

Midlothian Council

CHIEF SOCIAL WORK OFFICER
ANNUAL REPORT
2018-2019

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Midlothian Council

Midlothian is a small local authority area adjoining Edinburgh's southern boundary, framed by the Pentland Hills in the West and the Moorfoot Hills of the Scottish Borders in the South. Most of Midlothian's population of 91,340 resides in or around the main towns of Penicuik; Bonnyrigg; Loanhead; Dalkeith; Newtongrange and Gorebridge. The southern half of the authority is predominantly rural, with a small population spread among a number of villages and farm settlements.

Some parts of Midlothian have seen increasing levels of economic deprivation with the associated social and health issues. This has become worse as a result of the economic downturn that began in 2009. Deprivation is most acute in the communities of Gorebridge, Mayfield & Easthouses and Dalkeith & Woodburn. The Community Planning Partnership has determined to target these three areas to more effectively address inequalities. There are also smaller pockets of deprivation within many of Midlothian's communities, specifically Loanhead, and in all communities there are households on low incomes, often combined with other issues such as disability; age; mental health; substance misuse; lone parenting or caring responsibilities.

Midlothian's current population is characterised by large young and retired segments, with the latter growing rapidly and becoming predominantly female as it ages. The impact of new-build family housing will tend to increase the younger and working age population. Taken together, this may mean radical change in the nature and volume of service demand.

Summary Reflections – Key Issues

Midlothian Council continues to operate in a rapidly changing environment. The Council recognises that reducing poverty and inequality and tackling the most challenging difficulties of disadvantage and deprivation will have a disproportionately positive impact on the wellbeing and prosperity of *all* the residents in the area.

Midlothian Council continues to face a number of challenges, including financial pressures, those arising from a growing and changing population, the need to adapt to a sustainable, resource efficient and low carbon future, and ongoing reform of the public sector.

Between 2010/11 and 2015/16 Scottish councils faced a reduction in funding of 14% in real terms; these pressures have continued over the past three years and are likely to persist over the next few years. These pressures are a compelling driver for changing the way the Council operates, adapting to financial and service demands and making sure we are better placed to take advantage of opportunities as they arise over the next few years. Changes include a reduction in workforce, new approaches to managing the Council's property and asset portfolio and working more collaboratively with partners from all sectors to redesign models of service delivery.

The Council needs to explore opportunities for shared services and cross regional working approaches that offer potential economies of scale and strategic efficiencies. At the same time, the Council needs to implement structures and processes, which encourage localised, community-led decision making, ensuring services fit the needs of citizens. The integration of health and social care continues to provide unprecedented opportunities to shift resources to align with partners' shared ambitions to support people

to live at home. Its success will be manifest in greater coordination and focus on joint priorities; however, it will also be entirely dependent on a realistic and meaningful shift of resources from acute health services to community-based health and social care. In a climate of severe pressure on all aspects of public services, achieving this shift will be very challenging.

Discussions regarding the future of education; a review of child protection across Scotland; possible implications of this for children's services generally; and the outcome of the referendum on EU membership combine to create a climate of change. Despite the uncertainty arising from these changes public bodies must continue to support vulnerable people in a system that is structurally underfunded for the scale of need, demand and expectation.

Partnership Structure/Governance Arrangements.

The law requires each local authority to appoint a Chief Social Work Officer (CSWO). This function cannot be delegated by the local authority and is unaffected by the integration of health and social care under the Public Bodies (Joint Working) (Scotland) Act 2014.

In addition to the statutory functions associated with the role, the CSWO is responsible for the management and strategic development of a range of operational services within the Council and NHS Lothian.

Public sector partners have agreed to use the Single Midlothian Plan as the strategic context for their service planning in the area and a Chief Finance Officers' Group has been established, to align budgets with priorities and support the planning cycle. Within the community planning structure the 'Getting it Right for Every Midlothian Child' Board has responsibility for the overview of integrated children's services plan. Criminal Justice and Public Protection issues are monitored through the 'Safer Communities Board' and all other Adult Social Care issues are progressed and monitored through the Strategic Planning Group for Health and Care accountable to the IJB.

The CSWO is by regulation a non-voting member of Midlothian's Integration Joint Board for Health and Social Care; and a member of East and Midlothian's Chief Officers' Group, which is responsible for the leadership, governance and performance management of the multi-agency aspects of public protection in the two local authority areas.

The CSWO chairs or is a member of 5 partnerships/committees, which monitor performance and ensure the provision of quality services in relation to child and adult protection, offender management, alcohol and drugs and violence against women.

The arrangements for public protection in Midlothian are consistent with the expectations of the Scottish Government.

Social Services Delivery Landscape

Demographic Changes

Despite the economic recession there have been significant house building developments in most of Midlothian's communities. The new railway will make the area even more attractive to commuters to Edinburgh. Midlothian is one of the fastest growing Local Authorities in Scotland.

As stated earlier the population is ageing with the proportion of older people likely to increase significantly over the next twenty years. By 2035 the number of people over 75 years will double whilst there will be almost 3 times as many people over 85 years- approximately 4,300, the vast majority of whom will remain living in their own homes. The projected change in population by age structure within Midlothian between 2016-26 is an 18% rise in the 0-15 year olds, the highest increase across Scotland and a rise of 50% of those aged over 65. Midlothian has the fastest growing population across Scotland.

While employment rates are above the Scottish average, 12.5% of the Midlothian population have a lower income than the national average. Poorer health is consistently associated with poverty. The economic downturn has had a particularly adverse effect on areas already suffering deprivation including parts of Gorebridge, Woodburn, Dalkeith and Loanhead.

Prevention and Early Intervention

Shifting the balance of investment in favour of services and approaches that prevent problems occurring or stop them from deteriorating can improve outcomes for citizens, reduce future demand and make more effective use of available resources. The integration of health and social care provides the opportunity to continue to embed prevention and early intervention into mainstream service delivery and take an evidenced-based approach to identifying specific priorities for localities. It also presents opportunities to redirect resources from acute health services to community based support.

Care at Home

There are 380 care workers delivering care at home support to over 750 people. Every week 20,000 care at home visits take place, delivering 6,000 hours of care. The falls team responded to 1,297 falls, 63% of call outs were for people aged over 75. 30% of all people are living with one or more long terms condition. Delivering care at home remains a significant challenge both locally and nationally and impacts on length of stay in hospital. Midlothian continues to work with partners to develop sustainable and effective models of service delivery.

Substance Misuse

The issue of substance misuse can be an emotive one-there is a tendency in the public mind to consider the problem as one which is self-inflicted and not fully appreciate the difficulties people have in dealing with their dependency. The impact of substance misuse is also not just on the individual but on their family and wider society. For instance 1500 children are estimated to live in households in Midlothian where one or both parents have some level of problematic alcohol abuse. The problem affects the quality of life and, eventually, the physical wellbeing of the individual; results in family breakdown; affects

the sense of community and public safety; leads to crime etc. There are also approximately 920 people known to have problem drug use in Midlothian- the impact on the user and their families can be equally devastating to the effects of alcohol misuse. The challenges described can only be met by a fully-equipped and motivated workforce. There is also a need to develop a greater sense of all staff across the different sectors working together as part of a whole, joined-up system. This will involve training and support as the move towards new models of care progresses. It will also require effective recruitment and retention policies; in areas such as district nursing and home care have an ageing staff group whilst in social care services generally there is a need to improve our retention of staff as high turnover is both wasteful of resources and disruptive to service users.

Self-Management

The increasing emphasis on self-management and self-directed support will require a cultural shift towards a greater sense of working in partnership with patients/service users. The increased priority to be given to recovery will entail staff developing stronger motivational skills to work with people who may not have a lot of optimism about their future given the conditions they are trying to deal with, be they drug dependence, mental illness or cancer. A growing tool in the promotion of an person-centred approach has been the rollout of Good Conversation training across all disciplines.

Implementation of Self Directed Support continues to be an area of development both for social work practice and care provision. Over the last year an area of focus for Midlothian has been the development of the back office processes necessary to support the provision of more flexible support. Ensuring the embedding of personal outcomes approaches continues to remain a key focus. By taking this approach there are an increasing number of examples of creative support provision where individuals are exercising choice and control to meet their care needs using non-traditional support. This has included the promotion of direct payments and a scheme to help individuals wishing to use personal assistants recruit suitable individuals.

Finance

The Council continues to face significant challenges from increases in demand, inflationary pressures, welfare and pension reform, increased citizen expectations and reduced Government grant income. However it has sought to protect social care budgets from the level of cuts required in other services. There is no doubt over the next few years that health and social care services will need to manage with reduced budgets, despite the ageing population and increased public expectations about service quality and accessibility.

The Children's Services budget has increased from £15,271,988 to £15,939,424, an increase of £667,436. This reflects increases in relation to pay awards and demographic and inflationary pressures on services, offset by a savings target of £300,034.

The Adult Social Care budget has increased from £39,725,903 to £42,652,072, an increase of £2,926,169. This increase includes new monies for Investment in Integration and Free Personal Care for people under 65, pay awards and funding for demographic pressures on

services . The budget has been reduced by a savings target of £1,346,000. The achievement of this target is being overseen by the Realistic Care Realistic Medicine Transformation Board.

This transformation programme is a continuous one rather than a structured time-limited project. Critical to success has been a culture which encourages constant exploration and evaluation of costs and benefits throughout the service with an unrelenting focus on the delivery of outcomes. (This approach does not always sit easily with the necessity for robust financial planning, to provide, from the outset, firm commitments to specific savings targets to ensure the Council has a very clear plan for financial sustainability over the coming years.)

The service transformation programmes in Adult Care and Children's Services continue. There is a particular focus on learning disability services including, developing more efficient approaches to the delivery of care and, in the longer term, creating a local and more cost-effective service for people with complex care needs. Financial pressures continue to be an area risk with an increasing cost of care and demographic pressures. Consequently a programme of work has been established to ensure the regular review of existing packages of care to ensure they are meeting assessed needs and being provided cost effectively. As part of this programme, of work a 'Fair Allocation of Care' policy was developed to ensure equitable decision-making.

The integration agenda with the health service may also create new opportunities for more efficient and effective working although realistically this is more likely to enable the sustainability of health and care services in the face of dramatically increasing demographic pressures.

Finally, the application of the principles of prevention, local access to services and coproduction along with greater priority on addressing health inequalities, will, in time, reduce reliance on public services. However this can only be managed on the basis of a commitment to this vision of public service delivery and realistically cannot be relied upon in the short-term as a solution to the shortfall in public service funding.

Service Quality and Improvement

Across the Council's social work and social care service, including those adult services delegated to the Integration Joint Board for Health and Social Care, there is a wide range of quality assurance activity – from day to day operational management at a local level, to broader self-evaluation and audit, involving quality assurance staff, practitioners and operational managers. Set out below are some examples of quality assurance activity carried out in 2018/19. This activity is an important mechanism for assessing the standards of services delivered; however, it cannot address the structural issues relating to resource pressures, for example, delays in assessments and service provision. These require to be tackled by service redesign, a greater emphasis on prevention, early intervention and self-management, and by a meaningful transfer of resources from acute to community-based services. This principle applies to both adult and children's services and the management of offenders.

Service performance is reported quarterly via quarterly performance reports. Performance information is also included in the Midlothian News (e.g. annual performance supplement in the autumn). Quarterly performance reports can be found online at: <http://www.midlothian.gov.uk/performance> Copies of Midlothian News can also be found on the Council website / intranet. In Adult Care the Joint Management Team consider a performance report at its monthly meetings.

Adults

Within Older People's services 2018-19 was dominated by the continued challenges associated with providing care at home services although progress was made in agreeing framework agreements and the promotion of partnership working between local providers. Looking ahead, firm plans are in place for extra care housing initially in Gorebridge and then in Dalkeith building on the success of Cowan Court in Penicuik. Work is underway to relocate the intermediate care facility, currently Highbank Care Home into new purpose built accommodation with extra care housing located in the same area. A proactive approach to early identification of frail older people is being led by local GPs and work is well developed in designing support services which will help reduce the likelihood of crisis and hospital admissions.

The Disabled Directory, updated annually provides an invaluable, comprehensive list of supports and services for disabled people, their families and carers living in Midlothian. Transport, Employment, Housing, Welfare Benefit and services to people with Sensory Impairment are issues which remain high in priority. A new group focusing on community rehabilitation, particularly in light of the redesign of the Astley Ainslie Hospital has been set up to progress work locally.

The Wellbeing Service expanded within the year to now be embedded across all twelve GP practices. It is a service providing person centred care and support: care that treats people as equal partners, focuses on personal outcomes, supports their role in managing their health and wellbeing and recognizes the importance of prevention and anticipatory care and support. Over 43% of people attending reported that they had a mental health difficulty (anxiety, depression, past trauma, eating disorder etc).

Within Mental Health the new Midlothian Access Points in two locations assisted over 400 people to quickly access self-help resources and psychological services. More broadly mental health is a major feature of our strategic direction and service delivery in Midlothian. As a consequence, planning service redesign is now managed by the local Partnership whilst working with other IJBs to design and implement new approaches to specialist pan-Lothian services including the Royal Edinburgh Hospital.

Children

Over the last 24 months the number of children and young people Looked After at Home in Midlothian has increased significantly, almost doubling. Figures for Looked After at Home are higher than the national average whilst those for Looked After and Accommodated children and young people are lower in all three areas of accommodation types

The Reviewing Team is currently engaged in developing a Quality Assurance Framework to look at practice standards across the board and the role of the Independent Reviewing Officers in building up and supporting robust quality assurance processes. Although in its infancy, a professional working group is now considering both the strengths of services and areas for improving the quality of practice within Children's Services.

Following the restructuring of Children's Services in April 2017 teams have had a period of bedding in, developing their identities, formalising roles, responsibilities and processes as well as continuing to work in an outcomes-focused manner. Although referrals into the service have increased, the number of children on Midlothian Council's child protection register has decreased and this continues to sit within the national average. In part, this can be attributed to the development of an Early Intervention and Prevention Strategy that has been developed across the Authority. This work has supported the identification and management of risk at an early stage of intervention. Relationships with colleagues in partner agencies have also been strengthened and supported by the work of our two early intervention and prevention development officers.

Permanence and Care Excellence (PACE)

Midlothian Council are committed to providing Care Experienced children with stable, secure and nurturing families, always within the child's kin family although an alternative family is considered if the kin placement is not appropriate. A Service Manager and CELCIS presented the findings from the PACE programme on 9th April 2019. The presentation evidenced the positive improvements that have been made since Children's Services became involved in October 2017. The programme's stretch aim was to ensure that any child under 12 years, who required to be accommodated by the local authority, would have a permanence plan within 7 ½ months (30 weeks) from the date they were accommodated. Our target was to achieve 75% however we have managed to achieve 95%. The Scottish Government have set out guidance where they hope that all children accommodated shall be legally secured by 54 weeks from the date of accommodation. Midlothian Council are the only local authority in Scotland anywhere near this target, with us achieving 54.4 weeks for our children. This is a phenomenal success and is a result of the drive and commitment from the PACE Champions, Children's Services, Business Support and Legal Services as well as CELCIS supporting us on this journey.

Delivery of Statutory Functions

The CSWO has a number of statutory responsibilities specific to the role. These are set out in legislation and Scottish Government guidance and relate primarily to issues of public protection and the promotion of professional standards for the workforce

Registered social workers make a significant contribution to social justice and inclusion, often working at the critical interface between the state and individual liberty. Decisions relating to the following may be expected of social workers:

- Consideration of compulsory detention against their will of individuals with mental health issues
- Restriction of liberty of offenders who may pose a risk
- Removal of children from their parents' care.

These decisions require a careful balance between individual rights, needs and risks, both to the individual and the community. Social Workers are often required to make decisions to protect the rights of individuals, which go against the wishes and expectations of partner agencies and the public. They must balance the role of both advocate and controller in certain circumstances and are personally accountable for their professional decision making.

The Council and partner agencies have established strong multi-agency governance arrangements for public protection, from the Joint Chief Officers' Group, chaired jointly by both East and Midlothian Council's Chief Executives, to Protection Committees and a number of sub-groups focusing on performance, quality and review. Within these governance arrangements, there are a number of sub-groups which focus on child and adult protection, violence against women, drugs and alcohol and offender management.

The CSWO is the lead officer for public protection in Midlothian and this allows for the critical interface between services for adults and children, offenders and victims, and issues of both risk and vulnerability to be managed in a more integrated way.

Child Protection

Multi-agency Self-evaluation

A programme of multi-agency self-evaluation, using *A Quality Framework for Children and Young People in Need of Care and Protection*, was initiated in February of this year, with a file audit of 8 cases (4 from East Lothian and 4 from Midlothian). Cases were randomly selected of children who had their names removed from the child protection register between January and June 2018. Due to a Lead Officer for Child Protection vacancy, there was a delay in the implementation of phase 2 (interviews with parents/carers and where appropriate, children and young people) and phase 3 (focus groups with staff). This is now underway. Evidence will be triangulated and findings will inform our improvement agenda.

The Inter-agency Referral Discussion (IRD) overview group continues to meet and review decisions taken at IRD, the quality of interim safety plans and whether or not effective actions have been taken to reduce risk. The Lead Officers for Child and Adult Protection will be developing a framework to capture learning in a more systematic and meaningful way, to support service improvement.

Performance Reporting

The revised framework for reporting on improvement actions within the public protection improvement plan is starting to embed, with reports on the progress of improvement actions being provided to the sub-group most relevant to the action and area for

improvement. This allows for closer oversight of improvement activity, including a repository for and validation of evidence; and gives those with lead responsibility the opportunity to seek additional support if required.

The East Lothian and Midlothian Public Protection Office coordinated East Lothian and Midlothian's involvement in the pilot of the national minimum dataset for Child Protection. This will be rolled out in the autumn of 2019. Further sessions are scheduled with CELCIS in October 2019, to support how we embed the dataset locally, integrating revisions to our approach to data collation and analysis within the context of our broader Public Protection framework.

Initial Case Review and Significant Case Reviews

There has been two Child Protection Initial Case Review's initiated in the Midlothian area in the 2018/19 fiscal year, the second of which is likely to go to a Significant Case Review.

Summary of Achievements/Contributions

Safe and Together

Introduction of the domestic abuse informed Safe and Together model into our children and families outcome focused assessment framework, has been an important step in integrating a Violence Against Women and Girls analysis across social work and related services. Safe and Together (with the non-offending parent) is based on partnering with the non-offending parent and actively working with the perpetrator to reduce risk and challenge their behaviour as parents. To this end, Midlothian Social Work is piloted a 'Families First programme' for male perpetrating parents who wish to change their behaviour, which is modelled on the Caledonian System.

The East Lothian and Midlothian Public Protection Office continues to coordinate our approach to the implementation of Safe and Together. 14 practitioners attended the first cohort of Safe and Together Core Practice Training in January 2019. 21 practitioners attended the May cohort, with cohorts of 40 practitioners planned for both November 2019 and January 2020. Safe and Together briefings, to help inform services and agencies of the basic core principles and components of the model, have been delivered to Children's Panel members and frontline social work practitioners.

Looked After and Accommodated Children Who Go Missing

The East Lothian and Midlothian Public Protection Office has led on an exercise to improve our multi-agency response to Looked After and Accommodated Children who go, or at risk of going missing. This has involved developing a senior oversight and an operational implementation group. The East Lothian and Midlothian Public Protection Committee agreed a local inter-agency partnership protocol, following from the national pilot. This has been supported by a series of trainings and local briefings.

The Police Scotland 'J' Division Missing Persons Coordinator now sits under the divisional public protection unit. A weekly intelligence report is now shared with social work partners to help identify those who most frequently go missing and target our response accordingly. The Missing Persons Coordinator is working with the Lead Officer for Child Protection to engage with local private providers and undertake briefing sessions, to ensure a consistent approach across the local authority area.

Adult Support and Protection

The Care Inspectorate undertook the first Thematic Inspection in 2017-2018 and published the full report in April 2018. The Inspection report made two recommendations for Midlothian these are;

- The partnership should make sure that all adult protection referrals are processed timeously.
- The partnership should make sure that social workers prepare well-balanced, valid chronologies for all adults at risk of harm.

Midlothian have worked diligently to improve the timeously responses to adult support and protection referrals and to ensure the quality and effectiveness of chronologies when working with adults at risk of harm. An Improvement plan detailing the actions taken to meet the recommendations was submitted to the Care Inspectorate who have since signed off the actions as complete.

The work undertaken has involved the following;

- Briefing note circulated reminding agencies of the 5 day timescale to complete inquiries.
- Briefing sessions held with key agencies
- Evaluation of all ASP Referral/Inquiries that are reporting as an exception.
- Evaluation of the reported exceptions and outcomes shared with practitioners
- Chronology workshops delivered to council officers
- Programme of self – evaluation of single agency chronologies in preparation of Initial case conference.

Self – Evaluation

Multi- agency Risk Assessments and Single Agency Chronologies are focused areas of work, including the development and delivery of workshops followed by a programme of self-evaluation. Through this activity improvements in the quality and effectiveness of chronologies have been duly noted and reported to the Performance, Quality and Improvement sub- group.

Midlothian recognise the benefits of undertaking multi – agency chronologies when working with adults at risk of harm. Midlothian have joined children's services pan-Lothian multi- agency chronology working group to assist with the development and implementation of multi- agency chronologies in adult services. Multi - agency chronologies are now an action on the Adult Support and Protection Improvement plan.

Priorities

Multi- agency attendance at Initial Adult Support and Protection case conference. This area of practice was identified by EMPPC through single agency case file audits and by the Care Inspectorate. This continues to be an area of improvement in the Adult Support and Protection Improvement plan.

To date all self –evaluation work undertaken has primarily focused on social work records, as the local authority have the lead role when working with adults at risk of harm. Information shared and action taken by partner agencies can be gleaned through this process. Ongoing self – evaluation work is a priority for EMPPC as this enables the committee to determine the quality of the work undertaken in response to adults at risk of harm as well as identify areas of improvement. In partnership with our link inspector and police colleagues, EMPPC have reviewed and amended the evaluation template used in the Thematic inspection to ensure a more comprehensive self-evaluation of the multi-agency response to adult support and protection work and to support future self – evaluation activity.

This is an action of the ASP improvement plan. EMPPC have reviewed an amended the care inspectorate evaluation template in collaboration with police colleagues and the link inspector - when working with adults at risk of harm across the partnerships.

Challenge

Midlothian actively encourage service users and carers to share and report their experiences of the adult support and protection process. This information enables us to assess the quality of the service provision from a service user and carer perspective and to improve service delivery. Due to the nature and sensitivity of the work involved this area of practice continues to be challenging. We recognises these challenges and have established a small working group to explore possible options to progress this work sensitively and effectively.

Violence Against Women and Girls

In response to key service gaps identified in the *Violence Against Women and Girls* review 2016/17 we have continued to work to ensure that our array of specialist violence against women and girls services can be trauma informed, sustainable and able to meet rising demand. There has been an increase in reported police incidents of both domestic abuse and sexual crimes as well as in the number of survivors domestic abuse accepting specialist support and we have begun to track the wait list for longer-term support for sexual abuse.

There exists a well-established partnership to provide domestic abuse services involving the police, Women's Aid East and Midlothian and the Public Protection Office's Domestic Abuse Service in liaison with social work services and specialist third sector services from Edinburgh e.g. Edinburgh Domestic Abuse Court Service. Fearless (which works with male survivors), and Shakti Women's Aid.

The number of domestic abuse incidents reported to the police had been relatively stable at around 1,000 cases per year, however in 2018/19 this increased by 19% to 1,160. The proportion of cases where survivors request specialist advisory support in relation to the number of police incidents has remained stable at 25% (24% in 2017/18). However, the overall number of cases where the survivor wishes specialist advisory support has continued to rise at 292 in 2018/19; a 23% increase on 237 in 2017/18 (113 in 2016/17). The rising demand for support is a very positive development which is in part due to changing public attitudes rejecting domestic abuse, however, it also places additional pressure on already stretched services.

The MARAC Group (multi-agency risk assessment conference) - meets every 4 weeks to reduce the risk and improve safety for those domestic abuse cases where there is risk of serious harm or death. In 2018/19 there were 105 cases at MARAC, which is a 48% increase on 2017/18 (75 cases) and closer to the 2016/17 level (111 cases). This is still 28% below the expected number for our population. Work has been undertaken to improve referrals to MARAC by encouraging universal services (family nurse partnerships, health visiting, midwifery, and housing), third sector health and housing services and sector specific organisations such as the Army Welfare Service, to take up multi-agency MARAC and Risk Assessment training and to observe MARAC. Furthermore, embedding of Safe and Together will give social work staff the knowledge and confidence to refer when appropriate. Our MARACs are chaired by a range of senior VAWG specialist staff from Women's Aid East and Midlothian, the Public Protection Office, Police Scotland and NHS Lothian. There is also a MATAC Group (multi-agency task and co-ordination group) seeking to address the high prevalence of domestic abuse in Midlothian through working with perpetrators.

A shared contract for women's refuge, outreach and support was put in place with East Lothian Council and awarded to Women's Aid East and Midlothian for 3 years with flexibility to extend to 7 years and to include additional services. The contract is now in its second year and progressing well with additional service in relation to domestic abuse support work has recently been added. Work has begun with Housing colleagues to extend safe housing alternatives for survivors of domestic abuse and their families so that refuge can be avoided where appropriate.

The Gender Based Violence Policy was adopted by Midlothian Council in March 2018, led by the Chief Social Work Officer and developed in partnership. In support of this policy, the Council has recently made provision for an additional ten days paid leave – known as Safe Leave - for employees experiencing gender-based violence and who need additional time off work to deal with resulting matters. In addition, Midlothian Council is currently working to achieve Equally Safe at Work Accreditation, provided by Close the Gap. This aims to support the Council to identify barriers to women's progression and make changes to enhance diversity at all levels. A Council cross-service team which includes Women's Aid East and Midlothian and the Public Protection Office which includes establishing mandatory Equality and Diversity training for managers and team leaders and the formation of an employee led Equalities Forum. The aim is to make continuous improvements to advance gender equality at work, supporting survivors of domestic abuse whilst fostering zero-tolerance culture in terms of Violence Against women.

Criminal Justice

Community Justice

The Community Justice Working Group and Community Safety and Justice Board met regularly in 2018/19 to look at how to reduce reoffending in Midlothian. A Community Justice Scotland event on November 19th 2018, 'Second Chances' was first hosted by Midlothian Community Justice, allowing us to raise awareness amongst partners and the public.

Midlothian's Community Planning Partnership held a Development day in November 2018 for all partners and public community groups. Midlothian Community Justice facilitated a workshop during this day to gain view from partners, stakeholders and members of the public. It also provided both a soapbox and networking opportunity.

Social Media was regularly used as a platform for sharing relevant local and national consultations, strategies and partnership movements. It is acknowledged that despite numerous activities to raise local awareness/understanding of community justice and engage partners and stakeholders in planning and delivery, more work is required to improve confidence in criminal justice processes. A programme of community engagement has been undertaken to address this and will be reported in the 2019/10 report.

Safe and Together

To support the implementation of the Safe and Together model in Midlothian the Criminal Justice Team developed a project called Midlothian Families First to deliver the Caledonian Programme to men who have not been convicted by the courts of domestic abuse offences but who have identified domestic abuse as an issue. The pilot programme initially focused on referrals from colleagues in Children and Families Social Work. To date there have been 4 referrals and there is currently one man actively engaging on the programme and a further 2 men being assessed. It is intended to develop the project further to enable referrals from other agencies including Health.

MAPPA

3 Level 3 discussions were held in 2018/19, relating to one person. In addition there were 3 Category 3 discussions (about individuals with serious violent offences) relating to 2 service users.

By the end of the 2019/19 financial year there were no level 3 or Category 3 individuals in the community, with all having been recalled to custody.

The numbers of Registered Sex Offenders managed at MAPPA Level 1 and 2 and on statutory supervision have remained similar to previous years.

The Offender Management Group meets quarterly and as well as monitoring MAPPA cases has focused on a number of Serious Incident Reviews, where an individual on supervision has gone on to commit a further serious offence. The OMG is made up of staff

across East Lothian and Midlothian and has allowed us to share practice issues and actions for improvement across the two areas.

Spring

The Spring service, for women presenting with complex issues, has continued to grow and had to operate a waiting list for the first time in 2018/19.

The Community Justice Data Analyst undertook qualitative research for the Spring service, with the aim of evaluating the extent to which the service meets the needs of service users and to inform future planning. The research process involved communication with the Spring Team Leader and the Spring steering group, to plan and facilitate a focus group and develop a questionnaire for circulation amongst participants. A total of 3 women attended the focus group, co-delivered with the Violence against Women and Girls Coordinator and 4 participants completed questionnaires. Findings focused on women's experiences at Spring in relation to the aims of choice, collaboration, trust, empowerment and safety (deemed key indicators of a trauma informed service) and included recommendations for the future.

Spring staff found the report helpful in understanding the experiences of the women attending and were pleased that overall it was meeting its objectives. Suggestions around revisions of group rules have been taken on board and reviewed and there is a plan to involve service users more in future in terms of planning for activities and opportunities for feedback.

Unpaid Work Review

The Unpaid Work team is now operating very differently and all staff attended a 'train the trainers' course at the beginning of 2019. As a result the staff can provide Unpaid Work clients with certificated training in First Aid and Health and Safety at work, to improve employability. This is generally delivered as part of the 'other activity.'

The Unpaid Work Induction session has been revised to allow more in-depth assessments of needs and skill gaps, to ensure that projects and placements are tailored to the needs of service users as far as possible.

Service User and Carer Empowerment

Capturing feedback and engaging with service users play an increasingly important role in shaping and evaluating services provided by the Council and partners. With the move towards more devolved locality working, service users will have a more significant say on the shape and development of services going forward

The introduction of the Community Empowerment Act, which aims to "help empower community bodies through the ownership of control of land and buildings and by strengthening their voices about public services" takes service user engagement a step further. Meaningful engagement of citizens using collaborative and co-productive approaches continues to grow.

Midlothian Champions and Participation of Children and Young People

Midlothian Champions Board has developed a range of participation methods which have been developed to maximise opportunities for all our Care Experienced Young People to engage. These include:

Participation:

- Fortnightly core Champions group: This is our most developed group and consists of a regular cohort of attendees ranging in age from 12 to 23 years.
- Monthly Care Leavers Group: This group was formed to address specific issues such as housing and employment which were not always relevant for our younger core group members. Interestingly, most members of the care leavers group still attend the fortnightly core group.
- Pathways to Champs: Education provide funding for our Participation Assistant to facilitate a small group within Midlothian's education provision for those not in mainstream school. This occurs weekly term time.
- Monthly Satellite School Groups: We have successfully piloted lunch time satellite drop in sessions in 2 high schools which will now continue throughout the next academic year.
- Quarterly Mini Champs: This is an informal arts based group for under 12's and has been designed to introduce the Champions Board to younger children and their carers. These are always very popular and at our last group in April, we had over 60 individuals attend which include young people, parents, grandparents, foster carers, adopters, and kinship carers.
- Young Parents Champions Group: This was developed by a Social Work student, who is also heavily involved with our Champions Board, as part of her placement at a Children's Centre. This group is for Care Experienced parents who are receiving statutory social work intervention in response to child protection concerns.
- Social Media: Facebook, Instagram and Twitter.
- Facebook Care Experienced Family Group Chat: Over the years we have seen our family group chat evolve to become the most reactive forum in terms of seeking the views of our young champions.

The purchase and subsequent launch of the Mind Of Your Own app in April 2017 has significantly contributed to improving service user's participation. An increasing number of children and young people are becoming more involved in giving their views on matters concerning to them.

Involvement of Users in Adult Services

The Criminal Justice Social Work team has also worked hard to consult with service users and beneficiaries about the services provided. All service users are interviewed at the end of every order or license and asked a series of questions about their experience of the service and the outcomes in relation to their lifestyle, behaviour and attitudes. In addition to this, a feedback form is provided to all beneficiaries of Unpaid Work to gather information about their experience of the work being carried out and their satisfaction with the end result. An interactive facility has also been created on the Council's website to enable members of the public to suggest ideas for Unpaid Work projects, provide

feedback on existing projects and request information about how offenders are supervised in the community.

The membership of the Midlothian Integration Joint Board includes two places - one for a member of the public with experience of using health and social care services and an unpaid carer. There is also the opportunity to sit on the Strategic Planning Group and be involved in other sub groups of the Board, particularly the local joint planning groups.

The need to change the relationship between statutory agencies, their partner organisations in the third and independent sector and citizens and communities is at the heart of transformation in Midlothian. The promotion of good conversations, which empower citizens to take more control over their health and wellbeing and make increased use of community assets, is a strategic priority for both the Council and the Integration Joint Board.

Involvement and Support of Carers

Carers are recognized as key partners and contributors to the shaping of strategic planning and delivery of services in Midlothian, demonstrated in local carers having provided significant contributions in roles as Carer Members on the Midlothian Integration Joint Board and Midlothian Strategic Planning Group. Implementation of the Carers (Scotland) Act 2016 (April 2018) resulted in the combination of the existing aims of the Midlothian Health & Social Care Strategic Plan relating to prevention/early intervention and increased ability to manage long term conditions in the community; along with the design of the Carers Act legislation designed to support carers' health and wellbeing and aiming to help make caring more sustainable. Both documents recognize the necessity and impact of caring, and the importance of early intervention and availability and provision of support for sustainability. Following successful participation in pilot work testing aspects of the Carers legislation during 2017, Midlothian HSCP took steps to share the responsibility of completing Adult Carer Support Plans with VOCAL Midlothian beginning in October 2018. This resulted in a higher consistency in the type of support planning offered, a significant increase in the number of carers undertaking support planning, whilst also improving choice and flexibility to carers in who they choose to complete this with.

Support resulting from the development of plans is accessed from a variety of sources dependent on individual outcomes. Direction and signposting to community and universally accessed supports for information and advice is utilized alongside targeted support for carers from condition specific resources and VOCAL Carer Centre, and also individualized budgets from Midlothian HSCP as required. Significant areas of work that continue to be developed relate to Short Breaks (production and publication of Short Breaks Service Statement) and Carer Emergency Planning; both of these areas of work again directed by the new act but sharing the HSCP agenda of prevention, self-management/future planning and sustainability.

Children's service has responded to statutory changes in legislation in terms of the implementation of the new Carers (Scotland) Act (2016); work was undertaken with Adult Services, Education and Children 1st Young Carers to ensure processes were in place for the Act coming into effect on 1st April 2018. The eligibility criteria and assessment process (Young Carers Statement) is now in place and awareness raising has been undertaken via partner organisations and information posters and leaflets circulated Midlothian wide.



Complaints

Whilst complaints remain low they are a useful tool to monitor performance and look for cross-cutting issues and themes. A common theme of complaints throughout the year centred on the delivery of service provision from externally contracted providers. Significant changes in contracting arrangements and the use of Large Scale Investigations to monitor concerns was utilised

Self-Directed Support

The Social Care (Self Directed Support) (Scotland) Act 2013 was intended to give people eligible for social care support greater choice and control. Feedback from citizens is that self-directed support has made a very positive impact on their lives and in some cases has included a reduction in the level of support the individual now receives.

Workforce planning and development

Midlothian Council and Midlothian Health and Social Care Partnership have a strong commitment to workforce planning and development. In the past year we have recruited to the Practice Learning and Development Manager Post to manage a dedicated team who focus upon the learning and development needs of Children's Services and the Health and Social Care Partnership. There are has strong links with the third sector with opportunities for shared learning. We have made SVQ Assessor posts permanent to ensure sustainable development opportunities ranging from Foundation Apprenticeships to attract young people into a career in care through to management programmes required for SSSC registration.

The Learning and Development Team work collaboratively with senior managers to ensure that resources are aligned to registration requirements, essential training and CPD priorities to support Post Registration Training and Learning Requirements.

The team also deliver bespoke sessions for team development. The highlights from 2018-19 included

Qualifying and Post Qualifying Awards

Midlothian have invested in Post Graduate Study to allow staff to access Higher Education Courses in Leadership and Management, Mental Health Officers Award, Practice Education, Dementia Studies, Child Welfare and Protection, Securing Children's Futures and Permanence and Kinship Care as well as Practice Development CPD for Occupational Therapists.

Funded modules towards the Degree in Social Work are offered to staff across adult social care and children's services with part funding for two candidates per year to complete the degree.

In addition to the funded opportunities Midlothian have supported staff release to enable more candidates to access a new independent degree offered through the Open University and made a commitment to securing current posts and potential employment as a Social Worker for both sponsored and independent students.

Service users or informal carers are supported to take part in selection processes for funded places into Higher Education where there are competitive interviews.

Midlothian support Newly Qualified Social Workers through the provision of a collective discussion group and focus upon the achievement of the 144 hours of Post Registration Training and Learning for their first year in practice. Midlothian are involved in the third work stream of the SSSC's NQSW pilot through direct discussion regarding the future needs of NQSWs including digital resources for employers of smaller numbers of NQSW's.

In the past year the number of link workers and practice placements for Social Work students has increased, offering placements to four universities. There are two new Practice Educators in training which will further enhance numbers.

SVQ Assessment Centre

Following approval as a Centre in 2017, successful External Verification has now taken place for all the courses delivered by the centre in Social Care, Childcare and Leadership and Management. In addition the centre has been approved to deliver the current SQA Assessor award.

The centre have continued to work in partnership with Life Long Learning to offer Modern Apprenticeships in Social Care and have a collaborative approach with Education to offer Modern Apprenticeships in Day Care for Children.

Midlothian were one of thirteen sites to be involved in first thematic inspection of Modern Apprenticeships in Childcare conducted by Education Scotland and Skills Development Scotland, receiving positive feedback.

The Assessment Centre has embarked upon the provision of Foundation Apprenticeships working with Life Long Learning and Education to offer this qualification to school pupils across Midlothian in S5 and S6 with the first cohort being prepared for placements in Childcare settings throughout Midlothian. This development reflects national initiatives to attract people into a career in care and supports the expansion of the workforce to support the national increase in childcare hours.

Staff Development Sessions

Whole service development days have taken place for Children's Service staff looking at key issues and practice developments.

The Health and Social Care Partnership Management Group have participated in management development sessions supported by Organisational Development from Midlothian Council and NHS Lothian. We are currently in dialogue regarding training for Managers on Difficult Conversations with a view to future provision of the training being rolled out to all staff in Adult Services.

Learning Disability Services have recently undertaken a full day programme on Positive Behavioural Support open to all Social Workers, NHS and Third Sector providers. The event focused upon supporting a shift toward real embedment of the approach to achieve better outcomes for service users.

Team development sessions have been directly delivered focusing upon team building and future planning. Managers are offered opportunities to access training on team development to deliver to their own teams. An Effective Supervision course is offered to staff with supervisory responsibilities in with the PDA in Supervision commencing next month aimed at both developing practice and meeting the SSSC registration requirements for social care managers.

The Management Group from Children's Residential Services has grown in size as part of service remodelling. Workshops on Leadership aligned to the SSSC's Logic Model supported by council HR staff through Myers Briggs questionnaires has enabled team development to commence for the new group of managers.

The Changing Lives Overview Group arranged an event for all Social Work staff relating to Coercive Control in December 18. Feedback from the session has resulted in a commitment to an annual event where Social Work staff from all service areas can learn together.

Training to support Frontline Practice

Since April 2017, one complete cycle of moving and handling competency assessment has been undertaken. As part of the contract, NHS Lothian moving and handling induction training is provided as is coaching and advice when required. During competency assessment staff are given guidance to improve outcomes for service users who require assistance to be moved/supported by care and support staff. Feedback from staff is positive and the model is now in its second cycle. Development of a training/competency package for OT's is in progress. Staff are provided with e-learning modules and asked to complete these every 18 months to refresh their theoretical knowledge.

A pilot of Macmillan Foundation in Palliative Care has taken place for social care staff with a view to wider role out.

Medication training for social care staff continues to be offered though a blended approach. In addition, workshops have been offered to care at home workers to support the continued role of administration from original packaging to address concerns. This has brought about the provision of further practice guidelines to support staff.

Bespoke delivery of de-escalation, debriefing, managing conflict as well as direct consultation is offered to staff alongside physical intervention training where this is required to support staff dealing with violence and aggression by the Team Teach

Coordinator.

The documentary '*Resilience: the biology of stress & the science of hope*' has had a number of showings across children & adult services, including a facilitated discussion led by a clinical psychologist.

Motivational Interviewing has been offered to all new staff in Children's Services following last year's roll out to all social work staff. Child Protection Order training and Effective Practice (Attachment, Resilience, Working with Trauma, Abuse and Neglect) remain a feature of the core training offered to staff.

Form F training was commissioned for staff in the Family Placement Team.

New developments include workshops in Direct Work with Vulnerable Children and Scottish Mental Health First Aid (young people).

Opportunities through the Health and Social Care Partnership has resulted in expanded choice of Bitesize learning sessions that are available to staff in the partnership and the third sector. This year, sessions on Housing Solutions, The Strategic Plan, Mental Health and Wellbeing and Supporting those who are Frail have been offered cross sector as well as a three day course on Good Conversations.

As a Trauma informed pilot site we have plans to recruit to a co-ordinator post to roll out Trauma Informed Practice Training. We have arranged for Senior Managers to be involved in the Leadership Training and have a number of staff selected through NES to complete Train the Trainer model to commence delivery of courses at the different levels aligned to the NES Framework.

Public Protection

The East and Midlothian Public Protection Office have an annual training calendar for staff. This is supplemented by local delivery of awareness level training and eLearning. The recent inclusion of Safe and Together Core Practice training has resulted in the delivery of 4 cohorts of the 4 day core practice training there is now a group of 25 skilled 'Champions' of the approach across Children & Families, Criminal Justice and Women's Aid, and a number of staff briefings have been held to raise awareness of the approach. Further deliveries of the 4 day training are planned, as well as further multi-agency briefings.

Key Challenges for Year Ahead

The fundamental aim of the Service is to commission and provide the best quality services for citizens of Midlothian. To achieve this aim there are a number of key service objectives described below which will help the move towards meeting more effectively the social, economic, health and care needs of the community:

1. Achieving service and business improvements identified through external inspection reports, internal audits, self-assessment analyses, 'Best Value Reviews' and feedback from users and carers.

2. Responding to recent legislation including full implementation of changes in relation to Integration of Health and Social Care; Self-Directed Care and the UK Welfare Reform, alongside forthcoming legislation in relation a new duty of Candour and the creation of an offence of wilful neglect. The Service continues to respond to national strategies including the 2017-27 Mental Health Strategy; the British Sign Language Act and the new Carers legislation.
3. In collaboration with partners, ensuring effective protection of adults at risk including those in transition from school to adult life. The Public Protection arrangements supports a whole lifespan approach. It also provides the opportunity to embed 'trauma' informed practice.
4. Ensuring that services for older people are sustainable and able to respond to the rapidly ageing population and growing numbers of people with dementia.
5. Ensuring services are managed within agreed, increasingly tight budgets to meet growing demand and complexity of need through increased targeting to those in greatest need; maximum efficiency through service reviews; and developing partnership working with neighbouring LAs and other agencies.
6. Working closely with the statutory partners, the voluntary and private sector to deliver community planning outcomes in tackling inequalities, applying the three key approaches of prevention, coproduction and local access.
7. Ensuring services improve and change through clear strategic planning and direction and are supported by robust performance management frameworks and a positive performance improvement organisational culture.
8. Managing the programme of delivery, service redesign and retendering.
9. Ensuring leadership capabilities and workforce capacity continue to develop in a coherent planned way to meet changing needs of our citizens. This will involve workforce planning across all sectors and the delivery of the learning and development strategy
10. Strengthening the joint delivery of health and care services. In particular implementing arrangements to integrate services substance misuse and mental health including the development of recovery hub and developing more integrated arrangements in Learning Disability Services.
11. In collaboration with partners, ensuring effective protection of people at risk including those in transition from school to independent adult life
12. Ensuring that we can meet the needs of children and young people locally.

These objectives will be pursued within the new context of integration with an increasing emphasis on promoting prevention and recovery, on addressing health inequalities and

working more effectively at a local level with users, carers, the third sector and private providers.

Scottish Social Services Council: Midlothian Council

Registration of the Workforce with the Scottish Social Services Council April 2018 – March 2019

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 the Workforce	Workers currently registered	Comments	Date of Compulsory Registration	Renewal Period
Social Workers	59 C&F 70 A&SC	59 70 A&SC	Relevant social work qualification is the main criteria for registration. Registered numbers include employees who have chosen to register but are not practicing social workers e.g. Team Leaders, Service Managers, Learning & Development staff	1 st September 2005	3 years
Managers of residential child care	1	1		30 th September 2009	3 years
Residential child care workers with supervisory responsibilities	8	7 1 in process		30 th September 2009	3 years
Residential child care workers	20 plus 22 locums	20 plus 20 locums		30 th September 2009	3 years

Section of Register	Number in the Workforce	Workers currently registered	Comments	Date of Compulsory Registration	Renewal Period
Managers of care homes for adults	4	4		30 th November 2009	3 years
Managers of adult day care services	3	3	One manager of adult day care services which are managed through Intermediate Care; Two Managers of day services for people with Learning Disabilities	30 th November 2009	3 years
Managers of day care for children's services	3	3	This includes the Deputy Managers at our Children & Families Centre, plus a registered Manager at a local Nursery based at a High School	30 th November 2009	3 years
Practitioners in day care for children	10 plus 130	10 plus 121	10 staff members are based at a Children & Families Centre; 130 are Senior Childcare Development Workers / Childcare Development Workers based in Early Years within our Education Department	30 th September 2011	5 years
Support Workers in day care for children	2	2		June 2014	5 years

Section of Register	Number in the Workforce	Workers currently registered	Comments	Date of Compulsory Registration	Renewal Period
Supervisors in a care home for adults	4	4		30 th March 2012	5 years
Practitioners in care homes for adults	6	6		29 th March 2013	5 years
Support workers in care homes for adults	63	61	2 staff are in the process of registering (they are new to the service)	30 th September 2015	5 years
	44	44			

Managers of Care At Home service	1	1	1 Manager of Care At Home service	31 st January 2014	3 years
	1	1	1 Manager of Extra Care Housing		
Supervisors in Care At Home/housing support	5	5		30 th June 2017	5 years
Workers in Care At Home/housing support	180	83, plus 7 locums	Care At Home workforce. Staff are in the process of registering	Opened Oct 2017, registration by 2020	5 years
	15	15	Extra Care Housing workforce		