

Chief Social Work Officer's Annual Report



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I. Introduction

I am pleased to present the Chief Social Work Officer's Annual Report for East Dunbartonshire, for the period 1 April 2023 to 31 March 2024.

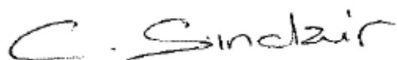
The purpose of this report is to provide East Dunbartonshire Council and other key stakeholders, including the East Dunbartonshire Health and Social Care Partnership's Integration Joint Board, staff and people who use services, with information on the statutory work undertaken during the period 1 April 2023 to 31 March 2024.

The Local Government (Scotland) Act 1994 requires every Local Authority to appoint a professionally qualified Chief Social Work Officer. The Chief Social Work Officer (CSWO) provides professional governance, leadership and accountability for the delivery of social work and social care services whether these are provided by the Local Authority or purchased from the third or independent sector. The CSWO is also responsible for duties and decisions relating to the curtailment of individual freedoms, and the protection of both individuals and the public. The specific role and functions of the CSWO are set out in guidance issued by Scottish Ministers, first issued in 2009, and updated in July 2016, for which a link is provided here <https://www.gov.scot/publications/role-chief-social-work-officer/>

Social work and social care services enable, support, care for and protect people of all ages in East Dunbartonshire, by providing or purchasing services designed to promote their safety, dignity and independence, and by contributing to community safety by reducing offending and managing the risks posed by known offenders. Those services, which are required to meet national standards and provide best value, are delivered within a framework of statutory duties and powers. Where possible, services are delivered in partnership with a range of stakeholders, including people who use them.

Social work and social care services are always delivered within a complex landscape of increasing demands, high levels of public expectation, economic uncertainty, substantial public sector financial challenges, and a constantly evolving legislative and policy landscape. In addition, we continued throughout the year to be affected by the ongoing recovery from the Covid-19 pandemic, and, faced one of the most challenging winters ever in terms of our work in partnership with NHS acute and in-patient services. Throughout, our staff have shown continued commitment, compassion and flexibility to help keep children and adults safe and well.

I would like to pass on my personal thanks to everyone for their hard work and for their clear commitment to the values of their chosen professions.



**Caroline Sinclair
Chief Social Work Officer
East Dunbartonshire Council**

A photograph of a modern building with a curved teal facade and large glass windows. The building is set against a clear blue sky. The text "Governance, accountability and statutory functions" is overlaid on the image in a white, sans-serif font.

Governance,
accountability
and statutory
functions

2. Governance, accountability and statutory functions

Within East Dunbartonshire, the duties of the CSWO were discharged during the year by the Chief Officer of the Health and Social Care Partnership, with a deputy role being discharged by the Head of Adult Services. This somewhat unusual allocation of roles has been in place for some time now and although it was hoped that it would be reviewed during the year, due to the ongoing operational and strategic challenges, this will now be completed in 2024 - 2025.

The CSWO has a key role to play in shaping the planning agenda for social work within the Council, the Health and Social Care Partnership, and the Community Planning Partnership. The CSWO has also had the opportunity to influence budgetary decisions to ensure the needs of vulnerable people within our community are met, and resources are deployed effectively. These arrangements are well established and operate effectively.

Within the Council and the Health and Social Care Partnership there are clear structures and processes that have enabled the CSWO to fulfil their role and function.

The CSWO attends a range of key internal and external partnership meetings including;

- East Dunbartonshire's Health and Social Care Partnership Integration Joint Board – the CSWO is a non-voting member of the Board
- East Dunbartonshire's Child Protection Committee
- East Dunbartonshire's Adult Protection Committee
- East Dunbartonshire's Public Protection Chief Officers' Group, which brings together the highlights of the work of the Child Protection Committee, the Adult Protection Committee, the Alcohol and Drugs Partnership, Multi Agency Public Protection Arrangements, Multi Agency Risk Assessment Conferences, statutory Mental Health work and any Prevent (safeguarding people from radicalisation) activity.
- The Community Planning Partnership's Executive Group and Board
- East Dunbartonshire's Community Justice Partnership - the CSWO is the Chair of the partnership Board
- East Dunbartonshire's Delivering for Children and Young People Partnership (Integrated Children's Services Plan steering group) – the CSWO is the Chair. This is a sub-group of the East Dunbartonshire Community Planning Partnership
- The CSWO also meets regularly with the Chief Executive of East Dunbartonshire Council

The quality of social workers and social work practice is reviewed in a range of ways. The CSWO is a key member of the HSCP's Clinical and Care Governance Group (CCGG). The Chair of the CCGG is the HSCP's Clinical Director and membership includes a range of senior health and social work professionals. The role of the CCGG is to provide the HSCP Board with assurance that services are delivering safe, effective, person-centred care to the residents of East Dunbartonshire. The CCGG group meets on a bi-monthly basis and has covered a variety of diverse issues, including; the reviewing of complaints, significant clinical incidents, or duty of candour incidents, and the reviewing of quality improvement activity undertaken within teams.

Within the CCGG we have been working hard to develop a balanced approach that provides scrutiny and assurance in equal measure across health, social work and social care services and believe we have continued to make good progress in that area. The CCGG Annual Report, which details the range of work undertaken, can be found on the Council and HSCP website.

We have also continued to deliver a programme of systematic case file audits and quality assurance processes, using a number of tools, which have contributed to improved standards. In some contexts, specifically around child and adult protection, these audits are undertaken as multi-agency processes. We are now reflecting on and revising the procedures to ensure they remain current and effective and take account of any areas of learning identified through formal inspection of services, reflecting our commitment to continuous improvement and a culture of sharing learning to support improvement.

Supervision and training also remain a key priorities to ensure our staff are supported to maintain the knowledge and understanding required to deliver on our statutory functions. By necessity, much of this activity was moved to online but it continues to be delivered and our supervision policy has been updated to reflect new ways of working.

Good Practice Example

Care About Physical Activity Projects

Building on the work reported in last year's report, Care About Physical Activity (CAPA) work is now embedded into the work of our Care Home Support Team to maximise physical activity to all residents in Care Home settings, through provision of Physiotherapy and Occupational Therapy to Care homes, as part of Allied Health Professional support, maximising access to individuals for physical activity and providing support to Care Homes with individuals who fall.

Projects for the year have been completed to good effect and a plan is in place for the coming year. Summer cycling workshops have been offered in Care Homes over the summer and inter-generational work begun, with more planned for 2024, particularly with Mugdock Care Home.

The CAPA Team was given slot on the British Geriatric Conference in Birmingham in November 2023, to showcase their rehabilitation work in Care Homes.

Falls week was marked on 19 September 2023 and included a focussed workshop on reduction and management of falls for Activity Coordinators at an organised event. Body Boosting Bingo and Power Quiz sessions were offered to all Care Homes through Falls week. The falls lead and supporting staff have provided preventative falls awareness sessions to over 300 people.

East Dunbartonshire Council has an established Health and Social Care Forum, which is a non-decision-making forum that provides the opportunity for Elected Members to have sight of, and provided comment on, a range of social work and social care issues such as inspection outcomes, policy development considerations, service reviews and quality improvement work. The debate and discussion that takes place in the forum contributes to the final shape of policy and strategy, while recognising and respecting the overall accountability and governance of the Health and Social Care Partnership Board itself.

Overall, the context in which social work, and therefore the CSWO works, continues to be challenging with a range of new priorities, such as support to care homes, support to families in times of financial crisis, and support to an increasing number of refugees and unaccompanied asylum-seeking young people. The CSWO is supported in the role by a nominated deputy, strong professional networks across local services, and the national CSWO network overseen by Social Work Scotland.



Service
quality and
performance

3. Service quality and performance

Children and Families – Child Protection

Our Child Protection Committee (CPC) is independently chaired and consists of representatives from a range of agencies including education, social work and housing services, Police Scotland, NHS Greater Glasgow and Clyde, the Scottish Children's Reporter's Administration and the third sector. It is a well-attended and engaging forum. The Chair and Committee are supported by the Council's Child Protection Lead Officer. Working in partnership, the Committee carries out its core functions include continuous improvement, strategic planning and public information and communication. The multi-agency Committee produces an annual business plan and an annual report, and manages the required work through four standing sub-groups:

- Management Information & Self-evaluation (MISE)
- Joint Public Information & Communication (shared with the Adult Protection Committee)
- Joint Learning & Development (shared with the Adult Protection Committee)
- Learning Review Subgroup

In this period, East Dunbartonshire CPC has been focussed on the implementation of the National Guidance for Child Protection in Scotland (2021 updated 2023). In particular, the launch of East Dunbartonshire multi-agency Child Protection Procedures on our public protection website in September 2023. The procedures were commissioned jointly by the North Strathclyde Partnership, Pan-Lanarkshire and West Dunbartonshire to ensure a level of consistency with various partners in the West of Scotland. During the writing process, frontline practitioners across the area were consulted and local professionals ensured the final version reflected local practice in East Dunbartonshire. The CPC was supported by the corporate communications team to ensure the document is accessible online and easily updated when required. Multi-agency and single agency briefings were held October to December 2023 and Child Protection training materials were updated to reflect the changes to terminology and process. As a result of a recent learning review, the CPC has also developed Disability and Child Protection Additional Guidance which will be uploaded to the website as a supporting document, alongside the Child Protection Procedures.

During this time the CPC has noted a consistent decrease in Child Protection activity generally. A wide range of audit activity, self-evaluation and national comparison has taken place, including a large-scale case-file audit in February 2024 in relation to wellbeing referrals resulting in no further action. The over-arching findings are that there are no significant concerns in relation to changes in process or decision-making and positives were identified in terms of the high level of discussion and intervention prior to referral to social work. It is too early to identify if the change in child protection procedures has had an impact, but this will be closely monitored throughout 2024 - 2025.

The Safe and Together Steering Group has continued to meet to oversee the development of our training implementation. Two practitioners were successful in gaining places on the Train the Trainers programme with Safe and Together and completed the training in 2023. Training dates for local delivery will be hosted on the Joint Learning and Development training calendar in 2024 - 2025 and the practitioners are currently hosting monthly drop-in sessions to promote the programme. The MISE group and the Safe and Together Steering Group have undertaken some self-evaluation activity to provide a baseline to ensure the ongoing training implementation can be evaluated robustly.

In the last CSWO report in 2022-23, it was noted that the Children at Risk of Harm inspection had taken place. East Dunbartonshire received a 'Good' rating with some areas for improvement.

An action plan was devised and working groups established where required, for instance, in relation to advocacy provision. An overarching theme in the areas for improvement was to ensure that quality improvement activity and the resulting actions are communicated. The CPC agreed the development of a public protection newsletter would support this. Seasonal newsletters were agreed in conjunction with the Adult Protection Committee and the Alcohol and Drugs Partnership. The first edition was published in Spring 2024 and has had positive feedback from partners.

Good Practice Example

Child Protection Procedures

The Children with Disabilities team are leading the way in relation to highlighting improvements for Child Protection and Disability. They are taking forward multi-agency work, which includes the development of Child Protection Procedures for children with disabilities. There is a plan in place to improve communication with children during the child protection process and to support children using an advocate. For our children who are non-verbal, this will allow them to be heard, rather than information coming only from their carer. This should improve outcomes for each child by having their views at the centre of all plans.

Activity and Performance

Over the year 100% of first child protection planning meetings took place within the target timescale.

Integrated Comprehensive Assessments that were completed in line with the national target of 20 days continued to be high and above target. Ensuring that reports are available to Scottish Children's Reporter Administration on time supports the best assessment of children and young people's needs and delivery of actions to ensure they have access to the right support at the right time.

There has been a drop in the number of first Looked After and Accommodated Child reviews taking place within timescale, to 81%. The meetings outwith timescale were rescheduled to accommodate individual circumstances.

	2021 - 2022	2022 - 2023	2023 - 2024
Child Protection Investigations	170	152	117
Child Protection Registrations	51	60	28
Child Protection De-registrations	59	44	47
Total on CP Register at Year End	27	43	24

Type of Planning Meeting	Number of Children Subject to Planning Meetings	Number of Planning Meetings
Pre-birth	*	*
Initial	59	24
Review	76	40
Transfer in	*	*
TOTAL	140	69

Note throughout this report - * denotes a number <5. Details are not further disclosed in the interests of protection of confidentiality.

	Target	2021 - 2022	2022 - 2023	2023 - 2024
% of assessments (ICAs) requested by the Scottish Children's Reporter completed on time (20 days)	75%	91%	92%	92%
% of first Child Protection review case conferences taking place within 6 months of registration	95%	100%	100%	100%
% of first Looked After & Accommodated reviews taking place within 4 weeks of the child being accommodated	100%	100%	87%	81%
Balance of care for Looked After Children: % of children being looked after in the community	89%	83%	83%	78%

Performance Indicator – Looked After Children, Balance of Care

	2021 - 2022	2022 - 2023	2023 - 2024	% change over 3 year
At home with parents	44	41	20	-54%
Semi-Independent Living / Supported Accommodation	*	*	7	
With Friends/Relatives	43	45	46	
With Foster Carers	46	36	31	
With prospective adopters	*	*	0	
Total Community	134	124	104	-22%

	2021 - 2022	2022 - 2023	2023 - 2024	% change over 3 year
LA Children's Home	8	8	8	
Residential School	*	8	9	
Secure Accommodation	*	0	*	
Children's Home – other sector	10	9	11	
Total Non Community	28	25	29	+4%
Balance of Care - % of Children in community	83%	83%	78%	

The balance of care has decreased from the previous year. Overall, there has been an increase in the number of residential placements but there has been a significant decrease in the number of community-based placements, including Foster Care and Looked After At Home placements. There has been an increase in demand for specialist placements due to the complexity of need presented by some children with disability. Overall, there has been an 18% decrease in our Looked After population.

Children and Families including the work of our Delivering for Children and Young People Partnership

Our children and families social work services and our Delivering for Children and Young People Partnership have had a very busy year continuing to deliver and develop services and approaches that support children, young people and their families and overseeing the delivery of key policy areas such as corporate parenting, Getting it Right for Every Child (GIRFEC), compliance with the United Nations Convention on the Rights of the Child (UNCRC), and delivery of The Promise.

During the year the Delivering for Children and Young People Partnership published our new Community Planning Partnership Integrated Children's Services Plan. Feedback received from Scottish Government on our plan will be used to inform future iterations and our annual reporting on our current plan continues.

Despite the many challenges facing the service, including financial and workforce pressures, the commitment to the delivery of high-quality services and continuous improvement were evident.

The Promise: As we reached the end of Phase One of the implementation of The Promise we noted the following achievements:

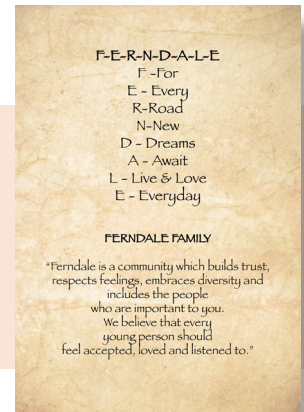
Foundation	Action	Impact
Voice	Engagement and Participation Strategy Mind of My Own App GIRFEC refresh Child's Plan improvement Advocacy at Children's Hearings Child Protection feedback Each and Every Child briefings	We are listening to the voices of children, young people and their families. Their views then inform our improvement journey and they feel valued and respected.
Family	Improved access to tier 1 and 2 supports for mental health Family support services Whole family wellbeing Trauma informed intervention Non-stigmatising support Perinatal and infant mental health services	Earlier and easier access to mental health support services with a focus on anxiety, low mood and eating disorders. This ensures support at an early stage to prevent unnecessary referrals on to higher tier services / interventions such as CAMHS and social work.

Foundation	Action	Impact
Care	<p>Neglect framework and toolkit</p> <p>Relationship and sexual health toolkit</p> <p>Health for All</p> <p>Trauma informed practice</p> <p>Attendance working group</p> <p>Nurture in schools</p> <p>Young Persons' guarantee</p> <p>Employability support</p> <p>Champs Board</p> <p>House Project</p> <p>Ferndale Residential Service</p> <p>Family Group Decision Making</p> <p>Better Hearings</p> <p>Respect</p> <p>Quality Assurance of LAAC</p> <p>Continuing Care</p>	<p>Early, effective identification of need and risk leading to improved care planning and support. This avoids family breakdown and enables families to stay together safely in the community. Care Experienced Young People are supported to achieve at school and arrive at positive destinations. Care Experienced Young People have also contributed to improvements in residential care.</p>
People	<p>Trauma informed workforce</p> <p>Children and Young People Mental Health and Wellbeing Framework</p> <p>Non-violent resistance</p> <p>Safe and Together</p> <p>Learning and Development framework</p>	<p>Our upskilled workforce is competent and confident in supporting children, young people and families. A trauma informed workforce allows us to support victims of domestic abuse in a non-stigmatising manner.</p>
Scaffolding	<p>Advocacy</p> <p>Better Hearings</p> <p>North Strathclyde Joint Investigative Interview Pilot</p> <p>Bairns Hoose</p>	<p>A trauma informed compassionate workforce helps children and young people recover from abuse and adverse events.</p>

Good Practice Example

The Promise – At Ferndale

Ferndale Residential Services have been leading on the implementation of The Promise and established a group of young people who designed their own mission statement:



East Dunbartonshire's House Project offers an innovative way for our young care-experienced people to take control of their future, by supporting them to gain the skills and experiences they will need to live independent lives whilst developing lifelong communities of support. The project had its third annual review this year, which recognised the continuing high level of support it provides to care experienced young people and described the East Dunbartonshire House Project as excellent and sector leading. In the past year more young people moved into their own homes with 100% tenancy sustainment since the project launched. The annual review also showcased the improved outcomes for young people including high rates of young people in education or employment. The project also has a new base which has been developed in conjunction with the young people and is a warm and welcoming environment which includes a wellbeing space.

Bairns Hoose

North Strathclyde Bairns' Hoose opened in August 2023. This offers a multi-agency service which provides survivors of child abuse a safe and secure space to receive support, provide evidence and speak to all of the services involved in a child or young person's journey from disclosure to recovery. It brings together child protection, justice, and therapeutic support in a child-friendly, single-location alternative to courts, social work offices and police stations. Children from across the area may come to the Bairns' Hoose as part of the child protection process. From the Bairns Hoose, children may take part in joint investigative interviews, give evidence to court via special video link, and receive therapeutic input for recovery from traumatic events and abuse. Their family will also be supported to understand the impact of what has happened to their child and how best to help their child to recover. We continue to be part of the North Strathclyde Partnership group along with East Renfrewshire, Renfrewshire and Inverclyde, implementing the Scottish Child Interview Model and a new trauma informed approach to recovery with the Bairns Hoose. We have committed two dedicated social workers to this model, both have been trained in SCIM at Tullyallen Police College. The North Strathclyde partnership was awarded pathfinder status in March 2024 along with a grant award to continue to develop the capacity and sustainability of this model. The outcomes to date for our children and young people is a high level of disclosure (around 75%), positive feedback has been received from children and families, feeling supported through the process, with a trauma responsive approach to our children and young people involved in this system.



Strategic Inspections

Last year we were notified by the Care Inspectorate that there will be a Scotland-wide thematic inspection of social work services for children with disabilities. We engaged with this process, submitting the requested local information, and look forward to the final report which will not take the form of an area-by-area inspection report, rather it will be a thematic reflection on services across Scotland.

Better Hearings

In East Dunbartonshire we have a longstanding positive relationship with our colleagues in the Scottish Children's Reporters Administration. Over the last year we have continued to work in partnership to improve the experiences of and outcomes for children, young people and their families when involved in a Children's Hearing as we implement the Better Hearing's improvement agenda. Some examples of work we have undertaken include:

- Established a multi- agency Better Hearings group.
- Asked children, young people and families about their experiences of social work involvement and of the Hearings: we listened to their views and have implemented improvements.
- We have reviewed and improved our social work assessments to ensure the views of children are recorded and are evident in the recommendations made to the Children's Reporter.
- Social Work leaders have regular meetings with Children's Hearings Scotland and panel members to learn lessons and continuously improve.
- Supported children, young people and families to attend online hearings by providing devices and digital support.
- Ensured we prioritise the needs and views of siblings in relation to care plans and contact.
- Involve our SCRA colleagues in regular multi-agency staff briefings and our Management Information and Self Evaluation Subgroup.

Corporate Parenting

Throughout the period, Children and Families Social Work continued to lead on the development of our Corporate Parenting agenda. This entails bringing together a group of stakeholders and partners to ensure the needs of our Lac and LAAC children and young people are met and that they are given the best opportunity to achieve their potential.

For those children and young people looked after at home we have co-produced a Community Support Team (CST) providing family support with the aim of early intervention to support families to remain together safely in the community and prevent risk escalating. The CST won the Team of the Year Award in February in recognition of the work they do to empower and upskill families and communities.

For those children and young people who are looked after away from home we have invested in our residential estate and the residential workforce. We also strengthened our processes and increased capacity in our Throughcare, Aftercare and Continuing Care Service. In addition to the aforementioned House Project, we have a robust, energetic Champs community. Senior leaders are regular visitors to The Champs where the agenda is always set by the young people, issues are discussed and lessons learned.

Alongside the Corporate Parenting work streams, we continue to develop as a trauma-informed organisation. An extensive whole system training programme, led by Social Work, has been rolled out to partners.

Children and Young People's Mental Health and Wellbeing

The grant award has enabled Children and Families Social Work Services to lead on the development of a number of initiatives designed to prevent children and young people suffering from poor mental health and provide support where required. This involves partnership primarily with Education and The Third Sector. Upskilling our workforce has been key to the sustainability of some of the approaches. We have worked with Sleep Scotland, Creatorvators and Barnardos on a number of initiatives which involve training of the social work staff.

Unaccompanied Asylum Seeking Children

The National Transfer Scheme (NTS) is a government mandated programme for supporting the arrival of Unaccompanied Asylum Seeking Children (UASC) in the UK, particularly those young people entering via Kent. As part of this scheme, East Dunbartonshire is mandated to take a percentage of the number of arrivals in the UK. In addition to those young people coming via the NTS, East Dunbartonshire will also receive young people on a spontaneous basis, those who present as children and are requiring care and accommodation where there is no adult to provide this.

Over the period from April 2023 to March 2024, East Dunbartonshire have received into care 14 young people via NTS and 5 spontaneous arrivals. All of these young people are cared for under s25 Children (Scotland) Act 1995, provided accommodation and given looked after status. While there is some Home Office funding for the UASC, this ends at 18 years of age due to legislation in England differing from Scotland. With Continuing Care, East Dunbartonshire continue to provide welfare and accommodation up to the age of 21.

At the current time, East Dunbartonshire are supporting 28 UASC. The level of support, both financial and through allocation of a social worker is significant for a small local authority. This in turn puts pressure on our resources for local children in need, with 4 of 10 places in our Children's Home being UASC. The remainder of our UASC have been supported across a number of other resources, including external high-cost children's homes, foster homes and supported accommodation. Additionally, there is a national shortage of placements and all local authorities are seeking accommodation for UASC placed with them. As a result, there are significant pressures across the system to ensure we are safeguarding all children's welfare.

During the last year we saw an increase in demand for placements and our young UASC, and spontaneous arrivals were accommodated in a variety of placements. In order to ensure best practice and outcomes we worked to develop a new model of support. This model consists of a housing support service (accommodation) underpinned by assessment, orientation, resettlement, and outreach support. The model includes:

- Social work assessment / orientation at point of referral – supported by identified provider
- 24/7 accommodation
- Ongoing support/signposting to health, housing, education, Scottish Refugee Council, Scottish Guardianship Service and any other support services necessary to help settling
- Individuals assessed as requiring additional supports under Looked After and Accommodated Children status may be supported to transition to a more appropriate service setting

- Average length of stay to be in the region of six months, subject to individual needs and availability of more suitable accommodation
- Available to all aged between 16 and 21
- Will be registered as a Housing Support service with the Care Inspectorate

We also supported a range of activities aimed at helping families experiencing cost of living pressures such as The Christmas Project, the Warm Jacket Swap Shop, access to food vouchers, extensions to food banks, and self-directed support targeted provisions.

Adult services – Adult Protection

Work around adult protection is grounded in the Adult Support and Protection (Scotland) Act 2007. There is a statutory duty to set up and support East Dunbartonshire's Adult Protection Committee; to make inquiries where an adult is suspected to be at risk of harm; and to apply for protection orders where these are required to safeguard the adult. Qualified social workers continue to be trained and authorised to carry out "Council Officer" duties in East Dunbartonshire, as required by the legislation and in accordance with the Code of Practice (2022).

The Adult Protection Committee is independently chaired and has representation from all key agencies. The Convenor and Committee are supported by the Council's Adult Protection Coordinator. A report on the Committee's activity is submitted to the Scottish Government on a biennial basis, with the next due for submission by October this year.

The Adult Protection Committee's strategic planning framework operates on a three-year cycle to align with the Child Protection Committee, and four standing sub-groups are established in respect of its statutory functions:

- Continuous Improvement
- Quality and Development Partnership
- Joint Learning & Development (shared with the Child Protection Committee)
- Joint Public Information & Communication (shared with the Child Protection Committee)

The Committee's Learning Review sub-group is only convened when required to consider or undertake a Learning Review and was not convened during 2023-24. It is planned to undertake joint activity with the Child Protection Committee's Learning Review Sub-group over the coming year to review opportunities for shared learning and training.

The Adult Protection Committee and services have been involved in a number of work streams associated with the national improvement programme which have potential to assist services to work more effectively in partnership with adults to secure their safety and wellbeing and prevent future harm. We have continued to act as a learning partner in the IRISS-led project to develop the national minimum dataset (NMD) for Adult Support and Protection, which seeks to improve the range, consistency and quality of information available about ASP activity across Scotland. Additionally, we are involved in national work streams focusing on Chronologies, Lived Experience and Advocacy, and Large-Scale Investigations. Closer to home, we participated in a West of Scotland project to update regional guidance on Large Scale Investigations and NHS GGC's project to develop Adult Neglect guidance.

The Care Inspectorate notified us in October 2023 that, as part of Phase Two of the national inspection programme, they were undertaking a Joint Inspection of our Adult Support and Protection services along with His Majesty's Inspectorate of Constabulary and Healthcare Improvement Scotland. Areas inspected as Phase Two, including East Dunbartonshire, participated in the Thematic ASP Inspection of 2017-18. The focus of this inspection was on whether adults at risk of harm in the East Dunbartonshire partnership area were safe, protected and supported. Inspectors found that our key processes and strategic leadership for adult support and protection were effective with areas for improvement. This meant there were clear strengths supporting positive experiences and outcomes for adults at risk of harm, which collectively outweighed the areas for improvement. The report highlighted many strengths and areas of good practice and can be accessed on the Care Inspectorate's website. Scrutiny partners singled out our approach to chronologies, which had been the focus of improvement activity following the last inspection, as sector-leading and supporting trauma-responsive practice. We were also praised for the strength of collaborative, person-centred working in East Dunbartonshire and were delighted to hear that staff have high levels of confidence that our services have a positive impact on adults' safety and quality of life. An action plan to take forward the improvement areas that were identified has been put in place.

Following the publication of the refreshed Code of Practice to accompany the 2007 Act in 2022, we moved rapidly to adopt changes in the Code which shifted from viewing inquiries and investigations as distinct processes towards the use of investigatory powers during inquiries. We have been monitoring the use of the powers for some years and began formally reporting them to the Committee and through the new NMD in 2022. Information on the use of the investigatory powers is therefore now included in this report.

Adult Support and Protection Statutory Activity 2023-24

Nature of Activity	2020 - 2021	2021 - 2022	2022 - 2023	2023 - 2024
Duty to Inquire	493	505	566	495
Planning meetings (including Inter-agency Referral Discussions)	8	10	9	16
Inquiries using investigatory powers	N/A	N/A	293	276
Case conferences	25	24	27	26
Review case conferences	9	9	9	10
Protection plans initiated	8	6	6	11
Protection orders	0	0	*	*

Concerns about older adults living with dementia and in care homes continue to trigger over 70% of our inquiries, reflecting the significant demographic trend within East Dunbartonshire in terms of an "aging population" which continues to have an increasingly influential impact on local services.

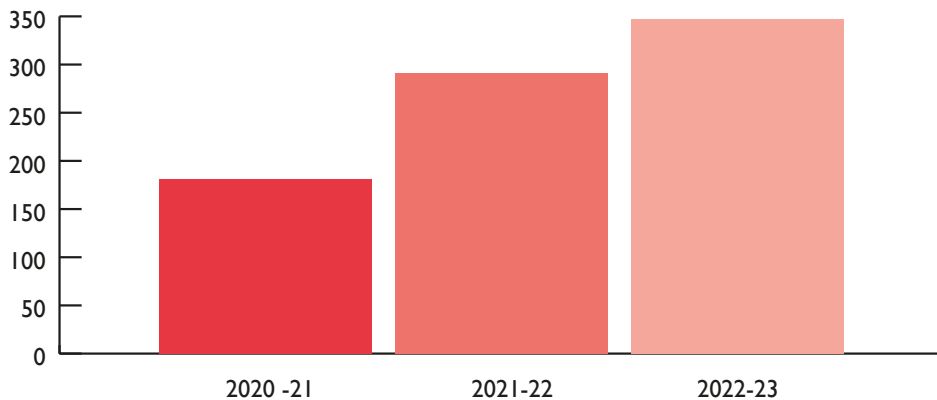
A review of our performance over time shows the following.

Performance Indicator	Target	2021 - 2022 Delivery	2022 - 2023 Delivery	2023 - 2024 Delivery
% of Adult Protection cases where the required timescales have been met	92%	92%	94%	90%

ASP performance levels were on target for most of the year but were affected by additional demands on the ASP Council Officer function in the last quarter associated with a Large Scale Investigation.

One Large Scale Investigation (LSIs) commenced during the year, in response to a recurring pattern of referrals which raised concerns about a service's inability to sustain improvements put in place. In recent years, East Dunbartonshire LSIs have all taken in place in care home settings. The multi-disciplinary Care Home Support Team (CHST) established in 2021 has engaged pro-actively with care home managers and staff to support early identification, prevention and response to issues which might escalate and create safeguarding concerns about a group of adults. This engagement has included the provision of a targeted programme of ASP Advanced Awareness sessions for Managers in 2023, along with the continuing promotion and use of the Adult Protection Committee's ASP Risk and Thresholds Framework to improve understanding of ASP incidents and information-sharing responsibilities. The graph shows the increase in referrals made by care homes between October 2020 and September 2023, and shows improved awareness levels on the part of care home managers.

ASP Referrals made by care homes



Good Practice Example

Joint Adult Support and Protection Inspection

Feedback from the Joint Adult Support and Protection Inspection confirmed that our partnership is working effectively to safeguard adults at risk of harm, and that our Adult Support and Protection processes have had a positive impact on the lives of those living in East Dunbartonshire. The report highlights notable strengths including the comprehensive and collaborative nature of Adult Support and Protection inquiries; the quality of completed chronologies with a strong collaboration and promotion of a trauma-informed approach supporting effective decision making and protective actions; and strategic leaders driving a high level of strategic collaboration leading to impressive innovations and improvements in some areas of practice.

Adult and Older People's Social Work and Social Care Services

In our adult and older people's social work and social care services the majority of our performance targets were met or exceeded in the year. Our Annual Performance Report 2023 - 2024, which gives more detailed information, can be found on the Partnerships pages of East Dunbartonshire Council's website.

Last year we were not meeting our target for the percentage of people newly diagnosed with dementia and receiving Post Diagnostic Support, however this year, due to our improvement actions, we are now exceeding this performance target. Other positive performance examples include the percentage of adults in receipt of social work and/or social care services who had their personal outcomes fully or partially met, was above target at 99%. The percentage of people 65+ indicating satisfaction with their social interaction opportunities and the percentage of services users satisfied with their involvement in the design of their care packages were also both above target at 97% and 98% respectively. We also completed 98.7% of community care assessments within the target of a six-week timescale from receipt of referral.

For the small number of targets which were not met, improvement actions are being taken to improve performance.

As in previous years, a key area of challenge is around the rate of falls for people over the age of 65. East Dunbartonshire has a high rate of falls which reflects particular demographic changes in East Dunbartonshire, such as the fastest growing population of people aged over 85 in Scotland, and the associated increasing levels of frailty and complexity of care needs arising from advancing age. Implementation is underway on our Falls Reduction and Management Strategy 2022-27; 'Staying Safe, Strong and Steady' across HSCP services. Our Falls Lead and Community Follow up post holder has been responsible for delivering preventative Falls Awareness sessions to over 300 people across a range of established groups. Follow up referrals are taken from these sessions and can include personal assessment, walking aid interventions, telecare support, and the offer of walking aid clinics within these sessions. Falls Awareness sessions are now delivered to newly qualified Social Workers as part of lunchtime learning sessions and feedback from these has been positive. We are also pleased to continue to lead the way in the roll out of the Caring About Physical Activity (CAPA) programme to address frailty and falls amongst people who live in local care homes, showcased on page 4 of this report.

We planned to implement our East Dunbartonshire No One Dies Alone project in 2023 - 2024, which aims to support compassionate community support for people at the end of their lives. We have recruited to leadership capacity for this project and will deliver in 2024 - 2025.

Good Practice Example

Care Home Out of Hours Service

A test of change has been initiated within the Care Home Liaison Nursing (CHLN) service supporting East Dunbartonshire Care Homes to provide the right care, at the right time, in the right place for residents approaching end of life. The CHLN Team has introduced an out of hours service working weekends and public holidays to assess care home residents experiencing increasing palliative care needs or symptoms. This test of change is having a positive impact on the outcomes for care home residents by providing timely support to staff and reducing calls to NHS 24 and GPs by responding quickly to requests for assessment and management of symptoms for residents approaching end of life.

Performance in our adult and older people's social work and social care services in the year continues to be impacted by the pandemic response and recovery journey, coupled with the

specifics of our demographics. East Dunbartonshire has a comparatively high proportion of people with long term conditions such as cancer and arthritis as a result of the high proportion of older people in the area. This profile contributes to a higher-than-average elective hospital admissions rate.

Good Practice Examples

Improving the Cancer Journey

In February 2024, East Dunbartonshire HSCP and MacMillan Cancer Support launched The East Dunbartonshire Cancer Support Café at the Barony Chambers in Kirkintilloch. The Cancer Support Café is open to anyone in East Dunbartonshire living with, or affected by, cancer, including friends and family members. It is a safe space for people to come together and support each other. Hosted by local volunteers, the café offers a warm welcome, a chat over free tea, coffee & biscuits, and is also an opportunity to find out more about any cancer-related information for local services and resources.

Our adult fieldwork social work services received a total of 8070 referrals in the year, an increase of 8% on last year, and a total of 4013 new assessments were completed during the year, an increase of 5%.

Referrals to the Hospital Assessment Team have shown a slight increase (2.7%) in 2023 – 2024, however the complexity of need makes future care placement more challenging and lengthy. Our historically good performance on our key target to minimise the numbers of people who are delayed in their discharge from hospital has been challenged in 2023 - 2024. This performance challenge was consistently felt across all Greater Glasgow and Clyde HSCPs, and indeed almost universally nationally, and it continues to be an area of close scrutiny and improvement work. While East Dunbartonshire HSCP has remained in the best performing quartile nationally, there has been an increase in the number of people being delayed in their discharge as a result of Adults with Incapacity (AWI) legislative processes. A recent Office of the Public Guardian (Scotland) Report shows that within East Dunbartonshire the uptake of Power of Attorney is in line with other Local Authorities in Scotland which does not explain our increase in the number of patients who are subject to AWI being delayed in their discharge from hospital, and further work is being taken to understand this. This had adversely impacted on our position being higher than the Scotland average for delays as a result of AWI however we continue to sit below the Scottish average for standard delays.

Our Community Rehabilitation services, which support avoidable hospital admission and early hospital discharge, continue to experience increased demand with a 46% increase compared to pre-Covid and 11% increase when compared to 22 -23. As well as increased numbers, the service is working with individuals presenting with greater complexity.

In March 2024 we were providing Care at Home support to 1342 customers, which is a small increase of 58 customers from last year. Numbers of people requiring 2:1 support, which had increased by 32% locally since 2019, has remained high, with 226 customers requiring care from more than one carer, which represents 15.9% of our overall customer numbers. Referral numbers to our Care at Home Service appear to have stabilised and have not shown the same rapid increase as in previous years. If we compare referrals in January to May 2023 to the same period in 2024, we have experienced a decrease in referrals of 12.5 % however, the complexity of the referrals is noted to have increased with high full package of care and 2:1 supports required and we continue to monitor these arrangements closely.

Day Activities and Services for Older People

The Older People Local Area Co-ordination Team witnessed a significant increase in referrals during 2023 – 2024 - a 25% increase from the previous financial year. These referrals not only consisted of requests to assess older people for formal social support opportunities, for example, Day Centre, but included a significant increase in calls for the team to support individual older people to reconnect with their peers at local community assets.

The HSCP has a dedicated community asset map page which supports older people and their families to self-refer to local clubs and groups (www.eastdunassets.org.uk).

It was the increased number of referrals to the team that led the HSCP to consider how we can, in partnership with local community assets and our third sector partners, evaluate the impact that attending clubs and groups has for both older people and those who volunteer to support these resources. Through a series of workshops, where leaders from local older people groups met with the HSCP and third sector partners, we were able to develop an annual survey which explored what needs and outcomes were being achieved for all involved. The first survey of its kind took place during February and March 2024 and its analysis is scheduled to be reported in the Local Area Co-ordination Services annual newsletter.

The team continues to work alongside third sector partners and local community assets, supporting the clubs and groups to maximise their membership and access any available grant funding. Many groups now operate a waiting list due to increases in requests for social support community options.

The Local Area Co-ordination Service support the creation and development of a new local group for older people from the BAME communities. Mere Apna was established in January 2024. The aim of the group is to support and encourage older people from the black and ethnic minority community (BAME) to meet and socialise and to break down the barriers of loneliness and isolation that these older people communities experience.

The group invites people from all backgrounds, irrespective of religious beliefs, race and/or gender. The group is run by a team of volunteers who have set up their own committee. The committee focuses on running weekly activities for their members, exploring funding opportunities and takes responsibility for the continued organising of this resource.

The OPLAC team had supported the lead organiser and founder, from the early stages, to explore and secure meeting premises, access funding, set up banking and establish a constitution. The OPLAC Team continues to offer advice in relation to the ongoing running of the group. EDVA, one of the HSCP's third sector partners, has also been instrumental in supporting the new group. The development of this group has promoted positive collaborative working practices.

Since January 2024, the group has been successfully running a weekly peer support group for their members. The group meets, weekly, in the Fraser Centre in Milngavie on Mondays between 1pm and 3pm.

Good Practice Example

Older People's Local Area Coordinator Team - Determining the Impact of

Community Assets:

The HSCP, in partnership with East Dunbartonshire Voluntary Action and Take Ctrl East Dunbartonshire, ran workshops during November 2023. People who co-ordinate, arrange and lead local older people community assets were invited to participate in the workshops. The workshops focused on identifying areas that it was felt were important to recognise as being delivered by local community groups and clubs. These included:

Why volunteers chose to help at those groups;

Members' feedback about attending the groups;

What activities the groups provided and delivered;

What needs those groups were meeting for older people;

What outcomes were being achieved for older people;

What links those outcomes had to the HSCP's Strategic Priorities.

The survey will now be undertaken on an annual basis with the first survey of its kind having taken place during February and March 2024. The analysis of the results and the feedback from community assets will be published in the Local Area Co-ordination Services Annual Newsletter later in 2024.

Supporting an older lady to reconnect with her community:

Mrs A is a 90-year-old lady who lives alone. Due to physical health limitations, she missed the opportunity to travel to her local community to enjoy the shops, cafes and meeting friends. When the team explore the possible risks and barriers that were preventing Mrs A from accessing her community, the biggest hurdle was suitable transport to reach her destination.

The Local Area Co-ordination Team, following assessment of Mrs A's mobility and support needs, and determining that she required minimal assistance, arranged a trial visit to the Older People's Welfare Group in the Fraser Centre, Milngavie.

Mrs A agreed that she wanted to become a regular member of the group and the Centre volunteers agreed to help Mrs A arrange transport via a local taxi company and to provide any support whilst she was in attendance.

Mrs A has been delighted with the outcome and now enjoys the opportunity to leave her home, having previously been housebound. This has helped to reduce Mrs A's social isolation and feelings of loneliness.

This is great example of the collaborative work that takes place between the Local Area Co-ordination Team and the local groups and clubs.

Drug and Alcohol Recovery Services

Demand upon our Alcohol and Drug Recovery Services (ADRS) continued to rise this year and the ADRS caseload as of March 2024 stood at 572, which represents a further 4% increase over the last six months and a 27% increase on caseload figures from the same period in 2019.

Following the implementation of Medication Assisted Treatment (MAT) Standards in 2021 the ADRS caseload has fluctuated between 520 and 580; significantly higher than figures prior to 2021 where caseloads were approximately 450.

The Alcohol and Drug Recovery service (ADRS) has met the waiting times target of 90% of referrals to treatment within 21 days for Quarter 1, 2, 3 and 4 of 2023/24.

Q1 – 95.7%

Q2 – 100%

Q3 – 94.8%

Q4 - 96.5%

The Alcohol and Drug Partnership (ADP) and ARDS continues to focus on the implementation of the Medically Assisted Treatment (MAT) standards. Reporting of MAT to Public Health Scotland was submitted the first week in April, just before the submission date of the 15 April. The publication of the final report based on all findings will be the 29 May 2024.

The ADP and ADRS have received the interim RAGB status for MAT implementation, shown in the table below, including the comparison between the 2023 and 2024 RAGB status. East Dunbartonshire have achieved the highest scores possible for MAT 1 – 10, provisional green is the highest score for 6 – 10 as this is the first time this level of detail was requested.

	2023	2024		2023	2024
MAT 1	AMBER	GREEN	MAT 6	PROV AMBER	PROV GREEN
MAT 2	PROV GREEN	GREEN	MAT 7	AMBER	PROV GREEN
MAT 3	AMBER	GREEN	MAT 8	AMBER	PROV GREEN
MAT 4	PROV GREEN	GREEN	MAT 9	PROV AMBER	PROV GREEN
MAT 5	PROV GREEN	GREEN	MAT 10	PROV AMBER	PROV GREEN

Good Practice Example

Alcohol and Drugs Recovery Service

Additional investment from the ADP has meant that ADRS has been able to appoint a second Senior Addiction Worker (SAW). Adding a second SAW has enabled ADRS to make significant harm reduction developments, such as the augmenting the senior duty worker role (response to high-risk events, NEO missed dose response, new OST referrals), developing a new OST case intensive support service and providing targeted Justice support two days a week. The SAWs are working towards the development of an Injecting Equipment Provision (IEP) store and will provide a weekly WAND (Wound care, injecting assessment, Naloxone, Dry blood spot testing) clinic in KHCC. These important developments promote and support the continuous development of harm reduction interventions as well as effective implementation of the MAT standards. This would not have been possible without additional ADP funding.

There have been a number of significant initiatives which have been implemented in the last year. Two peer support workers have been recruited to the team and their work has provided additional focus and significance to ensuring that the voice of lived and living experience is at the heart of the team's activity. They have engaged with individuals and community groups across East Dunbartonshire to develop their work and the delivery of recovery-oriented care. Enhanced systems for service user feedback have been developed this year with a mix of feedback cards, online QR code feedback added to cards, and to lettered communications, and leaflets which have improved the development of lived / living experience views and feedback as has communication of our service and referral routes, which will influence future service development and improvement.

Our action plan to respond to the Mental Welfare Commission report 'Ending the Exclusion' was reviewed and a new Development Plan prepared in September 2023. This has provided a framework for enhanced joint working between our alcohol and drug recovery services and Community Mental Health team which has enhanced interface practice and development of joint protocols. The report focussed upon the care and treatment of those affected by mental ill health and problematic substance/alcohol use and made four recommendations for HSCP areas.

Alcohol and drug recovery services and Community Justice have continued to work together to support the work of a Senior Addiction Nurse (Drug Treatment and Testing Orders - DTTO) to work across both services and assist in the development of the DTTO service within East Dunbartonshire. The service also works with people who are known to both services and ensures better integrated service delivery between ADRS and Justice services.

Mental Health Services

The Social Work Mental Health Team has continued to experience a significant increase in demand on our MHO service from the previous year (2022 - 2023). Over the past year, 2023 – 2024, the Mental Health Officer service has completed 135 Short Detention Certificates (STDC's) and 73 Emergency Detention Certificates (EDC's). In comparison to the previous year where there was 119 STDC's and 54 EDC's implemented.

There has also been use of Transfer for Treatment Directive (TTD) and Assessment Order actions under the Criminal Procedures Scotland Act 1995. These are rarely used provisions which apply only in very specific sets of circumstances.

There continues to be a significant growth in referrals in terms of individuals experiencing mental health crisis and requiring statutory interventions under the Mental Health (Care and Treatment) Scotland Act 2003 and this is particularly evident with the consistent rising figures with emergency detentions over the past four years (2021 - 2022; 45 EDC's and 2020 - 2021; 20 EDC's).

The growth in the use of emergency detention certificates is also reflected across our HSCP partners within Greater Glasgow and Clyde (GGC). East Dunbartonshire Council HSCP is working in close partnership with GGC in terms of self-evaluation of practices between health and social work and have developed improvement plans to look at ways to manage crisis interventions.

The increase in these figures also reflects more complex care needs for individuals that the social work mental health team are supporting within the community and care planning for complex discharges from hospital.

Over the past year, there have been 108 suitability reports completed Mental Health Officers for court in respect of Welfare Guardianship applications under Adults with Incapacity (Scotland) Act 2000, which a slight reduction in figures from last year (119). Waiting lists for Guardianship reports

is currently at 16 and estimated waiting times is around three months. There is currently a total of 262 private Guardianship Orders being supervised by the Local Authority. The CSWO is currently welfare guardian to 34 individuals.

There have been several areas of developments across the HSCP's CMHT and MHO/Social Work Team around improving practice in respect of individuals who are subject to Community Compulsory Treatment Orders (CTO). This is a national agenda based on the Mental Welfare Commission's Report 'Compulsory Treatment for mental illness in the community'. A self-evaluation exercise has been undertaken and an action plan completed in terms of improving practices to support individuals who are on long term CTO's in the community.

Another area of development for the mental health team has been to improve community engagement. A community engagement event is being planned in collaboration with Ceartas Advocacy in August 2024 to raise awareness of Advance Statements so that individuals with mental illness have a say about their treatment. It is hoped that this event can be undertaken on a regular basis throughout the year.

In terms of the HSCP's Community Mental Health Team, there has also been a consistent increase in referrals over the past four years. Referrals to the CMHT over the past year have been 1363, which reflects an increase of 400 referrals from the previous year. The growth in referrals for assessment of ADHD and neurodiversity has continued to be significantly high and the current waiting times for assessment is 25 weeks, with a waiting list of 403.

Positively again, over the past year there we have consistently exceeded the 90% target of the percentage of people waiting less than 18 weeks to start treatment using a psychological therapy.

Good Practice Example

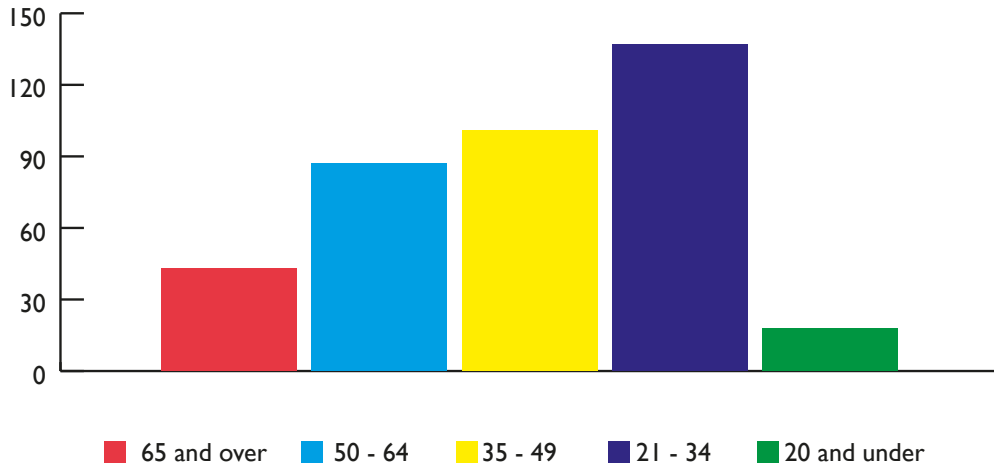
Reclaim Your Life

Two of our Mental Health Practitioners successfully piloted an online Cognitive Behavioural Therapy (CBT) group for patients in East Dunbartonshire living with long-term conditions and chronic pain. The Reclaim Your Life online group utilised CBT resources and structured sessions supported patients to consider the impact of their illness, pain and physical health issues on their everyday lives, emotional and mental wellbeing. Participants were encouraged to initiate and sustain positive behaviour change, identify and change unhelpful or stressful thinking and practice CBT strategies and techniques to their improve mood, wellbeing and day-to-day living. Feedback from the group highlighted that participants valued the CBT tools and strategies to help with self-management and reported an overall improvement in their quality of life.



Services for people with learning disabilities and autism

Throughout 2023 – 2024 there has continued to be significant challenges to learning disability services and across the learning disability community. The Joint Learning Disability Team has to continue to provide a high quality integrated health and Social Work service to over 350 people and their families, who actively receive significantly varied levels of support by way of support at home, day care provision, respite services through the continuum to 24 hour residential care services. Our service users cover an age demographic as represented below:



The Health and Social Care Partnership is facing significant financial challenges and increased costs of services and provider fragility. People with learning disabilities and their carers are likely to be amongst those most affected. Within this context, we have been continuously reviewing our learning disability services to ensure we continue to provide a level of support which will significantly contribute to meeting the needs of learning-disabled adults within our community.

This year there has been a continued bedding in of our new Allander Resource Centre. People who access this service now experience a modern, high-quality, fit-for-purpose setting which offers reciprocal access arrangements, progressive activity-based therapies and extensive accessible resources. The new centre is founded on the principles of a community-based approach to service delivery and the feedback from people who attend has been particularly positive.

Our approach to respite is in the process of a significant review which will see some changes to the present format with a view to developing a sustainable and equitable service for all users who require this essential level of support.

As part of the National Learning Disability Strategy, we will continue to focus on reviewing how we provide supported living to people with learning disabilities to ensure we are able to take forward the commitments in the ‘Coming Home Report’ and support as many people as possible to live in their own communities in suitable settings, rather than experience extended hospital stays or placements far from their local area. To support this notion, the Joint Learning Disability Team has implemented the national reporting tool, the Dynamic Risk Register. The purpose of the Dynamic Support Register is fundamentally to better identify those most at risk and avoid having people with learning disabilities living in hospitals, or in out-of-area placements which they/ their family have not chosen. It has been designed to help professionals working with people with learning disabilities to better respond to situations where there is a need for a more intensive level of care management.

The local Autism Strategy 2014 – 2024 has been reviewed this year, and actions have been identified to further develop our autism services and supports in East Dunbartonshire. It is noted that there are now more children and young people being identified earlier at school, and being referred for diagnosis and that more adults are requesting a diagnosis from their GP. Our HSCP Local Area Coordination (LAC) Service continues to provide a valuable resource for adults with autism and also support an ASD Carers Group. Information about routes to diagnosis are also available on the LAC page of the EDC website. More options are now available for young people with autism, such as Tigers, Street League, Enable and 'No-one left behind' as well as support to access college courses. Our formal LAC support is based on an asset-based approach to working alongside autistic individuals and their families and offers signposting, future planning, access to formal and informal services, third sector supports and employment opportunities.

Good Practice Example

Positive Behavioural Support

We have seen an increase in complex care needs for people with learning disabilities in our area. The team continues to provide robust and timely support through an Multi-Disciplinary Team approach. We continue to adopt a system-wide approach to Positive Behavioural Support (PBS) to improve the quality of life of learning-disabled adults and the people around them, through a person-centred approach. We continue to review the training needs of the workforce (Health and Social Care staff) and have been upskilling our staff in PBS. There have been good examples of collaborative working practices with our inpatient and third sector colleagues around discharge planning from hospital.

Criminal Justice

The three national outcomes for justice social work services inform the service in East Dunbartonshire. To meet the public's needs for safety, justice, and social inclusion, all three should be addressed in unison.

1. Community safety and public protection
2. The reduction of re-offending
3. Social inclusion to support desistance from offending

During the year, the Criminal Justice Service furnished local Courts with 213 full Criminal Justice Court reports (215 previous year) including LSCMI assessments of risk and need. These reports include the assessment of risk to the individual and community, and the assessment of the suitability of the full range of sentencing options available, assist the sentencing process. This indicates a less than 1 % reduction from a significant spike the previous year. Despite challenges, the table below highlights the KPI was met with 95% of reports submitted on time to aid sentencing and risk management.

The Justice service provides a suite of intervention programmes like Moving Forward Making Changes (MFMC), STOP and Up2U Creating Healthy Relationships to address risk and support safer communities. There are also a number of collaborations with national third sector agencies like SACRO providing women specific services, CORRA funded peer navigation and strong links with all local drug, alcohol and mental health third sector services.

Overall, Community Payback Orders have increased by 65% since they were introduced in 2011. Following the cessation of Justice Unpaid Work and Summary Sheriff Courts during 2021/22,

with a significant backlog of unpaid work, the stringent ongoing monitoring of Justice Unpaid Work remained a key priority in 2022/23. This activity saw unpaid work clear the backlog of the remaining 6,500 hours which was a significant achievement clearing a total of 13,500 hours.

During 2022/23 the justice service managed 168 individuals on community payback orders with a full assessment of health, needs and risks. It should also note the complexity of assessment has increased significantly due to increasing poverty, mental health, drug and alcohol addiction and isolation, which were all factors exacerbated by the COVID crisis.

This required the Supervisors in the Unpaid Work Team to have their roles diversified and they undertook different duties during that time in the form of creating a small foodbank within the workshop and they delivered food parcels to our most vulnerable clients. In addition to this, other staff undertook Diversion from Prosecution assessments and Home Detention Curfew Assessments and undertook this work remotely.

As noted in the table below, the unpaid work service met the key performance indicator as it delivered a wide range of community projects throughout the year to complete 11,689 hours of unpaid work invested in our communities. This equates to the value of £133,722 (based on National Living Wage of £11.44).

Performance Indicator	Target	2019 - 2020	2020 - 2021	2021 - 2022	2022 - 2023	2023 - 2024
% of Criminal Justice Social Work Reports submitted to Court by due date	95%	100%	98%	98%	95%	95%
The % of individuals beginning a work placement within 7 working days of receiving a Community Payback Order	80%	80%	Service was ceased in line with Gov guidance	83%	93%	80%
The % of cases allocated within 2 working days	100%	97%	99%	100%	100%	100%

Good Practice Example

The development of a new shared Justice and Alcohol Recovery Drug Service post dedicated to providing drug treatment and testing orders in East Dunbarton alongside additional health orientated interventions to support recovery and mitigate drug-related deaths.

In 2021, Justice Services identified a service gap and willingness to collaborate with ADRS to create a new Joint Addiction Nurse post co-located in Justice with a view to managing Drug Treatment and Testing Orders and adopting a health-orientated approach to support recovery within in East Dunbartonshire.

This proposal was set against a growing body of research that recognises the importance of adopting a public health approach to support individuals to desist from offending. We know that being in treatment and having the right support leads to improved health related outcomes and reduces the likelihood of drug related harms, overdose or death.

A commitment to achieve this outcome is to:

‘Ensure that people who come into contact with justice agencies are provided with the right support.’

Historically, East Dunbartonshire residents subject to a Drug Treatment and Testing Order (DTTO) had to travel to Dumbarton in order to receive a service which was challenging for the individual and lacked a person-centered approach. The Addiction nurse will contribute to the assessment of prospective DTTO clients, will undertake oral testing in line with testing regimes and undertake DTTO motivational and therapeutic work.

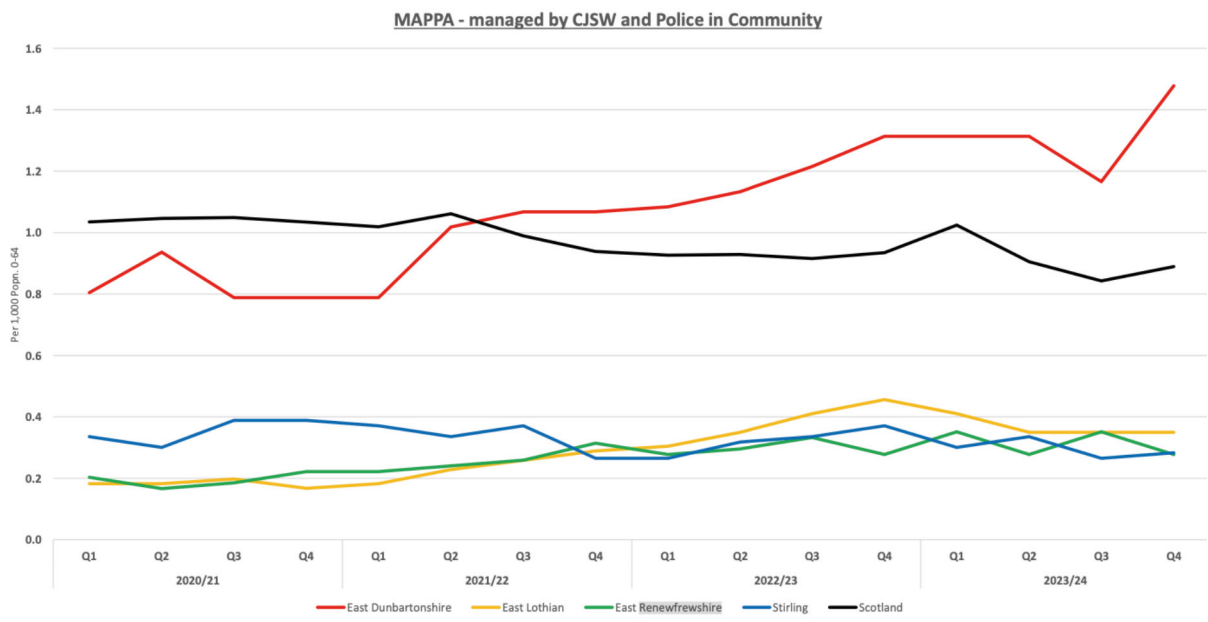
It was also agreed that the Senior Addiction nursing post could support shift and supportive assessments and referrals to ARDS to support people right to recovery and choices regarding wider voluntary treatment options. In addition, the post would involve early intervention, signposting and diversionary advice.

Anecdotal information and feedback from service users suggest this is a hugely positive development in providing person-centred care to people in the justice service. In the longer term, stats will be compiled in terms of type of Order/Licence managed, length of involvement and intervention undertaken.

Multi Agency Public Protection (MAPPA) (snapshot 3 1st March 2022)

Analysis of MAPPA arrangements locally, evidences that there has been a significant upward trend over the last five years (which continues in 2023/24) with a 19.5% increase in 2022/23. This increase has placed considerable demands on an already stretched justice service. Analysis suggests this is likely due to lower-level sexual crimes being amongst the backlog of cases being prosecuted as Court service resuming in the later part of 2022. However, a comparative analysis with local authorities of similar demographic indicates EDC is an outlier with such an increase. In line with national trends, cases continue to increase, although mainly technologically mediated sexual crimes. The greatest proportion of MAPPA cases are managed at Level 1, with six cases managed at MAPPA level 2. These cases require intensive planning and risk management strategies, reflecting the higher levels of risk presented to the community. East Dunbartonshire also has three MAPPA 3 cases (3) all in custody which require intensive yearly risk management review planning in preparation for their release.

	2018-19	2019-20	2020-21	2021-22	2022-23	2023-024
Number (RSO)	34	49	50	63	75	90
Change from previous year	-11	+15	+1	+13	+14	+15



Despite the serious resources challenges to robustly manage all MAPPA cases, performance remains excellent in this critical area of work. 100% of Level 2 MAPPA cases were reviewed within twelve weeks. MAPPA level 2 meetings were held within 20 days of receipt of referral by the MAPPA Coordinator and MAPPA Level 3 within five working days of receipt of referral by the MAPPA Coordinator. All stage 1 notifications were made within three working days of receipt of community sentences, stage 2 referrals were made within five working days.

Prison Based Social Work

Prison Based Social Work has continued to provide a full and comprehensive essential Criminal Justice Social Work service to Low Moss prison. PBSW Low Moss are a committed team of Social Workers who undertake their statutory tasks and duties although analysis indicates the workload within the boundaries of a standard 35-hour week are completely unachievable and requires review of its staffing structure and appropriate resourcing by Scottish Prison Service.

This is reflected in the recent Thematic Review of PBSW (Care Inspectorate & HMIPS) considering the direction of prison-based social work services within the context of the changing prison population, resource constraints, and competing, often increasingly complex demands.

The PBSW team continued to meet the key performance criteria in line with the current Memorandum of Understanding which requires review. This included:

- 198 reports to the Parole Board for Scotland. 13 additional reports were completed in 2023, but were submitted beyond the deadline due to workload pressures.
- Completed 42 short term sex offender reports.
- Completed 404 Integrated Case Management Meetings.
- Attended 40 MAPPA meetings.

New Developments

A new development in 2023-24 included Justice services continuing to pilot Moving Forward Two Change Programme to address the risk of sexual harm to the community. This evidence-based programme was designed to replace the Moving Forward Making Changes Programme, for men convicted of sexual offences. The Moving Forward: Making Changes (MF: MC) programme was jointly written and delivered across custody and community. It achieved accreditation in 2014, but accreditation status lapsed. MF: MC was revised so that it reflected developing literature, suit all settings that it will be delivered in (custody, community and state hospital), responds to the evaluation and utilises the skills and experience of the professionals involved in MF: MC to date. The revised programme is called Moving Forward 2 Change (MF2C) which aims to reduce the risk of sexual recidivism and promote desistance by utilising evidence-based approaches such as Cognitive Behavioural Therapy (CBT) informed by additional therapies and techniques such as Dialectical Behaviour Therapy (DBT), Compassionate Mind Training (CMT) and Mindfulness. Positive approaches are further incorporated (Good Lives Model, Desistance, and Life Course) to target criminogenic needs in a strengths-based and trauma informed framework. Having successfully completed the pilot, MF2C has now been rolled out in East Dunbartonshire HSCP and Council for all service users convicted of sexual offences who have a programme requirement, to build safer communities and protect the public.

Good Practice Example

Wayfinder – Peer Navigator for Justice Clients

Working in collaboration with the Alcohol and Drug Partnership and the Community Justice Partnership, Justice Social Work services secured funding from the Drugs Death Task Force, to commission a Peer Navigator post to enhance justice clients' ability to access alcohol and drugs services with a view to improving outcomes and reducing drug deaths.

The Peer Navigator has lived expertise and uses relationship-based practice to develop supportive and meaningful relationships with clients, many of whom are often difficult to engage. This service is aimed at men subject to community-based disposals and those returning to the community after custodial sentences.

Since coming into post the navigator has supported 15 clients to positive destinations.

Community Justice Partnership

The East Dunbartonshire Community Justice Partnership is a collaborative multi-agency forum with a shared vision for a safer East Dunbartonshire. In 2023 – 2024 the partnership moved to hybrid meetings, and continued online sub-group meetings which has enabled continued positive engagement with all partners.

At a national level the Community Justice Coordinator represents East Dunbartonshire on the Community Justice Coordinator network and the partnership on the National Diversion Working Group, Chaired by the Scottish Government. The Coordinator represents the partnership on several National Forums and engages and collaborates with other partnerships in East Dunbartonshire. The partnership continues to engage well with Community Justice Scotland and Scottish Government Community Justice Division.

Community Justice East Dunbartonshire partnership agreed and published the 2023 - 2026 Community Justice Outcome Improvement Plan. (CJOIP)

[Community Justice Outcomes Improvement plan 2023-2026 | East Dunbartonshire Council](#)

The 2023-2024 Delivery Plan based on the year 1-2 priorities identified in the CJOIP was also published. There were 42 activities against 18 action areas in this delivery plan:

- 28 (67%) of these activities were completed.
- 10 of the 18 actions (56%) were completely achieved.
- 14 of the activities (33%) and 8 of the 18 actions (44%) are longer term and will be continued in the delivery plan for 2024-25.

The Partnership's multi-agency Reintegration Group continued to case manage residents prior to their release from a custodial sentence back into the community. The group case managed 33 people between April 2023 and March 2024 and achieved 69% engagement of individuals referred through the group to alcohol and drug recovery services, and a positive outcome for 79% of the individuals referred through the group to the Housing and Homelessness Service. Only 18% compared to 47% in 2022-23 of released residents had a statutory Justice social work intervention, whilst 29% of those offered Voluntary throughcare accepted the offer.

Our multi-agency Prevention, Intervention and Diversion Group continued to be at the heart of increasing intervention options for Diversion from Prosecution for clients and worked to deliver innovative approaches to address the complex needs and inequalities that affect our residents who are in contact with, and on the cusp of entering, the justice system. During 2023-24, there were 48 Diversion cases commenced, 60% (29) were completed successfully during the reporting period, with 16 (33%) ongoing, only three (6%) were unsuccessfully completed. The subgroup developed a Diversion from Prosecution Improvement Plan based on the recommendations made in the National Joint Review. Working towards the actions in the plan, the CJ Coordinator delivered a series of Diversion awareness sessions to 55 Police Officers as well as sessions to the Community Justice Partnership and East Dunbartonshire Woman's Aid (EDWA).

Good Practice Example

Safeguarding a child through collaboration

The Reintegration Group case manages residents who are due for release over a continuous 12 week rolling period. However, it is not just Justice matters that are discussed and resolved.

Mr A was discussed at one of the meetings as he was due for release from a custodial sentence in May 2024. He had a history of mental health and substance use issues. As Mr A was not open to Justice Social Work or Alcohol and Drug Recovery Services, our third sector support partner was working with him to ensure that he got the support on release. Mr A had a tenancy in East Dunbartonshire. During the discussion it was highlighted by our Police representative that he had a partner who was resident in West Dunbartonshire and pregnant with Mr A's child. It was highlighted that the unborn child was on the CP register due to enduring maternal mental health issues and that there were other children linked to the partner that were accommodated. Acting on this information it was agreed that the Children's Health Services Manager, who attends the meetings, should share this information with the West Dunbartonshire Health Visitor Service to make them aware of Mr A's pending release. Information later received from West Dunbartonshire was that the child was taken into care following birth. This demonstrates how good communication and collaboration through information sharing benefits not just the person being released but also those associated with that person.

Self-directed support

The HSCP continues to be committed to the ongoing implementation and development of Self-Directed Support (SDS) within the East Dunbartonshire area. The final year of the local SDS Implementation Plan 2021 – 2024 saw the HSCP:

- Publicise the use of a Provider Framework for both SDS Options 2 (Individual Service Funds) and Option 3 (HSCP commissioned support services). An article, written by the Strategic Commissioning Team, about the Framework formed part of the annual SDS newsletter. The newsletter was published in February 2024.
- Four social work practitioners undertook an eight month 'Train the Trainer' programme on the subject of Asset Based Support Planning (Just Enough Support). East Dunbartonshire HSCP, worked in partnership with two other HSCPs, to commission a bespoke train the trainer programme from an external training consultancy. All four practitioners completed the training course and were accredited as qualified trainers in this subject.
- The HSCP has begun a programme of delivering mentorship and training for social work practitioners in the subject of Asset Based Support Planning (Just Enough Support).
- The HSCP has continued to delivery quarterly SDS training. Sessions which focus on the subject of 'What is SDS' are delivered on a multi-agency basis. There are also dedicated training opportunities for all Social Work practitioners with regard to the operational procedures and processes associated with supporting customers and carers with their chosen SDS option/s.

The HSCP developed and consulted on an updated local SDS Implementation Plan for 2024 – 2027. This Plan focuses on how the HSCP achieve the core components, in partnership with third sector organisations, as outlined in the national SDS standards. The consultation period was completed in March 2024 and the Plan will become active on 1 April 2024.

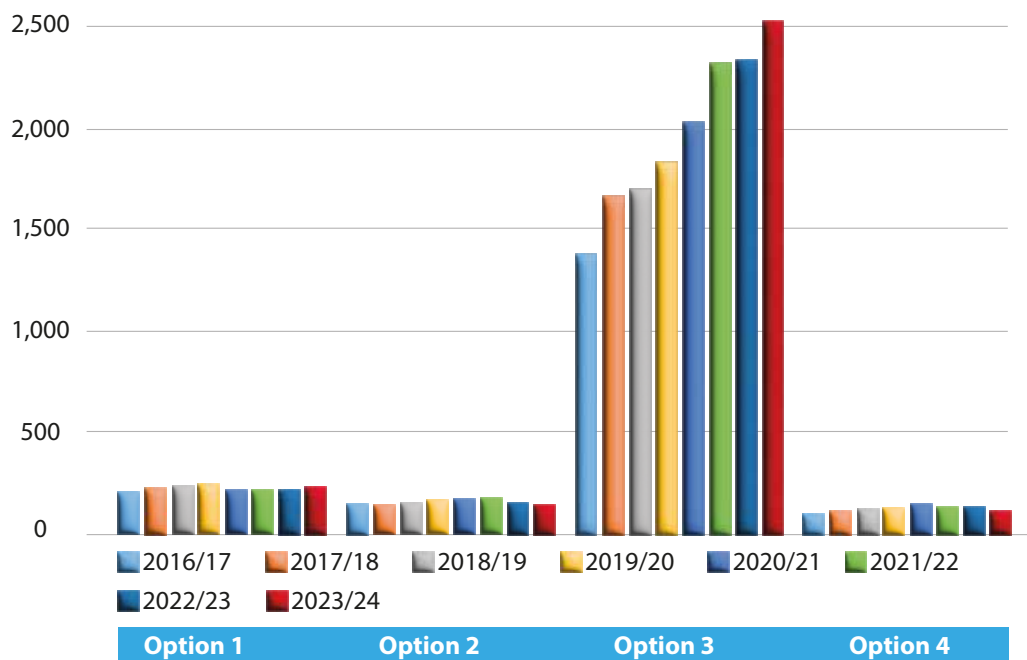
Similar to last year, statistical data for the SDS options shows the continued national impact in respect of the recruitment and retention of social care staff, including Personal Assistants, throughout the social care sector.

SDS Option 1 (Direct Payments) shows an increase in uptake of 5%, during 2023 – 2024. Whilst there is still an impact felt across the social care sector regarding recruitment and retention issues, customers and carers choosing Option 1 are finding more creative and innovative ways to meet their support needs and achieve their outcomes, for example: individual budgets have been utilised to support dog training tuition, sensory equipped summer house, gym memberships, festival tickets and safari park outings. Our local SDS information, advice and support service, Take Ctrl East Dunbartonshire, continue to support customers and carers to enact their chosen SDS options, particularly supporting Option 1 customers with activities including Personal Assistant employment, financial audits and providing training to support individuals to consider the role of a 'good employer'.

SDS Option 2 (Individual Service Fund) was, similar to last year, the only SDS option in 2023 – 24 to reduce, (6% decrease in uptake). This reduction continues to be indicative of the experience that customers and their carers find when trying to source social care providers who can deliver a flexible social care support package. The customer's choice of provider can also be affected by those providers who do not apply a financial top up because of the difference between the 'relevant amount' rates provided by the HSCP and the rates charged by the customer or carer's chosen social care provider.

SDS Option 3 (Arranged Services) continues to see a year-on-year increase (8% increase in uptake). When customers and carers experience difficulties sourcing social care services or recruitment Personal Assistants, they often turn to the HSCP to arrange the support, finding the national recruitment issues too time consuming and onerous to deal with. However, this option is also the preferred option for the majority of people receiving formal social care support, as reported in the customer and carer's individual support plan reviews. Many customers, due to personal circumstances, often request that the social work practitioner chooses and arranges the appropriate support. The numbers for Option 3 have further increased this year because we have, during 2023-24, adapted our technology to ensure that those attending building-based Day Centre support services are counted within the statistical return.

SDS Options



- Option 1 – Direct Payment
- Option 2 – Individual Service Fund
- Option 3 – HSCP/Council arranged services
- Option 4 – A mix of any of the above

Support for Carers

East Dunbartonshire's Carers Strategy 2023-26 was updated and was formally launched in 2023 following approval by our HSCP Board. Delivery of the strategy is led by East Dunbartonshire Carers Partnership Group (EDCPG), which is a multi-agency forum with representation from social work, health, our local third sector carers organisation 'Carers Link', education, and with strong representation from carers themselves. The group is tasked with progressing the priorities identified in the strategy. The new strategy is supported by a formal Delivery Plan and the establishment of a wider set of six subgroups, providing a more focused and targeted approach to delivering on the strategy's priorities. The subgroups comprise cross-sector organisations, groups and networks who are invested in developing carers support, and each contributes to the Delivery Plan. Areas of collaboration and development include, Services and Support, Planning, Young Carers, Awareness Raising, Communities & Involvement and Data and Reporting.

The HSCP has also been working closely with the Local Carer Support Organisation to increase support for young carers and to design/develop an innovative approach to short break provision that provides greater choice and control for carers and cared for customers who are eligible for respite. This approach coincides with a review of in-house residential respite services by the HSCP, to be concluded later during the next year.

The Carers Partnership Group invited Elena Mary Harris, the lead artist on Phase 2 of the Remembering Together Community COVID Memorials project for East Dunbartonshire to one of their meetings to hear about the development of community memorials and impress on her the importance of recognising unpaid carers contributions and losses during the pandemic. Elena went on to support additional work to the carers garden located at Carers Link in Milngavie.

Social media campaigns were launched early 2024 to encourage access to and membership of the Public, Service User & Carer Representative Group (PSUCG) and the Carer Partnership Group (CPG), to increase the direct involvement of carers in decision making.

Advocacy

Independent advocacy is about speaking up for, and standing alongside individuals or groups, and not being influenced by the views of others. Fundamentally, it is about everyone having the right to a voice: addressing barriers and imbalances of power, and ensuring that an individual's human rights are recognised, respected, and secured. Access to independent advocacy also contributes to our strategic ambitions to support engagement, promote the voice of lived/living experience and for those who access our services and their carers to be partners in shaping and improving services.

East Dunbartonshire HSCP has statutory responsibilities, under legislative, affecting both children and adults, including the Mental Health (Care and Treatment) (Scotland) Act 2003, the Patient Rights (Scotland) Act 2011 and the Children (Scotland) Act 1995, to provide access to independent advocacy for specific groups of people.

A new NHS Greater Glasgow and Clyde Joint Advocacy Strategy 2023 – 2026 was launched this year and we are working on the development of our local Advocacy Delivery Plan in East Dunbartonshire to deliver on the aims and objectives contained within the board wide strategy for 2023-26.

The new joint advocacy plan is relevant to Children, Young People, Adults and Older People. Some groups and individuals require the provision advocacy through statutory responsibilities, whilst others require advocacy of a more informal nature to support their right to participation and citizenship within our local communities.

Children and young people in East Dunbartonshire Children have access to advocacy provision from 'Who Cares? Scotland' who provide advocacy services in East Dunbartonshire for care experienced young people up to the age of 26, and 'Partners in Advocacy' who are the primary national provider for Children's Hearings and advocacy services support children between 5-18 years old for all new or review Children's Hearings. The HSCP commissions Ceartas Advocacy to provide advocacy services to adults aged over 16. Statutory requirements for advocacy and provision to those with particular protected characteristics are prioritised but access is open to everyone within East Dunbartonshire. Social work services recognise the importance of independent advocacy for service users and their families and carers. Advocacy is often focused on individuals who require support in their engagement with public bodies. However, advocacy also plays an important part in our engagement with service users and carers in respect of helping shape the social care marketplace.

The Children at Risk of Harm Inspection identified Advocacy for children and young people involved in Child Protection processes as an area for improvement. During this year Social Work Services have worked on a delivery plan. A range of advocacy services was available, but they were less developed for children and young people at risk of harm and were not always consistently accessible throughout the area

A test of change will be established, and Senior Practitioners within Children & Families social work will receive additional training within the role of advocacy. This will ensure that advocacy is consistently accessible for all children and young people who come into contact with social work services.

The children with disabilities team also taking part in Talking Mats training, this will allow us to ensure children with communication difficulties are also able to express their views/have their voices heard.

Complaints and Duty of Candour

We take complaints seriously and have a robust process for investigating and responding to complaints about social work and social care services.

Complaints closed off during the year were as follows:

	Total	Outcome
Stage 1	17	7 not upheld
		6 partially upheld
		* upheld
		* Resolved
		0 withdrawn
Stage 1 Extended	*	* not upheld
		* partially upheld
		* upheld
		0 resolved
Stage 2	13	7 not upheld
		* partially upheld
		* upheld
		0 resolved
Stage 2 Extended	*	* not upheld
		0 partially upheld
		* upheld
		0 resolved
Total	35	

Complaint themes broadly covered services/standards, staff attitude and behaviour and disagreement with a service decision. For the year 2023 – 2024 there are no duty of candour incidents to report for social work and social care services.



Challenges and improvements

4. Challenges and improvements

In setting out the CSWO annual report many of the challenges and improvements are woven throughout the body of the report. In this section, a few significant points of note that are additional to the body of the main report are highlighted.

Positive inspection outcomes

Throughout the year we have been pleased to be able to report on positive inspection findings for both our local registered services and our strategic and partnership approach. We are particularly pleased to note that our Care at Home service achieved grades of 5 'very good' in all areas in the most recent inspection. This is a huge credit to the staff who have been working over the past number of years in the most challenging circumstances imaginable in terms of growing demand, covid restrictions and winter pressures. We are also very pleased with our grading of 'Good' in both our Children at Risk of Harm inspection and our inspection of Adult Support and Protection.

National Care Service Uncertainty

The subject of the National Care Service has been with us for some time now, but we are still unclear as to what it will really mean for us in the future. We welcome the commitment given to a human rights-based approach to social work and social care services and to a focus on improving outcomes for people. However, as of yet, there is little on offer that helps us understand how this will be achieved. While we appreciate the slowdown in decision making at a government level, allowing greater time to co-design an end product designed to meet people's needs, the slow down also means an increased period of uncertainty for staff. Living with uncertainty about the future does not support people to focus as best they can on the roles they have and the system they work within in the present. We look forward to more clarity in 2024 – 2025.

A challenging financial future

Throughout this report there is reflection on the upturn in demand for a wide range of social work and social care services. This has to be delivered in the context that sees the unit costs of service delivery rising and the available public funding to deliver services with reducing. Combined, we face a significant financial challenge for the future. This has required us to reconsider how we assess for, and provide services to individuals in order to 'live' within the budget available to us as fairly and efficiently as possible. It is inevitable that significant changes are ahead and during the coming year these will be developed further and shared. Our focus will continue to be on meeting our statutory requirements and protecting the most vulnerable in our communities.

Growing workforce challenges

We will explore our workforce challenges in greater detail in section 6 of this report, but we want to highlight growing challenges in recruiting sufficient social work and social care staff. There are a range of factors that impact this, but the net effect is to hamper our ability to meet people's needs and deliver the best services we can. This will be an area of close attention in coming years.

Good Practice Example

Non-Violent Resistance Training

During 2023, school nurses joined their partners from Education and Social Work to complete Non-Violent Resistance Training (NVR). The aim of NVR is to upskill and empower parents, carers, and school staff to support children and young people of school age. This approach uses existing relationships to support and address inclusion within education and families and is being developed and implemented as part of a three-year plan. It has a focus on work with care-experienced children and families, but has been developed to be used within contexts where there may be violence and escalating behaviours between children and parents, siblings and between children and staff. The framework encompasses trauma-informed practice and works with key people to bring about positive change. For the school nursing service, NVR will complement the current work and interventions provided to children and young people by supporting families particularly around anxiety, self-harm and non-school attendance.



Resources

5. Resources

The HSCP is projecting an overspend on budget for 2023 – 24 of £1.112m in the delivery of our strategic priorities. The overspend on budget relates entirely to pressures in relation to Social Work services in the areas of learning disability and Children's services and was mitigated in year through underspend on community health services arising from difficulties and delays in recruiting to a number of posts across the HSCP.

Cost pressures related to the pay uplift for social work staff, for which funding was not sufficient to cover the full extent of the costs. Social work payroll pressures emerged within learning disability residential units, mental health officer cover, learning disability day services and challenging turnover savings across social work staffing budgets.

There also continue to be in year pressures in relation to Unaccompanied Asylum Seeking Children where placements within in house provision is at capacity and requires the purchase of costly externally purchased placements to address the needs and demands as they present.

Funding continued to be received to support specific priorities including the Primary Care Improvement Plan, Mental Health Action 15, Alcohol & Drug Partnership funding, Mental Health Recovery and Renewal (specific to Children & Adolescent Mental Health services) and Adult Winter Planning.

Managing public sector austerity and reducing financial resources within a climate of increasing demand for services is a key risk area for the Council and the Health and Social Care Partnership. Like other local authorities, East Dunbartonshire Council has faced increasingly difficult financial challenges over recent years, and the reduction in public sector budgets will continue over at least a medium-term financial planning period. In addition, Covid has created a wide range of cost pressures and service demand implications, some of which are still emerging, such as the impact of delayed access to services for all age groups, and the impact of several years away from usual process of early years, education, and transitions through schools and other settings, on the confidence and development of children and young people.

Our demographics present a challenge through our ageing population and increased populations of people with learning and / or physical disabilities and multiple long term health conditions, which now include the impacts of Covid recovery, long Covid and the deconditioning, stress and distress that the Covid restrictions have brought. This challenge is seen in community settings and also in our ageing and growing prison population, for whom the increasing needs for what would otherwise have been community care support and community equipment, is a growing issue for consideration.

There is also a growing challenge to support people's mental health and wellbeing, to address Scotland's significant drug related deaths, and to respond to increasingly sophisticated types of offending and abuse including an increased rate of on-line causes of harm, and issues such as trafficking and child sexual exploitation. Responses are essential but can be complex and costly.

There are also areas of government policy change that bring service demand costs, and while they are welcome from the point of view of what they seek to achieve, they are unfunded, leading to questions as to how they can be applied. Examples include the extension of rights to aftercare support for looked after and accommodated young people from 21 to 26 years of age, the presumption against prison sentences of less than 12 months, and the increasing prison population, both of which results in increasing demand on criminal justice services to manage increasing numbers of offenders in the community. More recently we have also seen a significant upturn in service demand supporting asylum seekers and refugees. While we always seek to respond with compassion and a person-centred approach, it is notable that funding provided for these services does not meet the true cost of delivery.

The financial performance of the Health & Social Care Partnership, including social work and social care services, is regularly reported to the Health and Social Care Partnership Board and to both East Dunbartonshire Council and NHS Greater Glasgow and Clyde, as the key funding partners.

Social care service provision in East Dunbartonshire continues to be a mixture of commissioned and in-house delivery. Over 70% of services are provided by the third, independent and private sectors, with the remainder provided in-house by the Council on behalf of the Health and Social Care Partnership. Whilst market fragility remains a concern, enhanced monitoring and oversight arrangements are in place with an emphasis on long term viability and sustainability. Looking ahead, our focus and priority is to strengthen partnership working with key stakeholders via our commitment to further develop and embed a collaborative commission approach.

Overall, a balanced budget was able to be set for 2024 - 25 which included a combination of a challenging savings programme alongside the use of reserve balances. It is recognised that the use of reserves is a short-term solution and requires recurring savings options to be identified in future years. Work continues within the HSCP to scope recurring savings options to meet the financial challenges ahead with an expectation that this will have an adverse impact on the range and scale of services delivered within East Dunbartonshire unless additional funding becomes available to address the challenges within Social Work services.

The years ahead will see significant financial challenges in the context of rising demand for services, increasing unit cost of service delivery and the very constrained overall public funding pot available. We work hard to assess the financial position and risks in an ongoing manner and to develop a medium-term financial plan to support delivery of our key strategic priorities. We will continue to engage with key stakeholders and undertake public consultation as options emerge and to elicit views on where we can meet our financial challenges.

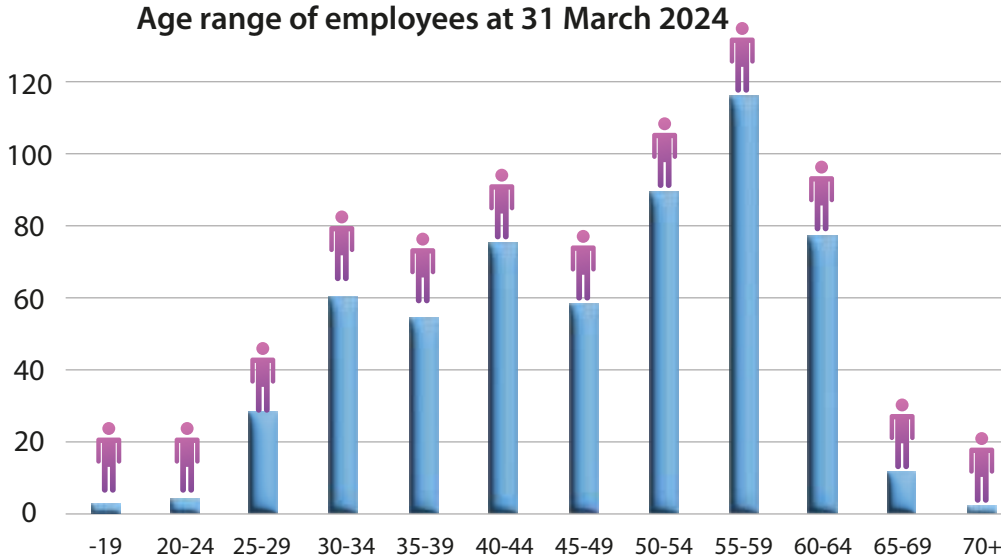
Performance of the registered services in our area can be found at appendix I



Workforce

6. Workforce

East Dunbartonshire HSCP had 606 Social Work and Social Care staff employed across all services at 31 March 2024, which is an increase of 18 staff since 1 April 2023.

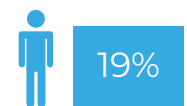
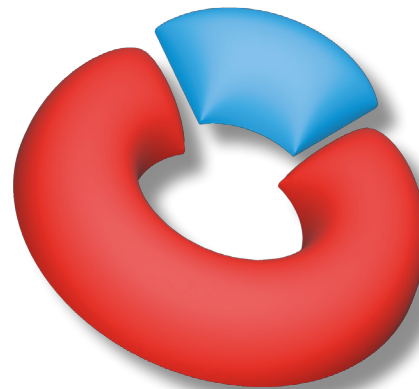
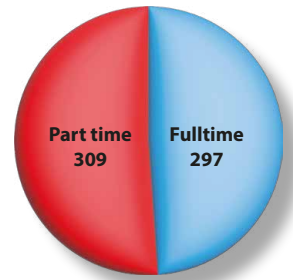


Whilst there are slightly more part time staff than full time staff this is mainly due to the varied working patterns across our services and being able to be flexible in our recruitment strategies.

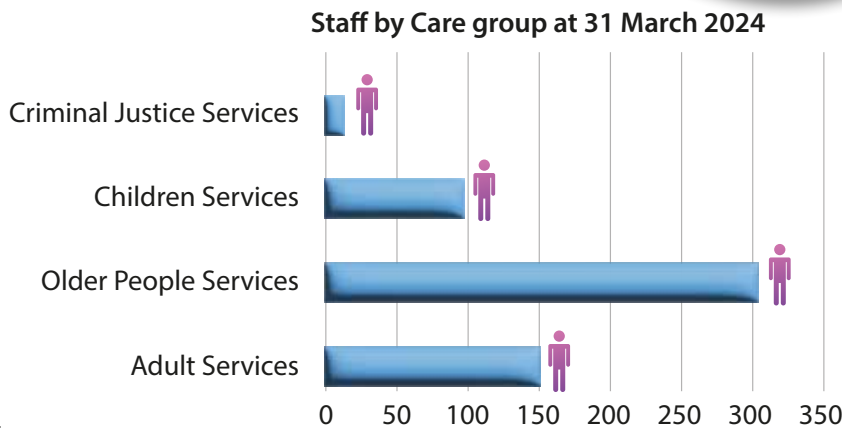
We have a wide range of age groups employed across the workforce, but it does highlight a low number of staff aged under 25 years old 25yrs old staff, which might account for the number of staff who require a formal Further Education qualification.

Our gender split for staff remains same as in 2023, with our workforce being 81% female.

In relation to our main Care Groups, as expected, the majority of staff - more than 50% of the workforce - are employed across our Older People's Services.



Gender profile at March 2024



During 2023-24, the HSCP introduced a revised Corporate Induction process to ensure that staff had a better understanding of how we work as a HSCP, introduce the members of our Integration Board and build on our culture of openness delivered through our vision and key values. The HSCP continues to demonstrate that our staff do value the way they are treated through the National “iMatter” Staff Survey:

Matter Questions	Staff Experience Employee Engagement Components	Average Response			
		2019	2021	2022	2023
My direct line manager is sufficiently approachable	Visible and consistent leadership	86	89	89	92
I am clear about my duties and responsibilities	Role Clarity	87	87	88	90
I have confidence and trust in my direct line manager	Confidence and trust in management	83	86	87	90
I feel my direct line manager cares about my health and well-being	Assessing risk and monitoring work stress and workload	84	85	87	90
I am treated with dignity and respect as an individual	Valued as an individual	83	84	86	88
I would recommend my team as a good one to be a part of	Additional Question	81	85	86	88
I am treated fairly and consistently	Consistent application of employment policies and procedures	80	82	84	86
My team works well together	Effective team working	80	83	84	86
I understand how my role contributes to the goals of my organisation	Sense of vision, purpose and values	83	85	85	86
My work gives me a sense of achievement	Job satisfaction	81	83	84	85

Work continued throughout 2023-24 on reviewing our 3yrs Workforce Plan, with a focus on Staff Wellbeing, SSSC Registration activity and preparing for the introduction of the Health & Social Care (Staffing)(Scotland) Act 2019, the latter of which will replace Regulation 15, Social care and Social Work Improvement Scotland (Requirement for Care Services) Regulations 2011.

We finished the year with our celebrations of World Social Work Day in March 2024. Sadly, once again we were unable to meet in-person as a body of social workers so we marked it in other ways. The goal of the day is to highlight the importance of social work and its impact on people's lives both locally and internationally. This year's theme asked us to reflect upon, and celebrate, the transformative role social workers play in driving positive change and fostering communities that thrive on mutual respect and sustainability. We marked the day in two ways locally. Firstly, we shared research to help us explore ideas about how thinking outside the box and striving for a harmonious co-existence with nature and each other can have wide-ranging benefits for us individually and collectively. Secondly, we invited Social Services Knowledge Scotland (SSKS) to deliver a virtual seminar about this online knowledge resource and tell us how to find the evidence we need to support transformative social work and social care practice.



In September 2022, the HSCP re-launched what had been their annual local staff awards. This year's awards were an amazing celebration of the great efforts of our staff, teams and volunteers. There were 42 nominations across the five Categories: Employee of the Year, Team of the Year, Volunteer of the Year, Leader of the Year and Innovation of the Year. The awards panel highlighted the quality and range of nominations which showcased the work that our staff undertake in ensuring that services users are safe, valued and treated as individuals with dignity and respect. The awards presentation, led by our Chair, was an idea opportunity to thank our staff and volunteers for their work.



Chair of the Board poses with HSCP staff

A woman with brown hair pulled back, wearing a grey textured blazer over a light green top. She is looking upwards and to the right with a thoughtful expression. The background is a blurred office setting with window blinds. A semi-transparent green gradient overlay covers the bottom half of the image, where the text is placed.

Training, learning and development

7. Training, learning and development

7. Training, learning and development

In setting out the CSWO annual report many of the training, learning and development aspects that should be reflected in this report are woven throughout the body in service sections. In this section a few significant points of note are highlighted that are additional to the body of the main report.

Over the course of the year our Public Protection Team wrote and implemented a Learning and Development Framework to ensure the upskilling of our workforce. This covers a wide range of learning opportunities and notably included a substantial programme of Level 2 Trauma Informed Practice courses. Feedback from the Joint ASP Inspection indicated that our training programme is viewed very positively by staff and that staff receiving ASP training, for example, believe it provides them with the skills, confidence and knowledge to undertake their role and duties.

Practice Learning and Education

This has been another positive year for practice learning within East Dunbartonshire. We have facilitated 14 social work placements in the academic year 2023 -24. This involved up to 17 placement settings within the authority. The placements were supported by 17 link workers and four practice teachers. Furthermore, all staff in the placement settings that included primarily fieldwork teams but also registered services, contributed significantly to the success of social work student placements. This clearly reflects a positive learning culture within East Dunbartonshire, as many staff are involved ensuring that the student has a positive experience. We are in the process of undertaking our annual evaluation of the practice learning program. We can report that we have again had a good response from the students who have had placements with us. These responses reflect consistently that students have had a very positive experience whilst on placement in East Dunbartonshire. Many students who have been placed with us express a wish to be employed in East Dunbartonshire. To date one student has been successful in obtaining a post as a social worker within the local authority. This continues to reflect that social worker placements within our local authority can provide a significant contribution to our recruitment strategy for social workers.

The social work students who are placed in East Dunbartonshire mainly come from three West of Scotland universities who undertake the social work qualification. These are GCU, UWS and Strathclyde University. The universities continue to provide positive feedback about the quality of social work placements in East Dunbartonshire. We receive remuneration from the universities for providing placements. The income will approximately total £34,000. This is a similar revenue to the previous year. In the past two years the practice learning income has shown an increase which indicates a rising demand for placements and a recent increase in the practice learning fees paid to the local authority. We have also in the past year seen two candidates complete the practice teaching qualification. This adds to a much-needed pool of practice teachers who can supervise student social workers.

Newly Qualified Social Workers Supported Year

We concluded our involvement in the SSSC's Early Implementation Project at the end of March and are now working with the National Implementation group overseeing the rollout of the mandatory Supported Year from October this year. The Employer Support requirements introduced as part of the mandatory scheme aim to ensure NQSWs have appropriate opportunities for induction, professional development, professional supervision, Continuous Professional Learning (CPL), protected caseload, protected learning time and peer support and mentoring during the Supported Year. Ten NQSWs are at different stages of the Supported Year,

with four of them working to the new CPL requirements and mandatory learning activities recently introduced by the SSSC.

We are using our learning from the Early Implementation project to support further developments both nationally and locally. We continue to feedback to the National Implementation team on our experience of resourcing the Employer Support requirements when services are under extreme pressure. Our NQSW Coordinator has supported national project work to strengthen HEIs role in supporting students transition from university into employment, and co-delivered sessions to students locally on the NQSW Supported Year with one of our NQSWs. Involvement in early implementation has provided us with a good understanding of the new CPL requirements for all registered workers introduced by the SSSC in June this year. Our Social Work Training Group is using this learning to develop a robust CPL support framework for all staff and managers, one feature of which will be to encourage completed NQSWs to continue to develop their leadership capabilities by taking on CPL champion roles within their teams.

Good Practice Example

Just Enough Support

During 2023, a number of the social work practitioners within the HSCP participated in a seven-month training programme on the subject of just enough support. The training supports our vision and aspiration for Asset Based Support Planning and complements the aims and objectives of our Fair Access to Community Care Services Policy. All participants were successful in attaining accreditation as trainers and we have now developed a Just Enough Support Activity Plan to ensure that we fully utilise the skills and knowledge attained by our staff team.

8. Looking ahead

The pressure on delivering social work and social care services has continued to be intense throughout the period of this report, due in part to the continuing impact and consequences of the Covid pandemic but now predominantly due to the significant financial pressures facing public services. Our social work and social care staff have risen to these challenges and have continued to work to support the most vulnerable people in our community and promote social justice, equality and safety but the steps that are required ahead to achieve financial sustainability will be ever more challenging.

Looking ahead, it's clear that resilient services are dependent on a stable workforce, and a key priority will be for us to continue to develop innovative, attractive recruitment approaches and job roles to ensure we attract and retain a social work and social care workforce to meet local needs.

Innovation continues to be central to delivery of safe, effective and sustainable services and a key approach going forward will be to:

- Focus on early intervention and prevention.
- Empower people and communities by encouraging more informal support networks at a local level.
- Ensure that people have access to better information earlier, to allow them to access the right support at the right time, from the right person.

These developments should deliver better outcomes for people and will also make for a more efficient, sustainable system of care and support. The Health and Social Care partnership has sought to develop and implement a model of community-led support locally based on best practice, which seeks to reduce waiting lists and divert needs to alternative effective service options. We will continue this focus, alongside ongoing development of locality-based planning and working, as our model for the future.

Due to the scale of financial challenge, we are looking at how we deliver our services, align our resources, and manage the challenge of demand which outstrips our ability to deliver, both in financial and resource terms. It is inevitable that these changes will impact on how people experience the services we deliver and we acknowledge that, and are committed to working to ensure that the changes we do have to make, protect services to the most vulnerable wherever possible.

Many of our next steps for the future are contained in the relevant service sections above, but woven throughout our plans is also a commitment to building the voices of people with experience of services into our improvement methodology and ensuring that we can demonstrate the impact those voices make on how services are designed and delivered.



Performance of our Registered Services

Appendix I – Performance of our Registered Services

Performance of Registered Services

The Care Inspectorate is the national regulator for care services in Scotland. The Care Inspectorate inspects services and evaluates the quality of care they deliver in pursuance of the National Care Standards. They support improvement in individual services and across the care sector nationally.

The Care Inspectorate will award grades for certain 'quality themes' that they have assessed. These 'quality themes' cover the main areas of a service's work. How well the service performs in these areas will indicate how good the service is. One or more themes will be assessed, depending on the type of service and its performance history. A grade is given to each of the quality themes assessed using a six-point grading scale, which works in this way:

Grade 6 – Excellent	Grade 3 – Adequate
Grade 5 – Very good	Grade 2 – Weak
Grade 4 – Good	Grade 1 – Unsatisfactory

The functions delegated to the HSCP Board include a statutory obligation to provide or arrange services to meet assessed care needs. The HSCP Board "directs" the Council to provide or arrange these services on its behalf. Some of these services are delivered directly by the Council and others are purchased from the third and independent sectors. It is important that the services we directly provide and those purchased are of the highest quality. The Partnership works to improve its own services through direct management and operational oversight. Purchased services are subject to detailed specification and contract monitoring by the Partnership's Commissioning Team. The grades of the services delivered by the Council and those purchased by the Partnership are set out below. The grades below are the most recent assessed by the Care Inspectorate for services based in East Dunbartonshire. Inspection reports can be found at on the Care Inspectorate website.

The Care Inspectorate now applies the National Care Standards. These have introduced new quality themes which will eventually apply to all registered services. The Care Inspectorate has begun applying these new quality themes.

Good Practice Example

In the recently published Local Government Benchmarking Framework report, East Dunbartonshire was ranked in first place for the proportion of care services graded as good or better in Care Inspectorate inspections during 2022/23.

Our Care at Home Services received feedback from their customers through a survey carried out in June and July. This was very helpful in identifying how the service is operating; people's view of the standard of care and support they are receiving; and where the service can make changes to try and improve the support they provide. The service was very pleased to see that the vast majority of customers felt that the service they received from East Dunbartonshire Care at Home was either Excellent (58%); Very Good (28%); or Good (10%).

The tables below have therefore separated out registered services by the framework of quality themes that were used as the basis of the inspections:

Service	Wellbeing (previously Care & Support)	Leadership (previously Management & Leadership)	Staffing	Setting (previously Environment)	Care Planning (new Category)
HSCP / Council In-house Services					
Adoption Services	5	Not Assessed	Not Assessed	Not Assessed	5
Ferndale Care Home for Children & Young People	5	Not Assessed	Not Assessed	Not Assessed	6
Ferndale Care Home for Children & Young People	5	Not Assessed	Not Assessed	Not Assessed	6
Fostering Services	5	Not Assessed	Not Assessed	Not Assessed	4
Homecare Service	5	5	5	Not Assessed	5
John Street House	5	4	Not Assessed	Not Assessed	Not Assessed
Meiklehill & Pineview	5	5	Not Assessed	Not Assessed	Not Assessed
Commissioned - Supported Accommodation					
Cornerstone Community Care	5	5	Not Assessed	Not Assessed	Not Assessed
Key Housing Association – Key Community Supports – Clyde Coast (Group registration covers Milngavie, Kirkintilloch, Clydebank, Alexandria & Dalmuir)	5	5	Not Assessed	Not Assessed	Not Assessed
Living Ambitions (Group registration covers Glasgow North & West Services)	4	4	5	Not Assessed	5
Orems Care Services	5	4	4	Not Assessed	4
Quarriers (Phase 1)	5	4	Not Assessed	Not Assessed	Not Assessed
Quarriers (Phase 2)	5	4	Not Assessed	Not Assessed	Not Assessed
Quarriers (Phase 3)	4	4	Not Assessed	Not Assessed	Not Assessed

Service	Wellbeing (previously Care & Support)	Leadership (previously Management & Leadership)	Staffing	Setting (previously Environment)	Care Planning (new Category)
Real Life Options East Dunbartonshire Service	4	3	Not Assessed	Not Assessed	Not Assessed
The Richmond Fellowship East & West Dunbartonshire Support Living Services	5	4	Not Assessed	Not Assessed	Not Assessed
Independent Care Homes					
Abbotsford House	5	4	Not Assessed	Not Assessed	Not assessed
Antonine House	4	4	Not Assessed	Not Assessed	Not assessed
Ashfield	5	4	Not Assessed	Not Assessed	Not assessed
Birdston Care Home	4	4	Not Assessed	Not Assessed	Not Assessed
Boclair Care Home	5	4	5	5	5
Buchanan House	3	Not Assessed	3	Not Assessed	Not Assessed
Buchanan Lodge	4	4	4	4	4
Buttercup House	5	Not Assessed	Not Assessed	Not Assessed	Not Assessed
Campsie View	4	5	5	Not Assessed	4
Lillyburn	5	5	Not Assessed	Not Assessed	5
Mavisbank	4	5	Not Assessed	Not Assessed	Not Assessed
Milngavie Manor	4	4	Not Assessed	Not Assessed	Not Assessed
Mugdock	5	5	5	Not Assessed	Not Assessed
Springvale	4	4	4	Not Assessed	4
Westerton	3	3	4	4	4
Whitefield Lodge	3	3	3	4	4

Service	Wellbeing (previously Care & Support)	Leadership (previously Management & Leadership)	Staffing	Setting (previously Environment)	Care Planning (new Category)
Commissioned – Care at Home Services					
Blue Bird Care	5	5	5	Not Assessed	3
Cornerstone	5	5	Not Assessed	Not Assessed	Not Assessed
Delight Supported Living	4	3	4	Not Assessed	4
Extended Personal Care	5	4	Not Assessed	Not Assessed	Not Assessed
Hands-On Homecare	4	4	4	Not Assessed	4
Home Instead	5	4	Not Assessed	Not Assessed	Not Assessed
The Richmond Fellowship – East and West Dunbartonshire	5	4	Not Assessed	Not Assessed	Not Assessed

Previous Inspection Model:

Service	Care and Support	Environment	Staffing	Management and Leadership
HSCP / Council In-house Services				
Milan Day Service	5	Not Assessed	5	4
Allander Resource Centre (previously Kelvinbank Day Service)	5	Not Assessed	5	Not Assessed
Community Support Team for Children and Families	5	Not Assessed	Not Assessed	6



 East Dunbartonshire
Health & Social Care
Partnership

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East Dunbartonshire Council
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**NHS**
Greater Glasgow
and Clyde

1 April 2023 – 31 March 2024