

Midlothian Council

CHIEF SOCIAL WORK OFFICER
ANNUAL REPORT
2019-2020

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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 rapidly 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; introduction of new UNCRC legislation, outcome of the recommendations from The Promise, coupled with the impact of Covid-19 are additional factors that need to be considered within children's services and beyond. The implications of these factors within 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 railway also makes the area even more attractive to commuters to Edinburgh. Midlothian is the fastest growing Local Authority 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 a 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 £15,941,722 to £16,136,095, an increase of £194,373. This reflects increases in relation to pay awards and demographic and inflationary pressures on services, offset by a savings target of £270,275.

The Adult Social Care budget has increased from £42,509,000 to £45,026,459, an increase of £2,517,459. This increase includes pay awards, funding for demographic pressures on services and new monies from Scottish Government for Social Care including the uplift in the Living Wage for care workers. The budget has been reduced by a savings target of £500,000. Budget management across the Health and Social Care Partnership is overseen by the Midlothian Integration Joint 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. Within Adult Social Care we have moved to an arrangement of specialist teams which has helped strengthen social work practice. For example having a dedicated Learning Disability team has allowed social workers in the team to develop more in depth knowledge and skills in working with people with a Learning Disability. It has also aided better working relationship with community learning disability teams in health. This has supported the development of 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 2019/20. 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 2019-20 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. Plans for the development of extra care housing complexes across three sites in Midlothian is ongoing with Spring 2022 proposed for completion. A review of Intermediate care and rehab services is underway to review and explore improved pathways for individuals ensuring they receive the right care in the right place at the right time. 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. Work has progressed to examine opportunities to provide rehabilitation services locally as part of the redesign of the Astley Ainslie Hospital. This includes reviewing specific health and social care pathways for individuals who have had a stroke. Work has also been undertaken to examine the availability and need for residential care for people with progressive illnesses and what the drivers for decisions about care placements.

The Wellbeing Service is now 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). The Physical Disability Planning Group is also focusing on wider health and wellbeing issues.

Within Mental Health the 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.

Within Learning Disability services development of day service provision has progressed with a focus on delivering the range of day services locally to Midlothian and ensuring effective transitions to day services from school for young people with learning disabilities.

Planning for the long term housing needs of adults with a Learning Disability continues with a number of specific developments being progressed to meet these needs. A regular housing meeting ensures there is oversight of current and anticipated housing needs so a more strategic approach can be taken to provision of supported living services.

No 11

The Number 11 Recovery Hub co-locates all mental health, substance misuse and Criminal Justice staff. A key priority for 2019/20 was to ensure that these agencies, as well as the voluntary organisations who are located in the hub, can work together in a more co-ordinated way to create healthier and safer communities. The No 11 Allocation Meeting is a positive example of collaborative working. This visionary forum brings together Health, Substance Misuse Services, Social Work, Housing, and third sector agencies and gives consideration to bespoke packages of care/support/treatment to individuals who use No 11. With a signed Information Sharing Protocol with Scottish Prison Service, Midlothian is now aware of individuals returning to our communities. The forum has seen excellent examples of holistic support being offered to services users. In-reach work in the prisons and then transitioning support to the community is now coordinated, person-centred and solution focused; involving Midlothian specific services, resources and agencies. The effective working partnerships within Number 11 enabled services to continue to work effectively with clients and patients during the start of 'lockdown'.

Children

Over the last 12 months the number of children and young people Looked After at Home in Midlothian has plateaued. Figures for Looked After at Home are slightly 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. There remains a real commitment to ensuring where possible all children and young people are cared for and educated within their local communities. There is significant evidence to support this ethos and practice, most notably from the young people themselves who want to remain locally.

The Reviewing Team has developed 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. We currently have the equivalent 1.8 FTE Independent Reviewing Officers. We had increased the FTE on a temporary basis to take account of the 'Looked after' at home population. Through the use of technology we have deemed these position as 'remote working' which had reduced the level of travel and through doing so, increased capacity within the team.

Following the Joint Inspection of Children's Services for children and young people in need of care and protection in Midlothian which was completed in March 2020 the findings were published in September 2020. The report highlighted many strengths within the partnership and service. The Care Inspectorate reported that they were **very** confident that the partnership in Midlothian has the capacity to continue to improve and to address areas identified for improvement. There was evidence of strong partnership working at all levels and a confident and competent workforce committed to improving outcomes and experiences for children, young people and families. The priority areas for improvement were around improving educational attainment and reducing exclusions for CEYP, ensuring that transitions for CEYP moving into adult services was less variable and that CEYP have access to specialists services to support them to recover from trauma.

An action plan is being developed to ensure that there is due governance and diligence around the monitoring and tracking of the improvements across the partnership.

Although referrals into the service have continued to increase, the number of children on Midlothian Council's child protection register has been maintained and continue to sit within the national average. The joint inspection highlighted the positive impact of our Early Intervention approach across the partnership which supports the identification and management of risk at an early stage of intervention. Relationships with colleagues in partner agencies have continued to strengthen and this is supported by the work of our two early intervention and prevention development officers.

Income Maximisation Project

Midlothian Council is working in Partnership with Penicuik Citizens Advice Bureau (CAB) to improve the financial circumstances of families supported by the Children and Families Social Work teams. A dedicated Income Maximisation Worker based at Penicuik CAB will work with and receive referrals from Children and Families Social Work Department and work primarily with families where children are on the child protection register or are looked after.

The Income Maximisation Worker will develop a wraparound service through liaison with mental health projects, family support, AIM HI Project, specialist debt/money advice worker and linking with local organisations such as Health in Mind, VOCAL, Sure Start and Changeworks. The worker will aim to increase household income and improve the quality of life for the family, ensuring families experiencing difficulties are able to access the service.

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. The PACE programme is no longer a standalone piece of work, it is part of our everyday workload where the routine

monitoring and tracking of those who are accommodated and is undertaken by all staff and overseen by the service manager on a quarterly basis.

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

An audit was commissioned to consider whether learning from an ICR and SCR had embedded in practice following their inclusion in the previous years' public protection improvement plan. This was initiated in September 2019 and looked at actions after children's names were removed from the Child Protection Register. Several areas of positive practice were identified, which evidenced positive progress in practice.

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 have developed a framework to capture learning in a more systematic and meaningful way, to support service improvement. The IRD review group was identified as an area of good practice within the recent joint inspection of children's services.

This year a scrutiny tool was developed to support the IRD overview group in its' quality assurance function. The purpose of this tool is to identify, quantify and summarise exception reporting, identifying and highlighting IRD's that showed exceptional and or innovative practice as well as identifying IRD's that did not meet these standards. Reporting will be on a biannual basis to the Practice and Quality Improvement sub-group and then to the Public Protection Committee. The first report is due later in 2020.

Performance Reporting

The framework for reporting on improvement actions within the public protection improvement plan continues to allow 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.

This year EMPPC agreed we would move to monitoring and reviewing our Child Protection data using the National Minimum Dataset for Child Protection Committees for Scotland. We have re-engaged well with CELCIS and have undertaken the foundation work to review and refine our Local Indicators to add to the national data set package. This will come on stream in August 2020 and the first reporting of the new data will be scrutinized at the Performance and Quality Improvement sub group in November 2020.

Initial Case Review and Significant Case Reviews

During 2019/20 we completed one ICR and commissioned an independent Chair for an SCR. We use the learning from ICRs/SCRs to improve and promote good practice and contribute to improved outcomes for children and young people across Scotland.

We also issued one 7 minute briefings and supported multi-disciplinary teams within the Partnership to use them as a tool to learning and practice improvement and development. The dissemination of learning was overseen by the Learning and Development sub-group and the improvements in practice were overseen by the Practice and Quality Improvement sub-group.

Summary of Achievements/Contributions

Safe and Together

We continue to embed the safe and together approach across Midlothian and remain committed to ensuring that all staff have an understanding of the core principles of Safe and Together via training and multi-agency briefing sessions. A sample audit of domestic abuse cases has demonstrated an increasing understanding of this approach and a positive impact on outcomes for women and children. We are continuing to develop the Families First Perpetrator program and will be rolling out referrals into this program to partner agencies. We acknowledge that we need to continue to develop work with perpetrators of Domestic Abuse and are in the process of introducing a developing dads group that will incorporate aspects of this into the associated program.

Looked after and Accommodated Children and Young People

We currently have 214 looked after children across Midlothian with 161 of those being Looked after and accommodated. We have 2 local care home for young people in Midlothian; 4x 1 emergency beds in the Gorebride area, another 5 x bedded house in the Woodburn area and 8 long-term external placements. In addition, we also have 44 foster caring households who look after 54 children. Another 17 children are looked after by external foster care though again, the majority of these are historical placements. We continue to place children for permanence using our agreed targets. We also continue to recruit adopters across Midlothian Council. We currently have 69 children who are looked after in kinship care although another 96 children are placed on Section 11's. We have 29 young people in Continuing Care placements.

Family Group Decision-Making

Given the outcomes of the Independent Care Review and the Promise we agreed to pilot a Family Group Decision-Making service (FGDM) within Midlothian. The purpose being to empower families and meet the recommendation set out in the associated policy

documents. The pilot commenced in October 2019 and currently consists of 0.5 FTE manager and 1.00 FTE social worker. To develop the various policies, systems and processes we established a steering group to overview and monitor the service –we were fortunate to have members of the City of Edinburgh's FGDM be part of the group. Due to relative small size of the service in Midlothian we had to priorities areas that the service were able to focus on. We chose to concentrate our efforts on the following areas:

Pre- birth Family Meetings- all pre-birth children with a social work plan have the right to be offered a family meeting.

Children aged 0-5 who have been referred for Initial child protection case conference.

Emergency family meetings and those on the cusp of care.

To date FGDM have received 43 referrals with included support to remain at home, to explore kinship options including sustaining the kinship placement. Out of these referrals 13 did not proceed though this is comparable with other FGDM service across Scotland because this is a voluntary services and families can opt out. The others involved successful family meetings or significant pieces of work.

Looked After and Accommodated Children Who Go Missing

During 2019/20 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.

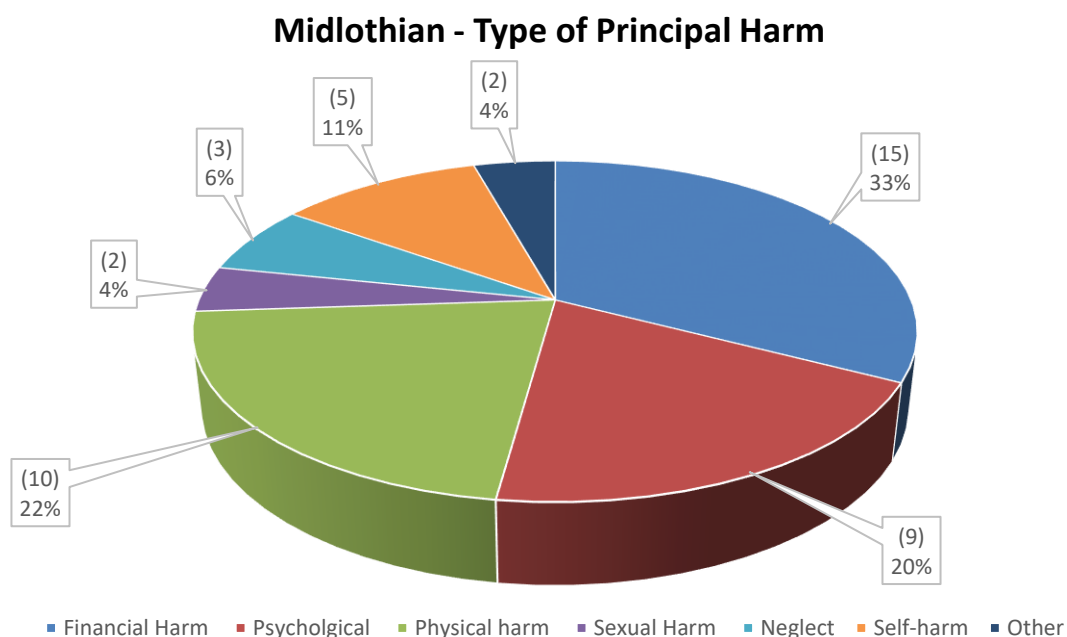
The impact of the above changes has resulted in our young people's care homes taking a lead role in engaging and interviewing the young people who have been reported as missing from our care homes. This has resulted in more qualitative discussion and in some instances, has led to improvements in the types of intelligence shared with our partners.

Adult Support and Protection

As part of a wider review of fieldwork services within Midlothian a new team was developed; an Adult Support and Protection Team from 1st April 2019. The team consists of a Team Leader and three Council Officers and a Community Care Worker who focuses on the work required to meet the challenges of financial harm. The majority of Adult Support and Protection work is progressed by this team.

The main type of harm investigated by Midlothian is financial harm; this is reflective of National Data reporting. The majority of the investigations into financial harm were in relation to theft of monies within the family.

East Lothian and Midlothian Public Protection Committee endeavour to reduce the risk of financial harm by supporting national campaigns to raise awareness of these risks through the use of social media and council websites and working closely across the Partnerships with Trading Standards colleagues, Police Scotland, Citizens advice Bureau and the local branches of the financial sector.



Building on last year's successful events to raise awareness of Financial Harm in our communities, in collaboration with Police Scotland, Trading Standards, and Scottish Fire and Rescue Service EMPPC delivered a number of smaller events, targeted specifically at more vulnerable communities. These events involved raising awareness of Scams, Cold Callers, Rogue Traders and Home Fire Safety as well as providing information on how and where to report concerns about someone who may be at risk of harm.

In recognition of the National Adult Support and Protection Day 20th February 2020, EMPPC hosted an event on Self-neglect and Hoarding. This event was jointly funded by East Lothian and Midlothian Councils and the Scottish Fire and Rescue Service. We welcomed the expertise of Professor Michael Preston-Shoot, a Professor (Emeritus) Social Work at the University of Bedfordshire, England. His key message was that self-neglect and hoarding is not a “Lifestyle choice”, and requires a multi-agency response”. Self-neglect and Hoarding are complex and challenging areas of practice for staff as they have the challenges of balancing the adult’s right to self-determine and make choices with the responsibility to support and protect. 100 staff attended from a wide range of services across East Lothian and Midlothian and the event was evaluated highly.



Anne Neilson (Chair of East Lothian and Midlothian Public Protection Committee) and Denice Lilley (Lead Office for Adult Support and Protection) with Professor Michael Preston-Shoot at our Self-Neglect and Hoarding Learning Event on 04/02/20

EMPPC also launched their [EMPPC Self-neglect and Hoarding Protocol](#), which is publicly available on our website.

Performance Framework and Improvement Plan

EMPPC are committed to the improvement of service delivery and outcomes for adults at risk of harm. The service delivery and the quality of the multi-agency response to adults at risk of harm are reviewed and evaluated each quarter through a set of Performance indicators that evaluate agency responses to: Multi-agency communication, assessment

and management of risk, support and protection planning, service user participation and timely responses for adults at risk of harm.

Challenges and Priorities

EMPPC reported last year that seeking feedback from Service user and carers of their experience of the quality of the services provided through the adult support and protection process has proved challenging and considered this to be an area of priority. EMPPC are pleased to report their progress in this area and are now actively engaging adults and their carers in this process via the completion of a questionnaire on their experiences of the service delivery and adult support and protection processes via phone.

"I found that everybody was very pleasant and polite and it was like they sat in my shoes and it did feel that they were looking at it from my point of view. They dealt with a very delicate situation very well"

Feedback from adult

Although we have made progress in this area, EMPPC acknowledge that we are in the very early stages, therefore service user and carer self-evaluation remains a priority for us.

Prior to Covid 19 EMPPC delivered two development sessions for all staff across the Partnership, including third sector staff, to address the crossovers between Adult Support and Protection and Violence Against Woman and Girls, with a total of 56 staff attending.

These sessions focused on:

- Domestic abuse and inter-familial harm in older people aged 60+. This development session was delivered by the Dewis Project (a Big Lottery funded community led project based within the centre of Age, Gender and Social Justice at Aberystwyth University).
- How we see and respond to older peoples' experience of domestic abuse.
- Learning Disability and Gender Based Violence. This session was supported by the NHS Scotland Gender-based Violence Team.

In response to these sessions, our MARAC processes have been reviewed to capture the diversity of the victims referred as High Risk cases of domestic abuse. In addition, domestic abuse has been added as a type of Principal Harm within the Adult Support and Protection referral, Duty to inquire, Investigation and Case Conference processes to enable a more holistic response to Adults at risk of Harm of domestic abuse and inform EMPPC strategic response going forward. This remains a priority area.

Violence Against Women and Girls

EMPPC's Violence Against Women Delivery sub-group, with more than twenty committed members from public and third sector services, meets quarterly and is responsible for action to deliver Scotland's Equally Safe Strategy at a local level.

16 Days of Activism to end Violence Against Women and Girls 25 November – 10

December has been a key feature of our approach to fostering culture change and prevention in recent years. Our 2019 calendar was full of interesting initiatives from across our services. Our flagship Partnership '*Coming Together - Building Well-thy Communities*' event brought together around 70 participants including eight service users.

The event featured contributions from survivors such as a testimony from one service user of the barriers she experienced her suggestions for improvement and another group presenting African drumming. A suite of presentations from service leads led to a lively and challenging discussion with women survivors on their experience of using services. As a direct result of this input a joint meeting with health and police partners took place to consider local service improvements; one service user shared her experience

and the importance of accessing specialist domestic abuse; three other service users shared poetry pieces developed at the creative writing sessions; and one other sang some popular songs and shared one of her own songs about her experience.



The international White Ribbon Campaign aims to bring men on board as allies. Midlothian Council held a White Ribbon training day with ten employees (within the 16 Days programme and their Equally Safe At Work bronze accreditation). [View them taking the White Ribbon Pledge and talking about the experience on YouTube](#) .

“Every man needs to change their attitude (... to violence against women), and if they can do something about it then they should”

Midlothian Council male participant

Performance Framework and Improvement Plan

EMPPC are committed to the improvement of service delivery and outcomes for people experiencing gender based violence, the majority of whom are women and girls. The ten indicator set of key performance indicators focuses attention on the two main areas of multi-agency working: domestic abuse and rape and sexual assault. The improvement plan actions are designed to strengthen our work in relation to the indicators and the four priorities of the Equally Safe strategy. The indicators and improvement actions are monitored quarterly through the VAWG Delivery subgroup, the Performance and Quality Improvement subgroup and EMPPC.

Challenges and Priorities

The Covid-19 pandemic has made visible the particular vulnerability of women, children and young people to gender based violence as a result of public health measures to contain the virus. This has not only increased the demand on universal and specialist services but has also highlighted the need for truly trauma-informed, person-centred services, which need to be gender competent if they are to cope with the compounded trauma from restrictions and the range of abuse with violence against women as well as other forms of abuse and neglect.

Criminal Justice

Community Justice

The Community Safety and Justice partnership hosted a very successful event titled ‘Introducing Community Justice in Midlothian’ on 20/11/19. This event was attended by over 80 individuals including services users, partners from Justice, health, elected members, representation from substance misuse and third sector agencies. Speakers included Karyn McCluskey (Chief Executive of Community Justice Scotland), Naomi Breeze (one woman drama performance) and James Docherty (who has professional and personal experience of navigating the care and criminal justice system). Feedback from the day was very positive.

After the event noted above, the partnership focused on rewriting the new three year plan- Community Justice Outcome Improvement Plan 2020-2023. This half-day workshop held on 19/02/20 brought together statutory partners, third sector, service users with lived experience of the justice system, elected members and Board members. ‘Inclusive Justice

Co-producing Change' by Weaver et al was used to ensure that voices, in particular of those with experience of the justice system, were heard and encouraged. Focus groups were established to look at the National Indicators which then formed the framework for writing our 40 actions.

The partnership recognised the need for a comprehensive Communication and Engagement Strategy and completed this in Spring 2020. The new three year plan (2020-23) outlines the partnership's approach towards engaging with individuals and communities. A performance framework highlights associated actions including the use of social media. Two mainstream social media platforms are used to share relevant local and national consultations, strategies and partnership movements. There were 884 posts shared on Twitter and 79 posts on Facebook in 2019/20.

Safe and Together

To support the implementation of the Safe and Together Model in 2019, the Justice Team continues to work closely with Children and Families Social Work by offering Midlothian Families First, a structured intervention working with un-convicted male perpetrators of domestic abuse. MFF is the same as the Caledonian programme, inclusive of women and children's workers offering support, safety planning and advocacy services for partners, ex-partners and children. MFF are now open to referrals following contact with police.

MAPPA

Quarterly data, accompanied by an analytical narrative is used to monitor performance and provide a level of scrutiny and assurance. At the end of quarter 4 (2019/20), the total number of sexual offenders subject to MAPPA at the period end date was 43; the lowest in the reporting year. The number of sex offender cases managed at MAPPA Level 1 at the period end stood at 40; again the lowest in the reporting year. There were no sex offender cases managed at MAPPA Level 3 during the reporting year.

In 2019/20 there were four Serious Incident Reviews completed within Midlothian. Of the four cases, three were progressed as Initial Analyses, whilst one was considered using the Comprehensive Review framework. All were considered as appropriate and signed off by the Care Inspectorate. An internal SIR review was undertaken by the previous Service Manager for Justice in order to identify learning opportunities for the Justice team. Data analysis showed that each of the individuals involved in an SIR were 18-26 year old men who had complex tri-needs (Justice involvement, substance misuse and poor mental health). From this review, the team developed a referral system into the established No 11 Allocation Meeting (multi- disciplinary team offering bespoke packages of care). This allowed for the identification of support packages for this group of men involved in the Justice system. Further, Midlothian Justice created a new Desistance Team Leader post to

look at supporting future service design and delivery for men on Community Payback Orders.

To further aid our supervision and monitoring, Midlothian Justice has a licence with 'ESafe'. This agency facilitates the monitoring of home computer devices to assess an individual's internet use, thus providing a further level of unique risk assessment/management. Midlothian Justice will continue to develop links with this agency to determine if further licenses can be purchased when necessary.

Women's Group Work Service – Midlothian Spring Service

The Spring service is relevant to Public Protection due to the number of women attending the service who have experiences of childhood abuse and domestic violence. All women on a Community Payback Order are considered for the Spring service. The service offers one to one support and programmed group work. Through support offered, opportunities are created to cope with difficult and stressful situations, manage complex emotions, build self-esteem and reduce isolation, improve health, wellbeing and safety and access a range of supports. In 19/20 there were 20 women referred to spring with 18 active users. Women made progress in all ten areas of the Outcome Star assessment tool (e.g. managing mental health, progress made was 64%). 25 women started phase 2 (group work), up from 12 the previous year.

Women's Supper

A complementary women's service is the 'Women's supper'; an example of a true community partnership project. The service was introduced following identification of a gap in service for a women only space to feel safe and feel less isolated and access services should they so desire. The Women's Social Supper was created in October 2019. Staff from Justice Social Work including Spring, Substance Misuse staff, Change Grow Live, Children's First, Horizon's Cafe and Mid and East Lothian Drugs provide support, encouragement and signposting to the women and children as well as the various activities each week. Access to Industry, Midlothian Housing, Health in Mind, Peer Support, With You Support Service, Citizens Advice Bureau as well as NHS Sexual Health staff have provided various services including dishwashing and food service and support to the women that attend. From October 2019 to March 2020, over 300 women and 100 children have attended.

Unpaid work

The 2019/20 financial year saw a new approach taken to the delivery of unpaid work in Midlothian. Following the conclusion of a service review in 2018/19 the team worked alongside community groups and organisations to undertake a variety of projects that have sought to promote clients' engagement in their communities whilst making reparation (payback) to those communities who experience the highest levels of crime and anti-social

behaviour. This has been a significant change in the practice of the team where in the past groups would often work alone in isolated rural locations and organisations knew little about the support the team could provide. This new approach has supported communities with initiatives including food and clothes banks, developing a community garden and community hub, gardening and maintenance work at a project for young people, creating a memory garden for a project supporting people with dementia and helping support the set-up of Midlothian's first early years outdoor nursery. Developing and maintaining the close working relationships with community groups allowed the Justice team to support these organisations and communities as they started to deal with the impact of Covid 19 in March 2020. The team supported the establishment of food banks providing hot food to the most vulnerable in the community and also assisted by delivering hot food and food parcels and in supplying the food banks by transporting donated food from supermarkets.

Alongside working in partnership with community groups and organisations the Unpaid Work Team have sought to target work on behalf of the most vulnerable members of our community. To this end we have met with colleagues from social work and NHS to promote the work that our team could do to support their clients and their interventions. This resulted in our Team receiving 170 referrals during the 2019/20 year to undertake projects for people with mental health problems, disabilities, financial problems and support needs that qualify them for social work support and intervention. This is a significant increase of 36% in referrals from the previous year when we undertook projects for around 125 individual beneficiaries. Examples of the work that we have done has included supporting the mental health team renovate a client's home to allow them to move to accommodation more suited their needs. We supported another mental health case by helping the social worker clear the house of a hoarder who was creating a fire risk in their home. Other work has included gardening to allow a disabled person access to their garden. Having formed these contacts with social work and NHS we were able to help services respond quickly to individual need when the Covid-19 situation developed. One example involved us assisting the NHS and community care colleagues furnish a property to allow a person with physical disabilities to leave hospital at a time when demand for hospital beds was increasing. Undertaking more work for individual beneficiaries has helped motivate clients who have reported being more motivated to undertake their Order as they can see the direct benefit for the beneficiary. Some quotes from clients includes:

"the changes in unpaid work have been brilliant. It's so different. We are helping people who without us would have nothing"

"in the past unpaid work was boring the supervisors didn't give us much to do, the day really dragged. The new guys have been great. We now help the elderly and do work that means something. I actually want to be here"

"I look forward to coming in. It's an amazing feeling being able to help. One old woman had no family and we were able to help clear her garden and make things better for her"

"I truly enjoyed my time and feel like I have immensely contributed to the community".

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 across all high schools.
- 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.
- Feedback from children, young people and their families is sought following reviews and conferences and for children looked after at home the Independent reviewing officer did consultations with the children and young people on how to manage the meetings and agreeing what paperwork was helpful for their reviews. This included having a picture of the reviewing officer so that young people and their families knew who they were meeting when they attended the meeting.
- Hawthorn Children's Centre have engaged with children and their families around how to change and improve the service currently on offer. Their feedback is supporting the review which will take place in Autumn 2020.

The purchase and subsequent launch of the Mind Of My 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. Midlothian has won several national awards in the last year due to the high level of usage.

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. Midlothian has had a focus on embedding outcomes within social work practice. To support this we have also undertaken work to review and streamline commissioning arrangements to facilitate choice and control in service provision.

Workforce planning and development

The development of the workforce remains a key priority for the Council and for Midlothian Health & Social Care Partnership. A continuing programme of Learning and Development for the social care workforce using a variety of approaches has been employed with competency assessment being an integral part of some areas of practice. The following gives an overview of the ongoing work of the team:

Children & Families and Practice Education

Development opportunities were re-instated in 2019 enabling staff across all children and families services to learn and contribute alongside their colleagues (including Children's panel members, foster carers and fostering panel members). Themes for the four days that ran during this period were: Getting to know our own services; Family Group Decision Making; staff wellbeing and resilience and permanence research (presented by Helen Whincup from Stirling University).

Domestic Abuse and the Safe and Together model: there are now 42 practitioners ('Champions') trained to utilize the model and associated tools and principles in their practice and to raise awareness of the model. A 90 min briefing session was designed combining an introduction to Safe and Together with updated information on the Domestic Abuse (Scotland) Act 2016 and other key supports in Midlothian. These sessions were delivered to children & families services staff as well as to health & social care staff, primary school head teachers, and health staff as well as to community council chairs. Since March 2020, this training has been adapted for online delivery and continues to reach and inform a wide range of staff across Midlothian.

Regular training has continued including child protection level 1 training and the seven day Effective Practice course enhancing staff's and knowledge and application of theories and practice around attachment, resilience, abuse and neglect and working with trauma.

In January 2020, Midlothian partnered with the Centre for Youth and Criminal Justice (CYCJ) at Strathclyde University, to facilitate a local delivery of the Scottish Government-recommended START-AV training for working with young people at high risk of offending.

Staff continue to undertake a range of Post-Graduate courses, including the Certificate in Child Welfare and Protection (Stirling University); Relative Matters course in kinship care and permanence (Adoption and Fostering Alliance (AFA), Securing Children's Futures (AFA) and the BA in Childhood Practice at Edinburgh College.

Practice Learning

Midlothian Council continues to provide high quality student placements - 15 in total over the year. These involved students from the Open University, University of Stirling, University of Edinburgh and from the new PG Social Work degree course at Napier University. The team continues to work closely with key staff from the universities, including very close collaboration in responding to the challenges presented to student learning in social work by the Covid-19 pandemic.

Two members of the team have completed the training for trainer's workshop 'Transforming Psychological Trauma Framework. Online delivery of Level 1 training has now commenced.

Training to support front line staff

Our contract with NHS Lothian Manual Handling Service ensures that we continue to provide a successful rolling programme of competency assessment using the Scottish Manual Handling Passport across social care services. An evaluation of this model evidenced that staff find this new model more beneficial because they receive support in

the workplace. In addition utilising the expertise of the NHS Lothian Manual Handling Service has proved useful for Occupational Therapists dealing with complex moving and handling situations alongside working with the Occupational Therapy team leaders on the implementation of a train the trainer course for Housing Solutions training.

We continue to deliver existing medication practical training for social care staff in addition to developing bespoke training sessions to support our care home services in partnership with Pharmacist colleagues. Providing medication workshops for staff to feedback about practice issues resulting in the design of practice guidelines.

The delivery of palliative care education using the Macmillan Foundations in Palliative Care resources has been done in partnership with health colleagues.

Other highlights include:

- Developing resources to support digital learning using our online e learning platform (Learnpro).
- Continuing to design bespoke team development days using the team development toolkit
- Participating in and supporting the Positive Behaviour Support steering and training group
- Continuing to deliver in house Level 1 Adult Support and Protection Training for new staff and providing reflective practice workshops about specific Adult Support and Protection issues.
- In partnership with NHS Lothian's clinical education team, we are implementing vital signs training for senior staff in the care homes and extra care setting.
- A new online PDA in Supervision is being trialled this year through Perth College with 12 staff nominated to start the course in January
- Our Team Teach Coordinator continues to support staff across all disciplines to learn how to reduce and manage conflict. A new cohort of Intermediate Tutors were trained in February 2020.

The SVQ Assessment Centre

The team continues to deliver and support frontline staff to achieve qualifications in Social Care, Childcare, Leadership & Management, Direct Management, Learning & Development, and Core Skills at various levels to meet the registration requirements for the SSSC. Thus ensuring our workforce have the skills and knowledge to meet service user's needs across the disciplines.

Delivery of Foundation Apprenticeships for S5 and S6 pupils continue in Midlothian's health & social care and children services to meet the needs for developing career opportunities for this age group. Modern Apprenticeships continue to be delivered and the team are looking to access Graduate Apprentices in future.

Increasing pressure on frontline staff whose priority is delivering care means that releasing staff to attend face to face training remains a challenge. The use of online platforms such as MS Teams is being developed and the team will collaborate to consider how to best convert some of the more practical elements of training into the virtual learning environment.

Regardless of the format of training the Learning and Development team works in close partnership with operational colleagues to ensure essential and bespoke staff training requirements are met, effectively and within acceptable timeframes.

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:

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

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.

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.

Ensuring that services for older people are sustainable and able to respond to the rapidly ageing population and growing numbers of people with dementia.

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.

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.

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.

Managing the programme of delivery, service redesign and retendering.

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

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.

In collaboration with partners, ensuring effective protection of people at risk including those in transition from school to independent adult life

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.