already been noted.

### **Supporting Staff Working from Home**

In response to Covid, managers began working with our Clinical Psychologists in Criminal Justice to support staff transition to home working in March this year as lockdown measures were implemented. The Staying Psychologically Well - A Guide

for Staff Whilst Home Working was produced in the early weeks to help employees adapt from office based, face to face client work to providing telephone-based support from home. It supports staff to devise an individual Home Working Management Plan. Additional Resources for managers, staff and service users' psychological wellbeing have been provided to promote wellbeing and a helpful guide for providing therapeutic or supportive interventions over the phone, helps workers to undertake key public protection tasks from their homes, in a safe and professional manner. This support package also involves expanding the number of reflective practice supervision groups across criminal justice services and setting up virtual lunchrooms for staff. Staff feedback has been overwhelmingly positive as staff in justice services continue to provide a broad range of supervision and support across the city. This enhances the support for staff put in place by Human Resources, with a range of supports and advice placed on the Council Intranet and the development of a specific 'Well Being Wednesday' page.

Criminal Justice Social Work Services in Edinburgh are currently developing adaptation and renewal plans in conjunction with other justice services, including Scottish Courts and Tribunal Services, Parole Board Scotland, Scottish Prison Service and Social Work Scotland, in order to restart services as per the Government's Route Map.

The establishment of Safer and Stronger Communities has continued to create opportunities for criminal justice and homelessness and housing support services to work more closely together. This is evidenced through the development of a data sharing agreement (DSA) between the City of Edinburgh Council and the Scottish Prison Service, signed in June 2019. The DSA allows for the transfer of information underpinning the reintegration of people back into their community; facilitating better preparation for individuals leaving custody and improved planning for community-based service provision. Sharing information with Access to Housing ensures that steps can be taken in line with the Sustainable Housing on Release for Everyone (SHORE) standards to sustain accommodation or where this is not possible due to sentence length, making sure individuals have somewhere to live on release, with appropriate supports in place.

Edinburgh Criminal Justice Service has had a long-standing commitment 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.

Examples include:

In 2018 the Scottish Government provided some additional resource to support the reinvigoration and extension of the **Whole System Approach** to young people in Edinburgh. This resource has supported service improvement since July 2019, and it was agreed that the age group would extend for welfare checks in custody cells for all under 18-year olds, to cover all young people up to the age of 21. In addition, Court social work staff now receive daily updates on the bail position of people appearing from custody which enables a bail supervision assessment to be carried out in all cases where remand is requested. This also means that a supervised bail assessment report can be made available to the Sheriff at first appearance, thereby reducing the number of cases of service users being bailed following appeal. Work is ongoing to strengthen existing practice and explore a formal process for bail

information to ensure that no young person is remanded due to having no fixed abode.

**Transitions and Reintegration** (Custody Reviews for all Young People under 21) Guidance and procedures have been developed to ensure that those young people receive consistent and effective support. Pathways into housing for young people are also being strengthened through the retendering process of voluntary aftercare, and a housing officer is in the process of being appointed to assist with housing support for young people on their release from HMYOI Polmont. To further support this work, Court social work staff have received training (run by Centre for Youth and Criminal Justice) on trauma informed and child centred approaches and the teenage brain.

The Council continues to work closely with the Scottish Prison Service (SPS) to ensure that people in prison can access advice and assistance about their housing situation. The **Sustainable Housing on Release for Everyone** (SHORE) standards continued to be the focal point of this work, with an emphasis on early intervention and supporting people in prison to sustain their current accommodation (if on remand or a short sentence) or terminating their accommodation in a planned way. The Council continue to deliver prison-based housing options at HMP Edinburgh's Link Centre for people due to be released within the next twelve weeks. Where it is established that someone is going to be homeless upon release, they are advised about their housing options, assisted to complete an EdIndex form for social housing, given a homeless assessment and supported to start bidding for housing. People assessed as homeless are signposted towards homelessness services for emergency accommodation and support.

The **Edinburgh and Midlothian Offender Recovery Service** (EMORS), for short term prisoners, continues to support individuals at all stages of the criminal justice system to address their unmet needs, particularly those that may have channelled them towards offending including addictions, poor mental health, homelessness and financial difficulties. The service provides complete continuity of care throughout an individual's justice journey, from point of arrest, into prison (providing NHS treatment for substance misuse and psychosocial supports), and back into the community. The service has close links with community-based recovery hubs where the presence of peer volunteers ensures that visible recovery is evident within the service. EMORS offers prison gate pick-ups to service users in recognition of the critical nature of the transition period from prison to community, and the challenges faced by individuals. The EMORS continuity model is a partnership between the City of Edinburgh Council justice services, Midlothian Council justice services and the NHS. A comprehensive review of the service was conducted in 2019 and its findings are informing a retendering process which is taking place to ensure that outcomes for service users continue to improve.

- 2,682 people were supported through open community orders by Criminal Justice Social Work Service. This represents a 0.9% increase from support given during 2018-19.
- Criminal Justice staff completed 2,547 social work reports to support decision making by the courts, representing a 0.7% increase with 2018-19.

Offenders in the community subject to statutory supervision				
	31 March 17	31 March 18	31 March 19	March 20
*Many offenders being managed in the community have their risk levels reduced to medium, reflecting successful risk management strategies.				
Assessed as very high risk or high risk (sexual violence)	17	7*	*10	12 34
Assessed as very high or high risk (violence)	46	37	*37	
Probation orders	9	8	6	3
Community service orders	7	5	5	6
Community payback orders	1121	1069	940	900
Drug treatment and testing orders	121	145	168	144 18
Drug treatment and testing orders (II)	33	34	38	117
Bail supervision	16	23	24	34
Statutory supervision of released prisoners (e.g. life licence parole, extended sentence, supervised release orders)	128	127	121	

Offenders in prison who will be subject to statutory supervision on release				
	31 March 2017	31 March 2018	31 March 2019	31 March 2020
Offenders currently in prison who will be subject to statutory supervision on release assessed as very high or high risk (sexual violence)	66	69	81	69
Offenders currently in	113	110	146	140

prison who will be subject to statutory supervision on release assessed as very high risk and high risk (violence)				
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## Quality Assurance

### Annual Activities

#### Single-Agency Practice Evaluations (116 annually across three social work areas)

Practice evaluations (PE) are part of the quality assurance programme designed to monitor and improve performance within Edinburgh's three social work service areas. Practice Evaluations are a pro-active and participatory approach to self-reflection. Research indicates that reflecting on practice can enable practitioners to be more effective, contribute to their personal development and improve outcomes for people who use services. All three social work areas have a target number of Practice Evaluations to be achieved annually, as follows:

- Communities & Families (C&F); 21 sessions; two evaluations per session
- Edinburgh Health & Social Care Partnership (EHSCP); 23 sessions; two evaluations per session
- Criminal Justice Services (CJS); 14 sessions; two evaluations per session

#### People's Stories (36 annually across three social work areas)

The aim of People's Stories is to embed a culture of qualitative engagement with the people who use social work services and to recognise the impact that a social work intervention can have on individuals. The model promotes a culture of quality assurance and improvement in service provision, including social work practice. By gaining direct, qualitative feedback, the quality assurance of service provision can be triangulated using the experience and views of customers, staff, and management. The service carried out a successful pilot of People's Stories in Spring 2019. The model was rolled out across the three social work areas in Summer 2019.

Community Justice Services completed their annual target of 12 People's Stories in this reporting period and are exploring how the model can continue during Covid service interruption.

People's stories are successfully highlighting the difference that relationship focused social work brings to people's outcomes, as well as highlighting areas where services can improve the service delivery and support provided.

The following are a sample of the feedback received via a range of People's Stories:

*'my social worker would be the first to admit this, our relationship at the beginning was difficult because of me...because of where I was at that stage in my life, where I was as a person'*

*'I felt suicidal for 5 weeks...hard, really hard...and (my social worker) helped me a lot with that...she gave me numbers for Crisis, Samaritans, Royal Edinburgh...she taught me how recognise those feelings before they get too heavy and she gave me exercises...eventually I started to see light at the end of the tunnel'*

*'Every couple of weeks I see my social worker and she has been a huge help. My social worker's manager is really good and my social worker has been a huge help and has helped me with all sorts of stuff...so I've never seen (having a social worker) as a burden. I will actually miss her...in 5 weeks' time I will no longer have to see her but I will miss her as I've got to know her really well. I can't praise (social worker) enough...it would have been a lot harder without her'*

*, '...the services I have used have been fundamental. If I wasn't using them, I would still be in the house, terrified'*

*..." the more I spoke with (social worker), the more I saw she was on my side, she wasn't against me and if something was going wrong she would help me and I know I could phone her and ask her for advice on what to do and she would talk me through it and I knew I wasn't going to get judged."*

*'(My social worker) has been my wee rock to be honest with you...she has spoken to me about my fears for my mum...I had a bad impression of what social workers are...'*

*'from being where I didn't want to go near the windows, or go outside, to this where I'm sitting doing an interview, talking about it, is huge. Every single time I have an appointment with someone it's 'wow, we are doing so well', so much progress'...'*

### **Supervision Survey**

The purpose of the supervision survey is to understand social worker's experience of supervision and gauge organisational compliance with the written supervision policy and procedure. Quality assurance of supervision aims to increase both organisational and external confidence that social work is being performed safely and to the requisite standard. A pilot survey of social work supervision within Communities and Families was undertaken in September 2017, leading to the establishment of an annual supervision survey.

April 2019 - The Social Work Supervision in Practice survey was launched within the Edinburgh Health and Social Care Partnership (EHSCP) following a successful pilot within Communities and Families. In both surveys very similar results were found; 80% of respondents cited that the supervision they received was in line with frequency expected, with 80% also identifying that supervision was uninterrupted, and covered issues of workload, standards of practice and accountability.

An annual Social Work Supervision in Practice survey takes place across social work services to provide the Chief Social Work Officer (CSWO) with assurance in relation to policy/procedural compliance. Two separate reports are prepared for EHSCP, Children's Services and Criminal Justice Services, to present the findings and identify if necessary, any remedial actions.

### **Multi-Agency Practice Evaluations**

In 2019, the Child Protection Committee commissioned the Quality Assurance, Compliance and Regulation service to co-ordinate a rolling programme of Multi-Agency Practice Evaluation (MAPE) sessions within the Edinburgh Children's Partnership; twelve sessions per year, six in May and six in November.

Multi-agency Practice Evaluation (MAPE) promote reflection and evaluation of practice and consider how effectively agencies have worked together to promote good outcomes for families. MAPE achieves this by encouraging and developing a culture of qualitative self-evaluation, whilst supporting shared communication and increased exchange of information that assists the support of children and their families. The MAPE programme for 2019 also introduced the involvement of children and families in this learning exercise, to ensure that professional views on the perceived strengths and outcomes, were validated, or not, by those receiving support.

Professionals participating are supportive of the platform that MAPE provides:

*"I felt it was a useful exercise to reflect on the way myself and the others work together, what worked well and how we could have done things differently."*

*"Whilst there is some reflection opportunity in supervision this provides a forum to reflect with planned partners and we were able to get a holistic reflection."*

*"Being able to reflect on the client's perspective and adjusting the way I work to potentially receive a better outcome and being able to think out of the box."*

### **Case File Audits**

Case file audits allow social work areas to evaluate their performance aligned to practice and enable areas to examine the effectiveness of processes and how well staff evidence the work they do through good quality record keeping. The Quality Assurance service reviews all audit improvement plans at three and six months, with further reviews agreed, to ensure that areas for development/improvement are acted upon and that change is sustained.

In 2019 an evaluation of response to social work complaints across Communities and Families (C&F), Edinburgh Health and Social Care Partnership (EHSCP) and Criminal Justice Services (CJS) was undertaken. The audit, set against the Scottish Public Services Ombudsman (SPSO) levels of good practice for complaint handling, found many strengths, such as lack of bias, written accuracy of responses, and management scrutiny. However, key improvements in areas such as expectation management, investigation methodology and apology were all taken forward in service improvement plans.

Evaluation of Adult Support and Protection (ASP) practice across five service areas including; four city-wide locality Hubs and Clusters, Mental Health and Substance Misuse teams; Community Justice Services; The Access Point and the Residential Review Team. The four areas of focus included; practice from the point of referral to closure, including local and statutory timescales; thresholds; quality of decision-making and outcomes for the service user involved. Despite key strengths being identified in timescales as well as thresholds, areas for improvement were identified in decision making, overall practice and outcomes for people. Locality improvement plans have been drawn up to address these, and work has been commissioned to address some of the system issues that continue to affect Adult Protection social work.

### **Self-Evaluation**

Self-awareness is the goal for all service areas to perpetuate the knowledge about their strengths, areas for improvement, and to have enough planning in place to promote improvement, together with an awareness and understanding of the impact of services on individuals. The Quality Assurance service participates in work that supports and challenges service areas to develop and improve upon their own self-evaluation.

The Self-evaluation Improvement Guidance was updated in 2019 to assist services within the Council's social work provision to undertake self-evaluation activity and to ensure that all staff within services are included within the self-evaluation, improvement and change process. The guidance is based on the models of improvement used by both the Scottish Government as well as the Care Inspectorate. Several regulated services have started to use the guidance to support their service area's self-evaluation and continuous improvement activity.

### **Projects**

Bespoke audit or quality assurance work is undertaken on an agreed and negotiable basis and dependent on priority and capacity of the Quality Assurance service. Some examples of this include;

Creation of a register of service area improvements and recommendations allowing for the tracking and monitoring of progress against these areas.

Quality Improvement work undertaken on Criminal Justice entry and exit interviews with people who use the service. This has led to a better system being in place to capture this key qualitative information regarding people's expectations and outcomes.

A report was commissioned by the senior manager for Quality, Governance and Regulation and the Chief Social Work Officer for the purpose of reviewing the procedure, process and quality of Large-Scale Investigations (LSIs) undertaken since 2015. The review made seven suggestions about how the LSI process could be improved to deliver better outcomes for ensuring people are safely cared for. Recommendations included reviewing the LSI procedure, LSIs to produce final reports for Chief Officer/CSWO sign off, and that a more collaborative approach with service providers subject to LSI is introduced.

**Multi Agency Risk Assessment Conference and Outcomes for Children** - this report was commissioned by Edinburgh's Child Protection Committee and the Chief Social Work Officer to review the level of effectiveness of the Multi Agency Risk Assessment Conference (Marac) in reducing the risk of domestic abuse to children and improving outcomes for children and young people. SafeLives, the developers and owners of the Marac model undertake audits and reviews of the process every 2-3 years. This was Edinburgh's first review of the Marac process from a children's service perspective, since implementation in 2013. The review identified good practice in Edinburgh connected to clear governance of this public protection forum, inter-agency working, as well as the volume of cases that were considered through the Marac process. However, key areas for improvement were identified in; the challenges of recurring domestic abuse and the impact that this was having on all parties including children, challenges in services managing to contact and communicate with the perpetrator of the domestic abuse, as well as the overall auditability of a system that does not have a dedicated database for information.

**Investigation Skills Training** concluded and has now been devolved to service areas and Human Resources (HR). In 2019 four, one and a half day sessions, were delivered in 2019 by Quality Assurance Officers and HR to ensure that staff were well placed to undertake investigation to a high standard.

As part of the **Children's Services inspection of 2018**, children's outcomes and the impact that services have upon these outcomes, is an area of continuing work. A pilot is in place in South West Edinburgh (which will also move to include adult services) look at new innovations in both capturing outcomes of children, as well as impact measures. As noted above, the same issues of outcome and impact data capture affect adult services, and agreement for piloting work has been given.

The creation and establishment of an early intervention model for domestic abuse has been a longstanding ambition for partners in Edinburgh. The Multi-agency **Domestic Abuse Local Action Group (DALAG)** is the model that Quality Assurance have taken a lead role in identifying the pathways for referral, screening and allocation for support across a multi-agency level of service provision. Testing of the pathways is underway, and a new early-intervention model across the city will come from this work.

Quality Assurance has been central to assisting the development of the **Involving People Strategy for Criminal Justice Services**. The strategy has been developed, and this included a review of questionnaires used with people who use services to be used online; six focus groups were held with people using Unpaid Work Services and the Men's Group. This strategy is assisting with strengthening the voice of people using Criminal Justice services, shaping the services that Edinburgh provides.

## **Complaints**

The Council's social work services are required by statute to report annually on complaints received from service users, would-be service users, their carers and representatives. **Appendix 2** sets out detailed performance data and commentary.

Performance against statutory timescales is reported annually to the Scottish Public Services Ombudsman (SPSO) and the Council Leadership Team as part of the overall departmental performance scorecard.

Complaints are managed locally by the respective service areas; Children's Social Work; Social Care (EHSCP) and Criminal Justice.

## **Regulation**

The role of Regulation is to provide professional expertise in the analysis, benchmarking and development of Care Inspectorate regulation, legislation and legal provision on behalf of the Chief Social Work Officer. This includes the development and implementation of regulation and compliance strategy in line with Care Inspectorate and Scottish Social Services Council national strategies as well as working with senior managers in the Council, the Health and Social Care Partnership, the Care Inspectorate and the Scottish Social Services. Regulation influences developments at a strategic and operational level to support continuous improvement in the quality of the service delivered to people who use registered services. A summary of the work undertaken by the Regulation service in 2019/20 can be found below:

### **Care Inspectorate (Appendix 3 – Regulated Care Services Gradings by Care Inspectorate)**

- Registered Services Annual Return Analysis 2019 and subsequent report
- Gylemuir House Care Home De-registration and Closure working group
- Drumbrae Court Care Home individual inspection findings analysis and member of Drumbrae Improvement Group established by EHSCP and chaired by NE Locality Manager
- Royston Court individual inspection findings analysis and summary report
- Care Home Managers Development Sessions – developed and delivered jointly with Care Inspectorate
- Analysis and presentation of systemic findings for Care Homes and Home Care and Reablement Service
- Individual tailored bespoke advice and guidance to support Registered Managers develop improvement plans and evidence process change and improved outcomes for people using the service
- Drumbrae Care Home Short Life Working Group – addressing findings of an Internal Health and Safety Investigation
- Bespoke Registration Advice regarding notifications, new registrations and variations to existing registrations
- Attending Care Inspectorate conclusion of inspection feedback sessions
- Annual Returns 2020 – pre submission guidance to address findings of previous analysis and audit of compliance with completing and submitting returns across all registered services
- Analysis of Care Home performance against regulatory and other requirements in the form of a CSWO report

## **SSSC (Appendix 4 – Registration of the Workforce with the Scottish Social Services Council SSSC)**

- Senior Social Worker SSSC Registration Audit
- Social Workers SSSC Registration Audit
- Care Home SSSC Registration compliance with registering for the right relevant part
- Care Home SSSC Registrations with Conditions Audit and subsequent establishment SSSC Registered Workforce Development working group to address findings
- SSSC Management Systems review
- Development of Workforce Specific Awareness Sessions jointly with the SSSC Head of Registration

Regulation lead a project team supporting the homecare and housing support workforce in registering with the Scottish Social Services Council (SSSC). The registration for care at home and housing support opened on October 2017, with workers required to gain registration prior to the need for compulsory registration from the 1 October 2020.

Approximately 1200 workers required to register, with a deadline of December 2019 being set by the SSSC.

Supporting the registration of workers in care at home and housing support, Project 1400 set out to ensure the experience was positive for staff and an opportunity to promote care values across the homecare sector. The team developed innovative methods to engage the workforce and manage the registration programme. The project delivered 30 briefings and workshops across the sector, which involved 24 homecare and housing support teams. This included older people services, disability services, homelessness services and housing support services.

80 drop-in surgeries were delivered to frontline staff, offering direct support and guidance to applicants and managers.

Regulation continue to work with services and colleagues in supporting the sector with ongoing compliance with registration.

The result and outcomes from this were very positive with 99% of the staff achieving registration, ensuring that Edinburgh's care at home workforce were ready and compliant with the new registration deadline.

## **Chief Officers' Group**

The Chief Officers' Group (see **Appendix 1**) has overview and governance responsibility for public protection in Edinburgh. The Chief Officers' Group had a development day in early 2020, and redrew its Terms of Reference, which included the introduction of elected members into their membership.

## **Child Protection Committee**

A development day of the Edinburgh Child Protection Committee (CPC) was held on the 8 May 2019, from which the CPC Improvement Plan for 2019/20 focussing on five key themes was created: Multi-agency chronologies, neglect, domestic abuse, participation & engagement, and visibility and communication.

These priorities reflect the range of issues which had been identified through multi-agency collaboration and learning from Initial Case Reviews (ICRs) and Significant Case Reviews (SCRs) as areas for improvement. The current plan builds on progression from the previous plan, specifically through the continued implementation of a pan-Lothian approach to multi-agency chronologies and the neglect toolkit, as well as reviewing the implementation of the Safe and Together approach to addressing domestic abuse. New areas of work identified through a CPC development session for the forthcoming year are; the need to increase the voices of young people and their families within child protection processes, and to enhance the visibility of the CPC amongst the workforce.

The CPC multi-agency budget has been used to support the ongoing improvements necessary to ensure children are safe. This has included the continued funding of a public protection business support post, ensuring that crucial administrative capacity is available for key public protection activity such as the coordination of Initial and Significant Case Reviews. The budget has also been used to maintain the electronic Inter-Agency Referral Discussion (eIRD) system, ensuring the continued operation of this sector leading resource.

Reports of two external evaluations, commissioned through this budget, were presented to the CPC in the last year, highlighting important successes as well as offering areas where the committee can refine our practice going forward. An evaluation of the pilot project regarding return interviews for young people who go missing from residential care noted the benefit of this relationship-based approach and the impact it has had on the safety of young people. In addition, an evaluation of two inter-agency training courses has highlighted the value this learning has brought to the attendees.

Ongoing funding for inter-agency training has been crucial in ensuring that our staff are skilled and knowledgeable in carrying out their roles. In addition to a full programme of child protection courses, funding has also supported the delivery of one-off events such as a learning event about national and local Significant Case Reviews, delivered in conjunction with the Care Inspectorate.

In recognition of the range of cross cutting issues in the public protection landscape, from 2020/21 this budget has been rebranded as a Public Protection Budget, with oversight provided by the Chairs of all Public Protection Committees.

### **Data and Performance**

The reduced numbers of children subject to Child Protection Registration has continued throughout 2019/20. During this period, the Quality Assurance Subcommittee has carried out a range of activity in order to provide assurance and scrutiny for the CPC and Chief Officers' Group. This has included a multi-agency audit of children who were considered at a Case Conference but whose names were not placed on the child protection register, as well as following up a selection of cases six months after deregistration to assess if reduced risks, leading to de-registration have been maintained. These audits highlighted the robust scrutiny and decision making in operation at key points in the process.

Changes to the way data is collected and analysed has supported quality assurance including how services understand and analyse data going forward; by using the National Minimum Dataset for Child Protection Committees in Scotland from October 2019. Edinburgh has been able to benchmark performance alongside comparator local authorities, as well as utilise the detailed scrutiny which has been built into the framework by CELCIS and the Scottish Government. Supplementing this dataset with meaningful local indicators around referrals and IRDs ensures an understanding of each stage of the child protection system.

The table below reflects the activity levels through multi-agency Initial Referral Discussions (IRDs). These are based on the receipt of Child Concern Referrals from a number of sources which come into Social Care Direct before being assessed by the children and families social work teams across the city. In the main concerns come from various agencies, in principle from Police Scotland, however concerns can also initiate from within the social work service, due to either cumulative issues of concern or the non-compliance of families. The number of IRDs across the years shown have maintained from the first year, with a slight increase in the years 2016/17 and 2017/18.

Item	Figures for period April to March				
	2015/16	2016/17	2017/18	2018/19	2019/20
Child protection Interagency Referral Discussions (IRDs)	1,277	1,343	1,396	1,210	1,205
Child Protection Case Conferences (Pre-birth & Initial)	470	385	325	229	194
Case Conferences as a percentage of IRDs	37%	29%	23%	19%	16%

### **Adult Protection Committee**

The Adult Protection Committee held a development day on 12 September 2019. This session supported the creation of the new Adult Protection Improvement plan, which focusses on prevention, protection and improvement.

Adult protection referrals have slightly reduced in number compared to the previous year but remain higher than the period 2017/18. In the five-year period there is a significant increase in referrals since 2015/16 from 1134 to 1994.

The number of Inter-agency Referral discussions (IRDs) is higher than last year and there has been an overall increase over the five-year period. The conversion rate from referrals to IRD is higher than the previous year having risen from 18.70 % to 21.56 %. This rate has remained consistent for the previous four reporting years.

Numbers of Adult Protection Case Conferences and reviews taking place are significantly higher although this may be due to reporting issues. A procedure has been introduced this year to facilitate an extra check on the figures with the Adult Protection business support team. This has shown an improvement in the recording which could potentially reflect on an increase of the number of conferences recorded, explaining the difference with previous years.

	2015/16	2016/17	2017/18	2018/19	2019/2020
Adult protection referrals	1134	1726	1870	2140	1994
Inter-agency Referral Discussions (IRD)	329	425	358	402	430
IRD as a % of referrals	29%	21.50%	19.10%	18.70%	21.56%
Adult protection initial case conference	79	99	80	116	167
Initial case conference as a % of IRD	24%	23.30%	22.30%	28.90%	38.84%
Adult protection case conference reviews	110	93	113	239	347

## Equally Safe Committee

The Equally Safe Committee (ESC), previously known as the Edinburgh Violence Against Women Partnership (EVAWP) held a development day on 6 November 2019. This created the basis for their next development plan, as well as reviewing how to deliver locally against the [Equally Safe](#) agenda.

Through 2019/2020 the ESC has continued to develop and strengthen links with other groups and bodies, underlining the need for the response to violence against women to be integrated effectively with adult and child protection services and community planning. The Executive Group has also increased its membership to include representation from children's charities, charities representing black, minority, ethnic refugee and migrant women and children and representation from higher educational establishments in Edinburgh.

Both Equally Safe and service development in Edinburgh have an emphasis on preventing violence from occurring in the first place, and where it does occur, intervening at the earliest possible stage to minimise the harm caused. Representatives

from the ESC will continue to work with the National Violence Against Women Network, comprising representatives from VAWPs across Scotland, to ensure consistent delivery of Equally Safe which provides a clear strategic framework across four priority areas:

- Priority 1: Scottish society embraces equality and mutual respect, and rejects all forms of violence against women and girls
- Priority 2 - Women and girls thrive as equal citizens: socially, culturally, economically and politically
- Priority 3 - Interventions are early and effective, preventing violence and maximising the safety and wellbeing of women and girls
- Priority 4 - Men desist from all forms of violence against women and girls and perpetrators of such violence receive a robust and effective response

More than 2,000 women experiencing or at risk of domestic abuse were referred onto specialist support services. Over 800 were referred for specialist advocacy in the Edinburgh Domestic Abuse Court.

Over 600 women received specialist support after rape or sexual violence including the full spectrum of sexual assault. Many of those supported had not reported to the police.

Over 40 women experiencing/having experienced or at risk of female genital mutilation (FGM) received support from a specialist agency, including adult women being supported to recover from FGM experienced in their childhood.

In total 67 men were referred to support to address their abusive behaviour via the Caledonian Project and 11 men were referred to the Respekt service.

Service providers engaged in four-weekly Multi Agency Risk Assessment Conferences (MARAC), Multi Agency Tasking and Co-ordination (MATAC) and Domestic Abuse Disclosure Decision Making Forums, where information is shared to support victims' safety and to hold perpetrators to account.

Edinburgh Rape Crisis Centre, Edinburgh Women's Aid and Shakti Women's Aid shared a joint stall at Edinburgh Pride for the fifth year in succession. Discussion and engagement in supporting LGBT+ communities continues. The ESC engagement in the localities has continued this year with partnership representation in each Edinburgh Locality and ongoing partnership work between Edinburgh Women's Aid and the Council's Family and Household Support Service (FAHSS) to embed domestic abuse specialist staff in local offices.

The work of Fearless Edinburgh continued with involvement of Edinburgh Rape Crisis Centre, NHS Lothian and Edinburgh Women's Aid.

Service providers were involved in the ongoing work of the sexual violence and trauma subgroup of the ESC working alongside a range of health professionals to take forward related strategic plan actions, this work is covered in more detail in the ESC Improvement Plan.

## **Offender Management Committee**

The regular performance review has identified a 25% increase in comparison to last year in the complex workload and oversight of cases at MAPPA Level 2. This case load is being monitored but at present this business continues to be managed by all agencies.

A Significant Case Review commissioned in 2018 has concluded and the Executive Summary has been published on the Council's website. All recommendations for partners in Edinburgh have been completed.

The key agencies involved in offender management responded quickly and appropriately to the Covid pandemic ensuring continuity of business and management of risk was prioritised and focused on those individuals assessed as posing the most significant risk of harm to our communities.

## **Drugs and Alcohol Partnership**

Edinburgh Alcohol and Drug Partnership (EADP) is required to submit a strategy and delivery plan to the Scottish Government. This strategy sets out three high level outcomes, which have guided the work of the partnership. These are:

1. Children and young people's health and wellbeing are not damaged by alcohol and drugs
2. Individuals and communities affected by alcohol and drugs are stronger and safer
3. Fewer people develop problem drug/alcohol use and more people (and their families) are in recovery Services for Children and Young People with Alcohol/Drug Problems

A partnership model for delivering these services has been developed for young people with alcohol / drug problems, under the name, Young People's Substance Use Service (YPSUS). This involves NHS Lothian, City of Edinburgh Council and three voluntary organisations. The model ensures that young people across the city have access to the following services to address their problem drug/alcohol use:

- Assertive outreach
- Counselling
- Other one-to-one support
- Family work
- Prescribing other clinical support

Where possible, young people receive support for problem use within their local community through the third sector. However, where the use is more complex and/or likely to require a medical intervention, young people are referred to the Young People's Nurse within the Young People's Service.

### **Reducing alcohol and drug related offending:**

Treatment and Recovery Services in HMP Edinburgh are provided in partnership by NHS Lothian, and three third sector organisations (Edinburgh and Lothians Council on Alcohol, Simpson House and CGL). Scottish Prison Service representatives are

key EADP members and have presented a recent overview of substance misuse in prisons.

A dedicated team continues to intervene with those sentenced to Drug Treatment Testing Orders (DTTO) in the community and the Willow Project work with offending women including many who use substances.

The EADP initiated and participated in a NHSL-led review of resources and the Addiction Pathway for Drug & Alcohol Treatment in HMP Edinburgh, which reported in November 2019. This report makes several recommendations for consideration by NHS Lothian and the EADP. It also highlights other areas where improvements could be made that might have a beneficial effect on the prison environment, prisoners and staff in relation to coping with and addressing substance misuse and mental health issues. The recommendations cover the following areas:

- Remand Prisoners
- Safe discharge for all prisoners
- Equitable access for all prisoners to addiction treatment and care services
- Workforce development
- Communication
- Resources

These high-level outcomes have been used as the framework for this annual report for the Chief Officers' Group.

### **Minimising Drug Related Deaths**

Final figures for the number of drug related deaths in 2019-20 have not yet been released. It is expected that Edinburgh will remain very similar to 2018-19 (95). However, over the last few years, the total number of drug related deaths has risen sharply in Edinburgh as is the case elsewhere in Scotland.

The reasons for this increase (nationally and locally) relate to the increasing numbers of older drug users. Many people who became drug dependent over the last three decades (especially then-young men in areas of multiple deprivation) are ageing and continuing to use drugs, making them increasingly vulnerable socially and medically.

The general profile of those who died was as follows:

- White, Scottish Males in their late 30s
- Single and unemployed
- A known history of both alcohol and drug misuse
- Previous contact with secondary care treatment services; not in contact with secondary care at time of death, but may have been in treatment
- Death occurred at home often in the company of friends
- Toxicology report suggested a combination of drugs and alcohol contributed to the death.

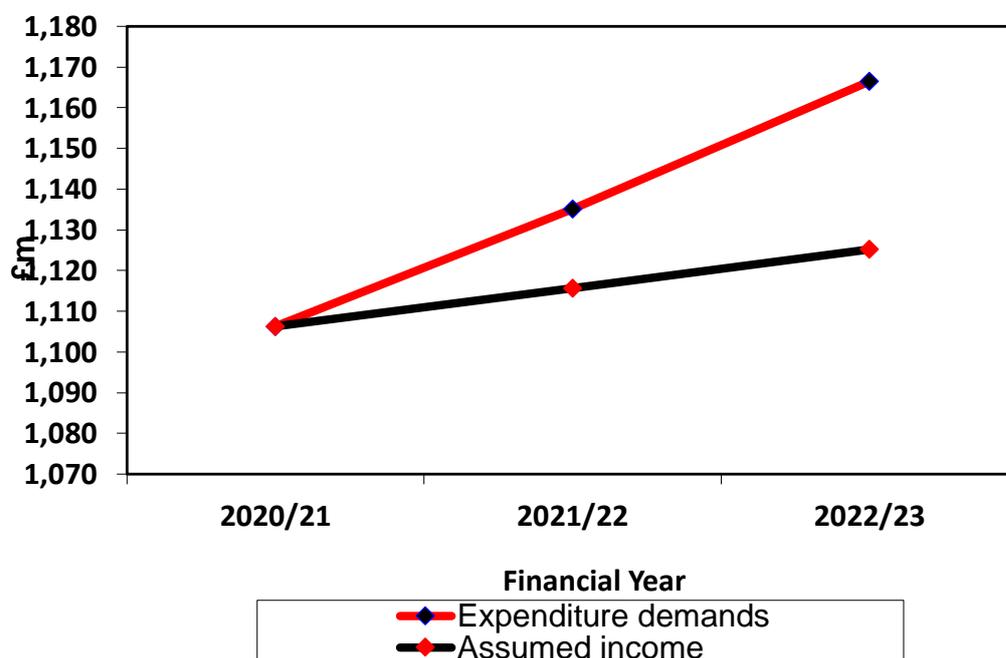
Four locality-based Drug Related Deaths Review Groups work to learn lessons from individual drug related deaths. These groups are attended by local professionals who

are responsible for local service delivery. Key issues and lessons are fed into the Pan Lothian Strategy Group to develop a strategic response across organisations. Some elements of this response are interventions directly targeted at preventing drug related deaths:

## Resources

As in previous years, the Council continues to face significant financial challenges resulting from a combination of increases in service demand, inflationary pressures, legislative reform and heightened citizen expectations. These factors are set against a backdrop of core Government grant income that is not keeping pace with demand.

The chart below shows the gap between projected expenditure demands and available funding, inclusive of planned increases in Council Tax. This gap would, other things being equal, increase if levels of Government funding were lower than anticipated or required demographic provision were higher than currently provided for.



Despite these undoubted challenges, on 20 February 2020, the Council approved a balanced budget for 2020/21 and indicative balanced budgets for the following two years, based on current grant funding and other financial planning assumptions as well as a program of savings. The approved budget for 2020/21 was predicated on the delivery of some £35m of savings, as well as management of all service pressures and delivery of a balanced budget by the EIJB.

Since the budget was set, however, the Council has been severely affected by the impacts of the pandemic, resulting in increased expenditure demands and, in particular, large reductions in income. Loss of the Lothian Buses dividend and reductions in parking income in March 2020 resulted in a provisional 2019/20 overspend of £5.231m, the first-time expenditure has exceeded budgeted levels in thirteen years. A progress update considered by the Policy and Sustainability Committee on 25 June 2020 highlighted a remaining in-year funding gap of almost £30m. The report recommended a further tightening of financial controls, but it is highly likely that identification of mitigating actions will need to go beyond incremental efficiencies and consider more fundamental prioritisation of existing

services if financial sustainability is to be maintained. Initial assessment of the planning assumptions and savings approved for delivery in 2021/22 and 2022/23 has also identified a number of areas where the delivery now looks to be in doubt, including the assumed levels of increase in Council Tax and other fees and charges and application of a 2% savings target to the EIJB.

### **Demographic investment**

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, through full pass-through of sums received from the Scottish Government, for additional funding to meet the growing needs for care services from the increasing number of older people in the population, 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.

### **Summary:**

Understandably there exists a real and acute concern about the impact of this budget provision on the delivery of social work service provision within the city and most importantly statutory elements of delivery. In addition, the impact of Covid extends to all the Council's partners, voluntary sector organisations and crucially on our communities. The year ahead is going to be a challenging one financially, just at the time when families and individuals in Edinburgh will be affected by increasing poverty and unemployment.

## Workforce

The City of Edinburgh Council employs over 1000 staff in social work service delivery across the three areas of social work.

Gender split – 71% female, 29% male

Average age - 45

Average length of service – 12 years

Ethnicity

Any/other Asian Background	4	0.3%
Any/other Black Background	6	0.5%
Any other ethnic group	1	0.09%
Any other mixed background	8	0.75%
Any other White background	39	3.7%
Black – African	14	1.3%
Chinese	1	0.09%
Indian	2	0.18%
Prefer not to say	8	0.75%
White – other European	26	2.45%
White – Irish	44	4.15%
White – other British	103	9.7%
White – Scottish	653	61.6%
Not disclosed	149	14%

## Learning and Development

The Council's Learning and Development Team work with directorates and service areas to support essential learning, qualifications, continuous professional development (CPD) and practice learning across social work and social care. This involves the facilitation of in-house learning delivery and work with providers to deliver opportunities to employees.

### Essential Qualifications

#### **Preparing our front-line social care employees for SSSC registration:**

Scottish Vocational Qualification (SVQ) in Social Services and Health Care: The Learning and Development Team monitor and respond to the qualification and professional registration needs of support workers, practitioners, supervisory managers and registered managers across all settings in the HSCP. In 2019/20 there was a significant focus on the qualification needs of staff working across all SSSC registered services. For the past four years, the SVQ programme has been delivered by a contracted provider.

The outsourced model of assessment can provide some challenges as contact between assessors and candidates is set and relies on candidates keeping the momentum going in terms of self-directed learning between their contact so that they achieve the qualification within agreed timescales.

These challenges, plus the disruption caused by Covid from March 2020 onwards have impacted on the numbers of staff who have achieved their SVQ during the Financial Year 2019/20.

<b>SVQ Social Services and Healthcare (SCQF6)</b>	
Active candidates start April 2019	99
Candidates withdrawn during 2019/20	10
Candidate complete Awards 2019/20	45
Active candidates May 2020	44

<b>SVQ Social Services and Healthcare (SCQF7)</b>	
Active candidates start April 2019	21
Candidates withdrawn during 2019/20	2
Candidate complete Awards 2019/20	14
Active candidates May 2020	5

The contract for the provision of the SVQ programme is now due for renewal. The aim will be to commission a supportive and flexible model of assessment delivery for the financial year 2020/21. It is important to say that; the model of delivery is less important than a wholehearted commitment to ensure that candidates are given on-going support and encouragement from workplace line managers. It cannot be underestimated the challenge that an SVQ can present for individuals who are trying to balance the demands of work, home-life and study.

### **Preparing our Leaders for SSSC registration**

As well as preparing the front-line workers for their registration, work has been undertaken to identify the Supervisory and Registered Managers who need to achieve an SQA accredited qualification to support their professional development and their SSSC registration.

This qualification is primarily undertaken by supervisory managers within the HSCP however in 2019/20 a pilot Personal Development Award (PDA) was undertaken for six Senior Social Workers (SSW) who had identified a need for a more structured introduction to the professional supervisory manager role. The evaluative feedback from the SSWs was favourable. However, only three went on to complete the final assignment and therefore achieve the qualification.

<b>PDA Supervision in Social Services (SCQF7)</b>	
Cohort 1-4 May 2019 – Feb 2020	31
Withdrawn/Fail	6
Completions	25

The SVQ in Management (SCQF9) and the Care Services Leadership and Management Units (SCQF10) continue to be made available to our SSSC Registered Managers. Evaluation feedback on the experience of working with the provider and the assessment team is consistently positive.

<b>SVQ Management and 2 x CSLM Units (SCQF 9 &amp; 10)</b>	
Active candidates start April 2019	10
Candidates withdrawn during 2019/20	1
Candidate complete CSLM Units Only 2019/20	6
Active candidates May 2020 (6 who completed the 2 CSLM Units now progressing with Management Units)	9

### **Mental Health Officer Award**

In 2019/20 six employees came forward from both Communities and Families and Health and Social Care to commence the Mental Health Officer Award (MHO). The programme was due to be completed in June 2020 however due to Covid, the final placements have been postponed. There is a commitment from Edinburgh University and the Council that the placements will commence in late September or early October to allow trainee MHOs to complete their awards successfully.

### **Essential Learning**

#### **Essential Learning for Care Programme**

Essential Learning for Care Programme (ELCP) has been developed so that Health and Social Care employees can complete the essential learning requirements for their role relatively soon after their commencement in post. The opportunity to have periods of protected time for learning supports the development of a workforce which is competent, confident and valued.

The year saw a reduced level of recruitment with 32 new front-line employees completing the ELCP. In March 2020, in response to the challenges brought about by the pandemic, Learning and Development (LD) had to quickly move to providing the essential learning using a blended approach for individual services. Consultation with service managers allowed LD to identify role specific essential learning requirements. Face to face training has been reduced to a minimum, therefore, Manual Handling and Management of Medicines courses are the only course delivered in this way. They are delivered following strict social distancing and using recommended infection control measures. The knowledge and theory from several other courses have been translated into a digital format to create Covid Condensed Learning suites of e-learning. To make the learning accessible employees can login to their personal accounts using Council PCs or personal devices. This means that new employees and those who are repurposing to other roles obtain the key skills and competencies required to do their job and ensures the safety of individuals accessing services.

#### **Child Protection**

In the last year Learning and Development have continued to deliver child protection via face to face training, as well as increasing the digital presence in order to offer staff learning that they can access as and when they need it.

There were 70 child protection sessions delivered to staff who needed specific contact workforce training. This is approximately 2500 staff, mainly in education and also including some colleagues from the voluntary sector and health as well as Police Scotland. There has also been an increase in staff attending these sessions who work within housing and / or in family and household support services, many of whom have not previously worked with children. In-depth training to managers continues to be part of the suite of development opportunities offered, again predominantly with take up from education. Around 680 members of staff have received this training in 2019/20.

More in-depth face to face training for staff, and in particular social workers, on a range of topics including; communication tools with children, neglect, domestic abuse, fetal alcohol spectrum disorder, support for practitioners to better observe infants, and keeping children safe online have all been offered. This has been delivered for Council employees as well as through the Interagency training calendar.

Neglect continues to be a national priority and an area of concern for frontline staff, regardless of their role. In response to this, the CPC continue to ensure that neglect is covered across a number of child protection courses, focusing on employee understanding of neglect and considering how to respond in a restorative manner.

In terms of the increased digital presence, colleagues have created a number of modules offering bitesize learning on a range of subjects. This is often through a blended approach and complements face to face learning. This has been particularly helpful during the pandemic, making learning accessible. These digital modules are in the process of being shared with colleagues in the voluntary sector, police and health. These have also been shared with our partner provider nurseries and childminders.

In addition to facilitation of training, the CPC have continued to be involved in conversations with our colleagues in Communities and Families. This has included discussions with colleagues in education around the recording of child protection concerns, digital safety planning as part of the Community Safety Strategy and supporting employees in other areas as they develop learning opportunities for their staff and volunteers.

### **Newly Qualified Social Worker Programme**

The six day Newly Qualified Social Worker programme is continuously updated to include current and relevant learning and is open to Newly Qualified Social Workers from all social work disciplines. The course ran from October to December 2019 and there were 26 people in attendance from both Communities and Families and HSCP and evaluations were positive. This year included an input from the Council's legal department and an input on suicide prevention. Both were evaluated well using the level 3 Kirkpatrick model of evaluation. In answer to the question '**What elements of the programme have you been able to use in practice?**' Responses included:

*Using safe talk in practice (with 2 examples shared);*

*How to access the legal department and finding it helpful to do so after the course;*

*Using tools discussed in communicating with children;*

Now know and appreciate the importance of supervision.

## Continuous Professional Learning and Development (CPD)

### Providing CPD opportunities to the Health and Social Care workforce

Despite the financial challenges that the Council face, it was agreed that it is important to maintain a commitment to the professional and career development opportunities offered to front-line social care employees. The Higher National Certificate (HNC) in Social Care supports students to explore Social Care Theory, Health, Wellbeing and Safeguarding, Care in Contemporary Society and Lifespan Development. The current provider, delivers the course as an evening class, taught from Waverley Court. Currently there is a year one and a year two group with the aim to have a further intake in November 2020. This course evaluates extremely positively and is always in demand.

HNC Social Care (intake 2018/2020)	
Intake Sept 2018 – June 2019	18
Candidates withdrawn	2
Candidate complete HNC Units	8
Active candidates May 2020	8
<i>This intake has had numerous extensions for a variety of reasons the final extension was due to end April 2020, but Covid has forced an additional extension until August 2020</i>	

HNC Social Care (intake 2019/20)	
Intake September 2019 – December 2020	24
Candidates withdrawn during 2019/20	2
Active candidates May 2020	22
<i>This intake has been severely disrupted by Covid – hold on teaching since mid-March 2020</i>	

### Preparation for work and for study

Communication 6 is an SQA qualification delivered to Council staff by an external provider. This course is of interest to staff who lack confidence with their written, spoken, reading and listening skills. It is very popular with staff who wish to apply to do HNC in Social Care, as well as those who have not studied formally for many years. It is delivered over 12 half-day sessions and students can achieve a formal SQA qualification at SCQF 5 or 6. It has proven to be of interest to many staff who speak English as an additional language, the expertise of the tutors can be invaluable in sign-posting staff towards further language development opportunities.

Communication (SCQF6)	
Cohort 1 and 2 September 2019 and January 2020 Intake	25
Withdrawn (cohort 1)	1
Fail (cohort 1)	2
Completions (cohort 1)	9

Ongoing (cohort 2)	13
<i>Cohort 2 was paused in March 2020 due to Covid 19 outbreak and students will be re-enrolled when it is safe to return to classroom-based study.</i>	

## **Certificate in Child Welfare and Protection and Module in Adult Services**

### **Support and Protection**

In 2019/20 Learning and Development have supported social workers to undertake additional learning at SCQF Level 11 in Child and Adult Protection. Twelve social workers were recruited to undertake the Child Welfare and Protection Certificate and eight for the Adult Support and Protection module.

### **Practice Learning**

As of 20 March 2020, all social work placements were stopped due to Covid and associated lockdown. This affected placements which were in their early stages and it has recently been agreed to reinstate these placements, mindful that the arrangements for students will be affected by the Covid related restrictions.

In 2019/20 the Council hosted 23 placements from the following universities; Robert Gordon's, Stirling, Edinburgh and the Open University. The placements included first time and final year students. Placements were facilitated across all social work settings.

Currently there are five employees undertaking the practice learning course with the Tayforth Partnership. Continual investment in our future Practice Educators is vital in ensuring that placements can be facilitated, and a learning culture can be developed. This also supports future recruitment and retention of social workers. The Link Workers course ran in early spring and eight employees attended. The next course is due to run again in October. There have been some changes and developments to the course, but feedback remains positive. Napier University is in the process of designing a new Practice Educators' course and discussions continue to take place to ensure that this will meet the learning requirements.

To support and develop the integrated Health and Social Care placement approach, a working group has been established in South East Locality and an integrated placement pilot is about to be undertaken. This approach could be extended across Edinburgh in the future.

### **Workforce Planning**

In **Communities and Families** Social Work there has been longstanding success at achieving a good level of staff retention in practice teams in which staff report being well managed and supported. This has been borne out by the annual staff survey regarding quality of supervision. The Council is able to recruit sufficient numbers of new social workers to fill vacancies in teams and therefore there is no need to use agency social workers.

The **Edinburgh Health and Social Care Partnership** is required by the Government to produce a full, 3-year workforce plan for the Partnership by the end of March 2021.

The Partnership needs to consider a workforce strategy that acknowledges the wider connections to the likes of recruitment and retention strategies as well as learning and development initiatives. Following the baseline workforce report that was produced in December 2018, the Partnership are now working to compile the final report that will be submitted to the Scottish Government on 31 March 2021, utilising the guidance which they provided in December 2019. Challenges remain around systems, terminology and classification of workforce data across both organisations.

The Council are continuing to assess succession planning, career pathways, talent management and leadership and management development across the Partnership. Looking at how the Council can maximise the skill mix and ensure a joined-up approach to training and development.

Social Care as a vocation has sometimes been viewed as demanding but low paid, and recruitment and retention challenging. The Council face a potential crisis in the provision of care and support services over the coming years, with a growing population of older people and fewer people coming into a labour market that is increasingly competitive and impacted by the high living costs within Edinburgh.

In order to address this, the Partnership worked extensively with the Council Resourcing Team in order to benefit from the National Recruitment Campaign for Adult Social Care in January 2020 through until April 2020. The Partnership have been successful in identifying 30 new staff to join the Adult Social Care teams across Care Homes in the City.

### **Edinburgh Local Practitioner Forum (ELPF)**

The Chief Social Work Officer sponsored Edinburgh Local Practitioner Forum (ELPF) continues to meet 2-3 times per year. This year ELPF have met on two occasions and had also organised an event in celebration of World Social Work Day for 17 March 2020; however, this unfortunately had to be put on hold due to the onset of the pandemic.

The ELPF continues to offer opportunities for front line staff to reflect on their practice, discuss service developments across the city and how these will impact on their day to day work. The ELPF maintains an online presence and encourages participation from voluntary sector workers, front line workers, senior managers and social work students. This year the interest in the ELPF has continued to grow, with increased attendance figures (over 60 professionals registered to attend the meeting in December).

The number of subscribers to the ELPF's website ([www.elpfonline.org.uk](http://www.elpfonline.org.uk)) currently sits at 96. This is used to maintain engagement with practitioners and professionals, and to supplement traditional email and face-to-face contact opportunities. The website includes the dates of upcoming meetings and copies of the agendas and presentations used.

During the period of 2019/20 the ELPF have had two events. The first on 26 June 2019 looked at celebrating success in social work. The Quality Assurance and Compliance Manager also provided an update on the Children's Inspection and the Council's recent supervision survey. The second event took place on 9 December

2019 and involved an exploration around how to “Poverty Proof” Social Work. There was a discussion around the 1 in 5 approach and a dialogue with social workers about how they can better reflect families lived experiences of poverty in their conversations and assessment to better improve outcomes. The Celebration Event that was scheduled for 17 March 2020, was due to have Mary Glasgow (Children’s First) and Darren ‘Loki’ McGarvey (author of Poverty Safari) as speakers. In addition, some Social Work Practitioners and Students were going to deliver 10-minute TED style talks about why they chose to become social workers. There was also going to be a quiz and networking opportunities. It is hoped that this event will be rescheduled once safe to do so.

The forum are always keen to hear from anyone interested in becoming more involved with the ELPF and any notes of interest can be emailed to [localpractitionerforum@edinburgh.gov.uk](mailto:localpractitionerforum@edinburgh.gov.uk).

### **Black and Minority Ethnic Equality Workers Forum (BME Equality Workers)**

The Black and Minority Ethnic (BME) Equality Workers have been in place since 1995. The group provide an opportunity for staff to come together to discuss and address pertinent issues and hold annual city-wide events, looking at particular aspects of practice and development. The forum regularly meets to discuss common issues that affect all minority ethnic employees and their communities.

The aim of the group is to:

- facilitate support between members and network with one another
- work alongside managers and equality officers to promote policy and practices on equality issues
- assist in challenging racism and discrimination
- work towards ensuring there are no discriminatory practices in recruitment, training and practice
- share information and experience
- support the development of good practice on race equality and diversity matters.

They do this by:

- offering support and advice to colleagues
- participate and consult on Council strategies
- support the implementation of legislation, policies and good practices
- occasionally deliver training and information sessions

## COVID-19

Throughout the initial lockdown, services in Edinburgh continued to deliver good quality social work and social care to those in need. Services in Edinburgh responded well to the Covid-19 pandemic's challenge to ensure that those most vulnerable and at risk from Covid and the impact of lockdown, were well supported and wherever possible, disruption to care and support was kept to a minimum.

Overwhelmingly, services and staff across social work and social care, along with their partners, continued to provide much needed support to vulnerable people in the City. This was constrained understandably by the Covid related restrictions and lockdown and therefore best use was made of technology and keeping in touch with individuals and families remotely and by telephone. Personal Protective Equipment (PPE) was, after some struggles to get supply flowing, used to full effect and some front-line face to face services continued as required due to their statutory nature and the needs of citizens. Some services due to Government guidance, and their use of group work, needed to alter to a more remote and personalised approach.

This is a situation that we had not foreseen in its entirety before, and we need to acknowledge the hard work and commitment of staff across the Council and Partnership, as well as the reliance on our strong working partnerships, which stood us well in this crisis and continue to do so.

Overall, although shielding affected staffing of some key services, Edinburgh did not experience significant challenges with staff absence due to Covid.

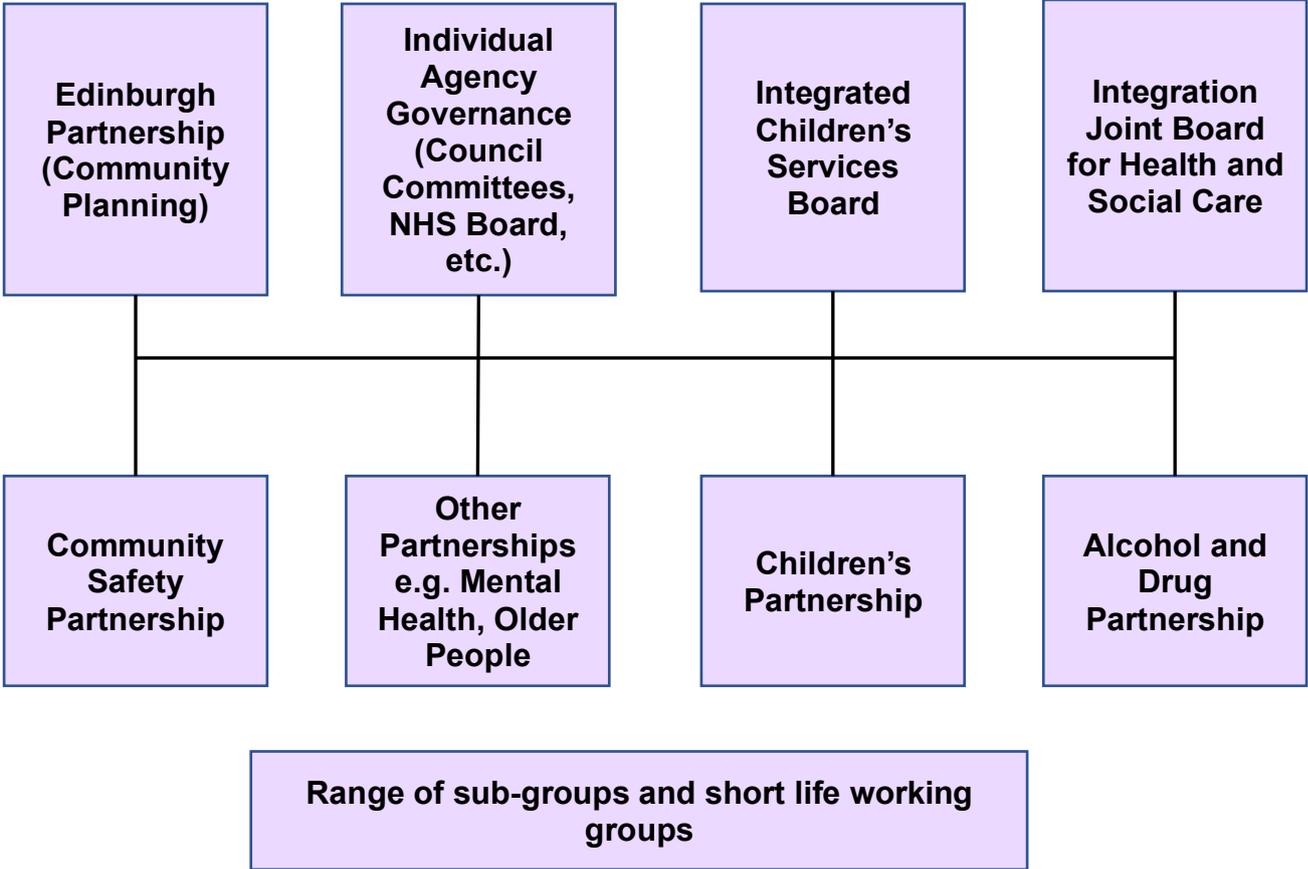
As a response to the pandemic, the Council established a Recovery, Adaptation and Renewal programme to take on the challenges that the pandemic brought and look to the current and future delivery of services. The following are key areas for this important work that will take Edinburgh from its initial reaction to a planned approach:

- Public Health Advisory Board – ensuring the effective communication and implementation of national public health advice
- Service Operations – looking at how to re-introduce essential services that need to be adapted for social distancing and/or digital delivery
- Change, People and Finance – understanding the financial consequences on the Council, our Budget forecasts and assessing the current strategies and deliverables in place
- Sustainable Economic Recovery – engaging with businesses, stakeholders and sectors to inform the economic recovery plan
- Life Changes – developing the Council's short and long-term responses in tackling poverty across Edinburgh

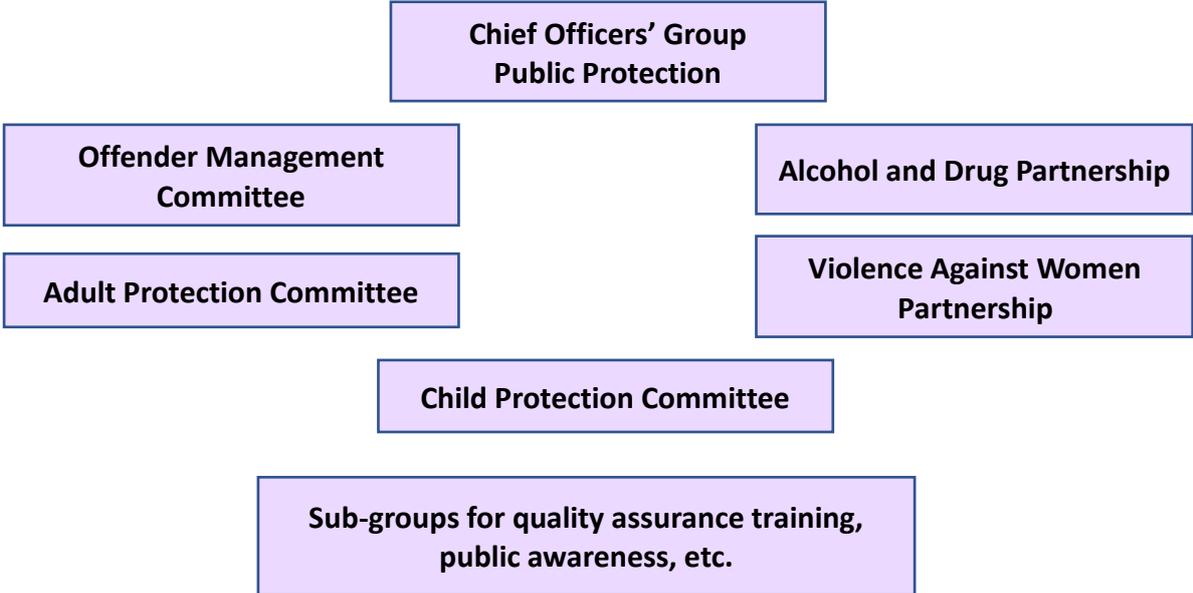
Work on these important areas of development are well underway and will assist the Council to review its ability to go forward in what appears to be a very uncertain time due to the pandemic and its enduring impact on society. The significant impact that Covid has had on the financial context of the Council and its partners cannot be underestimated.

**Appendix 1 – Public Protection Strategic Partnerships and Monitoring**

**Diagram 1 – Strategy and planning groups**



**Diagram 2 – Public protection groups**



## Appendix 2 – Statutory Complaints Analysis

The City of Edinburgh Council is required to report annually on complaints received from anyone who receives, requests or is affected by a social work service.

The Council is committed to improving social work services for the people of Edinburgh and recognises that complaints are an important source of customer feedback. The following table sets out the number of social work complaints over the last three years dealt with as frontline resolutions (stage one); the number of complaints that required formal investigation (stage two); the number of complaints referred to a Complaints Review Committee; and the number of complaints referred to the Scottish Public Services Ombudsman (SPSO).

Along with responding to complaints the Council also respond to enquiries made by the public, and by elected members (MPs, MSPs and Councillors) on behalf of their constituents.

	2017/18	2018/19	2019/20
<b>Stage One Frontline Resolution</b>			
• Edinburgh Health and Social Care Partnership	74	111	76
• Communities and Families	42	35	46
• Community Justice	5	16	7
<b>Stage Two Investigation</b>			
• Edinburgh Health and Social Care Partnership	79	72	37
• Communities and Families	20	45	23
• Community Justice	0	4	2
<b>Complaint Review Committee**</b>			
• Edinburgh Health and Social Care Partnership	9	2	0
• Communities and Families	1	0	0
• Community Justice	0	0	0
<b>Scottish Public Service Ombudsman</b>			
• Edinburgh Health and Social Care Partnership	0	0	1
• Communities and Families	0	2	0
• Community Justice	0	0	0
<b>Enquiries</b>			
• Edinburgh Health and Social Care Partnership	65	143	95
• Communities and Families	23	34	8
• Community Justice	2	1	0

*\*\*Changes to legislation on 1 April 2017 saw the end of the Statutory Social Work Complaints procedure and the Complaints Review Committees. Social work complaints now use the Council's Corporate Complaints procedure which enables complainants to escalate their complaint to the Scottish Public Services Ombudsman if they remain dissatisfied with the Council's stage 2 investigation response. As there remains no outstanding complaints received prior to 1 April 2017 that still qualify for an independent review by a CRC this will be the last year that this data is provided within the CSWO's annual report.*

Data is also recorded by the Edinburgh Health and Social Care Partnership regarding positive comments made by the public.

	2017/18	2018/19	2019/20
<b>Positive Comments</b>			
• Edinburgh Health and Social Care Partnership	3	11	25

### **Edinburgh Health and Social Care Partnership (HSCP)**

Within the HSCP there is now an established integrated complaints team. This team provides a joint approach to the management of complaints for all services within the partnership. For the purposes of this report the following information is based on social care complaints only.

During 2019/20, the number of social care complaints managed as a Stage Two in the partnership was 37. This represents a decrease of 48% on the previous year. In addition, 76 complaints were completed at Stage One (frontline resolution); one complaint was referred to the SPSO but was not upheld; 95 enquiries were resolved; and 25 compliments were recorded.

The level of complaints received is set against a background of service provision volume in the following key areas:

#### **Social Care Direct:**

In total there were almost 59,000 (58,894) contacts received during 2019/20. This reflects a 9% reduction on last year when 65,000 contacts were received.

#### **Practice Team, Sector Based Social Work Services:**

5,013 assessments were carried out by practice teams (Locality Teams, Residential Review Team) in 2019/20, lower than the 5,910 carried out the previous year, however, this excludes any conversations carried out in the Three Conversations pilot sites which saw 1,457 conversations completed. There were 2,761 reviews completed by these teams in the same period, a 54% reduction on the previous year when 5,946 reviews were completed.

#### **Home Care Service:**

4,998 people received 103,546 hours home care service in March 2020, either from the Council's Home Care and Support Service or purchased by the Council from the independent sector, however, this is reduced by restrictions placed on the service due to Covid. At the end of February, 5,175 people received 104,340 hours. This compares with provision in March 2019 when 4,890 people received 97,141 hours. It should be noted that there are also an increasing number of people opting to arrange their support via a direct payment or individual service fund.

#### **Residential Care Homes:**

- 319 adults aged under 65 years were supported in permanent care home places during the year (all service user groups), just an increase of 26 on last year.
- 3,564 adults aged 65 and over were supported in long term care home placements, which is an increase of 6.5% on last year. Of these 3,564 adults

aged 65 and over, 620 had a placement in a Council run care home at some point in the year which is an increase on last year.

### **Direct Payments and Individual Service Funds:**

At the end of March 2020 over a quarter of adults (28.9%) were choosing to receive their support with a direct payment or individual service fund providing greater opportunity to specifically tailor their support to meet their outcomes in a way they want.

### **Timescales for Stage Two Complaint Investigations:**

In 2019/20, HSCP formally responded to 37 Stage Two complaints. Eight (21%) were responded to within the 20-working day target; 22 (60%) did not meet the target of 20 working days; three (8%) had agreed extensions and four (11%) were withdrawn prior to the completion of the investigation.

### **Outcomes:**

Of the complaints investigated at Stage Two, eight (21%) were upheld: 15 (41%) were partially upheld; 10 (27%) were not upheld and four (11%) were withdrawn prior to the completion of the investigation.

### **Complaint Trends:**

Of the 37 Stage Two complaints, 23 were either upheld or partially upheld. Twenty-two were reported in locality teams:

- North East: 2
- North West: 4
- South East: 10
- South West: 6

One Stage two complaint was reported across miscellaneous services.

### **The top four themes around upheld or partially upheld complaints were:**

- Lack of communication (52%)
- Staff incompetence/negligence; attitude/behaviour (30%)
- Decision making (17%)
- Delayed packages of care (17%)

It should be noted that many complaints have several themes, hence the reason the percentages add up to more than 100%.

### **Service Improvements:**

All stage two complaints with an outcome of upheld or partially upheld now have an accompanying improvement plan. The improvement plans are the responsibility of the locality or service to ensure identified actions are implemented and learning from complaints is shared with the relevant teams.

For the period 2019/20 communication has been identified as a recurrent area for improvement across the services. An example of this has been where the language used within an assessment document has been ambiguous and interpreted

differently by the family in comparison with what was intended by the worker. Using clear and concise language was identified as an area of improvement both on an individual level but also raised on a wider level during formal training on assessments.

A further example relates to the wording on a screening document used by the Mental Health and Substance Misuse forms; it was identified that the form could be better developed as an aid to ensure that accurate and relevant information was recorded which would better support the subsequent screening of any referrals.

## **Communities and Families**

During the period April 2019 to March 2020, Communities and Families (Children's Services Social Work Complaints) completed 23 formal stage two complaint investigations. This represents a 49% decrease on the previous year. In addition, 46 complaints (an increase of 31% on the previous year) were completed as stage one frontline resolutions and eight enquiries and elected member enquiries (a decrease of 76% on the previous year) were responded to.

Children's Services Social Work Complaints have a duty to investigate complaints which have been raised regarding the following departments/sections:

- Central Services, including:
  - Multi Systemic Therapy / Throughcare and Aftercare / Young People's Service
- Child and Family Centres
- Children and Young People Review Team
- Disabilities Services
- Emergency Social Work Services
- Family Based Care
- Kinship Care Support Team
- Practice Team Sector Based
- Residential services, including:
  - Young People's Centres / Close Support/ Residential School / Secure Services
- Social Work Centres

### **Timescales for Stage Two Complaint Investigations:**

In 2019/20, Communities and Families formally responded to twelve formal stage two complaints (52%) within 20 working days or within agreed extensions; ten complaints (43%) were not completed within the targeted timescale. One complaint (3%) was withdrawn.

### **Outcomes:**

Of the stage two complaint investigations completed, eleven (48%) were not upheld, nine (39%) were partially upheld, two (9%) were upheld, and one (4%) was withdrawn.

### **Timescales for Stage One Frontline Resolutions:**

Twenty-five stage one frontline resolutions were responded to within timescales or agreed extensions (55%). Timescales were not met on twenty occasions (43%), and one (2%) was withdrawn

### **Outcomes:**

Of the stage one frontline resolutions completed, four (9%) were upheld, thirteen (28%) were partially upheld, twenty-eight (61%) were not upheld and one (2%) was withdrawn.

### **Complaint Trends:**

There were fifteen stage two complaint investigations completed regarding social work practice teams in the year 2019/20. This is a 69% decrease from 2018/19. There was a broad range of reasons for the complaints lodged regarding practice teams, the highest incidences being about decisions made by practice teams (seven) and where there were multiple issues (three).

No other section/department covered by Children and Families Social Work Complaints received more than one stage two complaint during the reporting period.

### **Service Improvements:**

As with all other Council departments, there is a relationship between complaints received and the continuous improvement of services, and this provides a mechanism for service users to contribute to the development of services. In the reporting year, 1 April 2019 to 31 March 2020, there were no specific service improvements noted. This is in comparison with five service improvements having been identified the previous year.

### **Scottish Public Services Ombudsman (SPSO):**

There were no investigations by the SPSO in relation to Children's Services Social Work Complaints in the year April 2019 to March 2020, compared with two the previous year. There was one enquiry, but this was not progressed to an investigation by the SPSO.

### **Criminal Justice**

During 2019/20, Criminal Justice Social Work received three stage two complaints. This represents a decrease of 25% from the previous year. Criminal Justice completed two stage two complaint investigations (the third complaint was concluded in 2020/21 period and will be reported on next year). Seven complaints were resolved as frontline resolutions (representing a 44% decrease from previous year; one enquiry was suspended due to an ongoing Court case; and no positive comments were received.

The level of complaints received is set against a background of the following service provision volume:

- 2,682 people were supported through open community orders by the Criminal Justice Social Work Service. This represents a 0.9% increase from support given during 2018-19.

- Criminal Justice staff completed 2,547 social work reports to support decision making by the courts, representing a 0.7% increase with 2018-19.

**Timescales for Stage Two Complaint Investigations:**

In 2019/20 Criminal Justice Services responded to one complaint within 28 days (50%) and one within the agreed extension period (50%). The third complaint was concluded in 2020/21 period and will be reported on next year.

**Outcomes:**

Of the complaints completed one (50%) was partially upheld and one not upheld (50%). The third complaint was concluded in 2020/21 period and will be reported on next year.

**Complaint Trends:**

There were two complaint investigations completed by Criminal Justice Services in 2019/20. The reason for both complaints related to a decision made by a practice team. One complaint investigation was by Community Intervention Team and one complaint investigation was by Resettlement Team.

**Service Improvements:**

No service improvements to report.

**Revised Complaints Handling Procedure (CHP)**

Earlier in the year, the SPSO launched a revised Model Complaints Handling Procedure (MCHP) which all local authorities are expected to adopt by April 2021. While broadly similar to the existing CHP, the revised MCHP introduces and refines some new practices which will require adoption across all Council services. This most significant change to the procedure is the introduction of “resolving complaints” whereby agreement can be sought with the complainant on what action to take without requiring to make a decision on whether the complaint should be upheld or not. This means that complaints can be resolved at any stage of the complaint’s procedure.

The Council’s Information Governance Unit will co-ordinate the implementation of the revised CHP with support from representatives within the Corporate Complaints Management Group (CCMG). The membership of the CCMG includes four representatives from social work (two from Edinburgh Health and Social Care Partnership and two from Children’s Social Work Service).

### Appendix 3 – Regulated Care Services Gradings by Care Inspectorate

Case Number Manager	Previous Grading	Current Grading
<b>Home Care and RE Ablement</b>		
CS2010275546  <b>Overnight Home Care Service</b>	<b>Inspection Date</b> 9 May 2018  5 - Care and Support 5 - Staffing 3 – Management and Leadership	<b>Inspection Date</b> 26 February 2020  5 - Care and Support 4 - Staffing 4 - Management and Leadership
CS2004069903  <b>South West Home Care Service Canal</b>	<b>Inspection Date</b> 6 March 2019  4 - Care and Support 4 - Staffing 3 - Management and Leadership	<b>Inspection Date</b> 25 February 2020  5 - Care and Support 4 - Staffing 5 - Management and Leadership
CS2017356652  SE Home Care Service Cluster 2	<b>Inspection Date</b> 26 March 2019  4 - Care and Support 4 - Staffing 4 - Management and Leadership	<b>Inspection Date</b> 10 February 2020  4 - Care and Support 4 - Staffing n/a - Management and Leadership
CS2017356651	<b>Inspection Date</b> 19 March 2019	<b>Inspection Date</b> 4 February 2020

SW Hub Re Ablement Service	5 - Care & Support 5 - Staffing 4 - Management and Leadership	5 - Care & Support n/a - Staffing 5 - Management and Leadership
CS2009231045 South East Hub Services	<b>Inspection Date</b> 4 March 2019	<b>Inspection Date</b> 30 January 2020
	5 - Care and Support 4 - Staffing n/a - Management and Leadership	4 - Care and Support 4 - Staffing n/a - Management and Leadership <i>(last assessed during 2015 inspection)</i>
CS2004069214 North West Home Care Service Cluster 1	<b>Inspection Date</b> 19 February 2019	<b>Inspection Date</b> 3 December 2019
	4 - Care & Support 5 - Staffing n/a - Management and Leadership	4 - Care and Support n/a - Staffing 4 - Management and Leadership
CS2004069231 South West Home Care Service Pentlands	<b>Inspection Date</b> 8 March 2019	<b>Inspection Date</b> 26 November 2019
	4 - Care and Support n/a - Staffing 4 - Management and Leadership	4 - Care and Support 4 - Staffing n/a - Management and Leadership
CS2009216955 North West Home Care Service Cluster 2	<b>Inspection Date</b> 25 September 2018	<b>Inspection Date</b> 27 September 2019
	4 - Care and Support 5 - Staffing n/a - Management and Leadership	4 - Care and Support n/a - Staffing 4 - Management and Leadership

CS2004069907 North East Home Care Service East	<b>Inspection Date</b> 24 October 2018	<b>Inspection Date</b> 12 September 2019
	5 - Care and Support 4 - Staffing n/a - Management and Leadership	5 - Care & Support n/a - Staffing 4 - Management and Leadership
CS2017356649 NE Hub - Re-ablement Service	<b>Inspection Date</b> 3 October 2018	<b>Inspection Date</b> 24 July 2019
	4 - Care and Support 4 - Staffing 4 - Management and Leadership	4 - Care & Support 4 - Staffing n/a - Management and Leadership
CS2017356650 NE Home Care Service Leith Housing Support Service	<b>Inspection Date</b> 3 May 2018	<b>Inspection Date</b> 5 July 2019
	4 - Care and Support 4 - Staffing 4 - Management and Leadership	4 - Care & Support 4 - Staffing n/a - Management and Leadership
<b>Adult Services</b>		
CS2003010947 Firrhill Short Breaks Service	<b>Inspection Date</b> 17 January 2019	<b>Inspection Date</b> 25 February 2020
	5 - Care and Support n/a - Environment 5 - Staffing 4 - Management and Leadership	6 - Care and Support 4 - Environment 6 - Staffing 5 - Management and Leadership
CS2004069187	<b>Inspection Date</b> 27 Mar 2019	<b>Inspection Date</b> 3 February 2020

Disability Family Support Service	5 - Care and Support 5 - Staffing n/a - Management and Leadership	5 - Care and Support n/a - Staffing 3 - Management and Leadership
CS2004069196  Support Works	<b>Inspection Date</b> 13 December 2018	<b>Inspection Date</b> 24 January 2020
	6 - Care and Support 5 - Staffing n/a - Management and Leadership	5 - Care and Support n/a - Staffing 5 - Management and Leadership
CS2017360345  Castle Craggs - Housing Support	<b>Inspection Date</b>	<b>Inspection Date</b> 4 September 2019
		5 - Care & Support 5 - Staffing 5 - Management and Leadership
CS2003010954  Castle Craggs (Short Breaks)	<b>Inspection Date</b> 30 October 2018	<b>Inspection Date</b> 18 December 2019
	5 - Care and Support n/a - Environment 4 - Staffing 4 - Management and Leadership	4 - Care & Support 4 - Environment n/a - Staffing n/a - Management and Leadership
<b>Care Homes Older People</b>		
CS2003010934  Clovenstone House	<b>Inspection Date</b> 28 November 2019	<b>Inspection Date</b> 25 February 2020

	5 - Wellbeing n/a - Leadership n/a - Staffing n/a - Setting 5 - Care and Support	4 - Wellbeing n/a - Leadership n/a - Staffing n/a - Setting 4 - Care and Support
CS2009233011  Inch View Care Home	<b>Inspection Date</b> 27 March 2019	<b>Inspection Date</b> 18 February 2020
	4 - Wellbeing n/a - Leadership n/a - Staffing n/a - Setting 4 - Care and Support	4 - Wellbeing n/a - Leadership n/a - Staffing n/a - Setting 4 - Care and Support
CS2003010938  Cherry Oak Care Home	<b>Inspection Date</b> 8 March 2019	<b>Inspection Date</b> 18 February 2020
	3 - Wellbeing n/a - Leadership n/a - Staffing 3 - Setting 3 - Care and Support	3 - Wellbeing n/a - Leadership n/a - Staffing 3 - Setting 3 - Care and Support
CS2003010931  Fords Road Home for Older People	<b>Inspection Date</b> 19 February 2019	<b>Inspection Date</b> 7 February 2020
	3 - Wellbeing n/a - Leadership n/a - Staffing n/a - Setting n/a - Care and Support	4 - Wellbeing n/a - Leadership n/a - Staffing n/a - Setting 4 - Care and Support

CS2016345165 Royston Court Care Home	<b>Inspection Date</b> 17 December 2018	<b>Inspection Date</b> 3 February 2020
	3 - Wellbeing 3 - Leadership 3 - Staffing 4 - Setting 2 - Care and Support	2 - Wellbeing 2 - Leadership 3 - Staffing 4 - Setting 2 - Care and Support
CS2007145240 Marionville Court	<b>Inspection Date</b> 21 February 2019	<b>Inspection Date</b> 24 January 2020
	4 - Wellbeing 4 - Leadership 4 - Staff 4 - Environment 3 - Care and Support	4 - Wellbeing 5 - Leadership 5 - Staff 4 - Environment 3 - Care and Support
CS2012311175 Drumbrae Care Home	<b>Inspection Date</b> July 2018	<b>Inspection Date</b> 23 December 2010
	2 - Care and Support 4 - Environment 2 - Staffing 2 - Leadership	2 - Wellbeing 1 - Staffing 1 - Leadership 3 - Setting 1 - Care & Support Planning
<b>Young Peoples Centre</b>		
CS2003010929 Seaview	<b>Inspection Date</b> 19 July 2018	<b>Inspection Date</b> 21 January 2020

	5 - Care & Support n/a - Environment 4 - Staffing 3 - Leadership	5 - Care and Support 5 – Environment 5 - Staffing 5 - Wellbeing 3 - Leadership 5 - Wellbeing
CS2003010930  Heathervale	<b>Inspection Date</b> 23 October 2018	<b>Inspection Date</b> 12 December 2019
	5 - Care & Support 4 - Environment 5 - Staffing 4 - Leadership	3 - Care and Support n/a – Environment n/a – Staffing n/a – Leadership 3 - Wellbeing
CS2005099728  Edinburgh Secure Services Close Support Unit	<b>Inspection Date</b> 19 September 2018	<b>Inspection Date</b> 22 October 2019
	5 - Care and Support n/a - Setting n/a - Staffing 5 – Leadership	4 - Care and Support n/a Setting n/a Staffing n/a Leadership 4 - Wellbeing
CS2003010921  Edinburgh Secure Service	<b>Inspection Date</b> 19 September 2018	<b>Inspection Date</b> 25 September 2019
	5 – Care and Support 5 – Environment 5 – Staffing 5 – Leadership	3 - Care and Support 5 - Environment 3 - Staffing 5 - Leadership
CS2003010923	<b>Inspection Date</b> 18 October 2018	<b>Inspection Date</b> 12 September 2019

Northfield Young Peoples Centre	5 - Environment 4 - Staffing 5 - Leadership 5 - Care and Support	3 - Wellbeing n/a – Environment n/a – Staffing n/a – Leadership 3 – Care and Support
CS2003010927  Drylaw Young Peoples Centre	<b>Inspection Date</b> 19 October 2018	<b>Inspection Date</b> 21 June 2019
CS2003011119 Southhouse Close Support Unit	<b>Inspection Date</b> 5 April 2018  5 – Care and Support n/a - Environment n/a – Staffing 5 – Leadership	<b>Inspection Date</b> 18 June 2019  4 – Care and Support n/a – Environment n/a - Staffing 5 – Leadership
<b>Safer and Stronger Communities</b>		
CS2003010953  Crane Services	<b>Inspection Date</b> 21 November 2018	<b>Inspection Date</b> 17 January 2020

	5 - Care and Support n/a - Environment 5 - Staffing n/a – Management and Leadership	5 - Care and Support n/a - Environment 5 - Staffing n/a - Management and Leadership
CS2004069170	<b>Inspection Date</b> 19 April 2017	<b>Inspection Date</b> 11 April 2019
Bingham and Randolph Housing Support Service	5 - Care and Support n/a – Staffing 5 – Environment 4 – Management and Leadership	5 – Care and Support n/a - Staffing 4 – Management and Leadership

#### Appendix 4 – Registration of the Workforce with the Scottish Social Services Council (SSSC)

The table below outlines: dates set for compulsory registration in each part of the register; the number of Council staff employed in the social services workforce; and the number who have achieved registration.

Section of Register	Number in Workforce	Workers currently registered	Comments	Date of Compulsory Registration	Renewal Period
Social workers	813	848	The social work register part is qualification-based. Registered numbers include employees who have chosen to register but are not practicing social workers.	1 October 2005	3 years
Managers of residential childcare	8	8		1 October 2009	5 years
Residential childcare workers with supervisory responsibility	36	36		1 October 2009	5 years
Residential childcare Workers	163	296	Registered numbers include Locum Bureau workers.	1 October 2009	5 years
Managers of care homes for adults	11	9	1 manager is in an acting up position and not currently required to join this register part.	1 December 2009	5 years
Managers of adult day care services	6	6		1 December 2009	5 years
Managers of day care of children services	90	16	Discrepancy is because managers are Head Teachers who are registered with the General Teaching Council Scotland.	1 December 2010	5 years
Practitioners in day care of children	673	1080	Registered numbers include supply workers.	1 October 2011	5 years

Supervisors in a care home service for adults	78	76	2 hold alternative registrations	1 April 2012	5 years
Support workers in day care of children services	125	216	Registered numbers include supply workers	1 July 2014	5 years
Practitioners in care homes for adults	166	165	1 practitioner is in the process of applying	30 March 2013	5 years
Support workers in care homes for adults	280	284		1 October 2015	5 years
Managers in a housing support service	8	8		1 February 2014	5 years
Supervisors in a housing support service	22	22		1 July 2017	5 years
Workers in a housing support service	137	145	Registration programme is ongoing. Compulsory registration due on October 2020	1 October 2020	5 years
Managers in a care at home service	1	1		1 February 2014	5 years
Supervisors in a care at home service	2	2		1 July 2017	5 years
Workers in a Care at Home Service	20	20			
Managers in a Combined Housing Support and Care at Home Service	15	12	3 managers hold registration with an alternative body	1 February 2014	5 years

Supervisors in a Combined Housing Support and Care at Home Service	114	122		1 July 2017	5 years
Workers in a Combined Housing Support and Care at Home Service	979	904	Registration programme is ongoing. Compulsory registration due on October 2020	1 October 2020	5 years