

# Chief Social Work Officer's Annual Report 2020 – 2021

October 2021

  
**THE  
SOUTH  
AYRSHIRE  
WAY**

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# Foreword

I am pleased to present the Chief Social Work Officer's (CSWO) annual report for South Ayrshire Council for 1<sup>st</sup> April 2020 – 31<sup>st</sup> March 2021. It provides an overview of the social work services provided, information on statutory decisions made by the CSWO on behalf of the Council, some of the key challenges facing the service in 2020-2021 and beyond, our achievements to date, and our initial plans for the following year.

Over the last year as coronavirus made its way around the world impacting individuals, families, and communities alike, Social Work and Social Care proved in a well-defined way why it is vital to our communities. Through the pandemic the profession's collective voice has promoted the absolute need to focus on the promotion and protection of the rights and dignity of those who need our help. Coronavirus exposed the impact of inequality in a particularly harsh way, and we see how it disproportionately affected vulnerable parts of our community and laid bare the persistent health and social inequalities present in our society.

I know that the year past has seen all those in South Ayrshire involved in the delivery and management of Social Work and Social Care exhibit care, compassion and commitment to those we serve. Our practitioners and managers have strengthened connections, shown how adaptable they can be and worked in collaboration to make a difference in the lives of individuals and families needing support, advice and guidance. Close working alongside our colleagues across South Ayrshire Council and NHS Ayrshire and Arran has ensured the sum of our response to Covid was far greater than our individual parts could ever have been.

I recognise the toll the pandemic has taken, and continues to take, on all of our Social Work and Social Care workforce. The toll, both personal and professional, will take time to heal. As we learn to live alongside Coronavirus we must acknowledge the anxiety and time it will take to unwind the impact of the last 18 months. It is important that we continue to allow ourselves that time and reach out to our colleagues who may need extra support.

The year past was also one where Social Work in South Ayrshire firmly placed its focus on the future. Strategic learning reviews in relation to Adult Social Work, Public Protection and the Alcohol and Drugs Partnership were agreed and put in motion. These reviews aim to allow South Ayrshire to be in a place to respond to the post Covid challenges in a way that is clearly expressed within an ethical Social Work framework.

Finally, last year also saw the murder of George Floyd. At the heart of Social Work is a commitment to challenge social injustice and promote and protect rights. Racism and discrimination have no place in our society and our Social Work and Social Care services will continue to see anti-discriminatory and anti-racist practice as central to our mission.

Scott Hunter  
CSWO

October 2021

# 1. Introduction

The CSWO provides professional leadership and promotes values and standards of professional practice, ensuring that only Registered Social Workers undertake those functions reserved in legislation and meet the requirements of their regulatory body and the SSSC Codes of Practice. Any social worker or social care professional may approach the CSWO for advice.

The CSWO has a “stand-alone” function across Social Work Services and reports directly to the Director of Health and Social Care. Social Work provides a variety of services to protect and support people and in South Ayrshire; this is split across three distinct services:



## 2. Governance and Accountability

The CSWO provides professional and specialist advice on the provision of social work services in a number of ways: to senior officers through membership of the Partnership's Integration Joint Board; and to Elected Members through meetings with the Social Services Portfolio Holder and through attendance at relevant Council and Leadership Panel meetings. As part of the process of engagement, the CSWO responds to enquiries made by Elected

Members on a regular basis. The CSWO contributed directly to budget setting processes and to the determining of the Partnership's priorities and assessments of risks.

At the heart of the Partnership's approach to strategic planning and as set out in the Integration Delivery Principles will be the provision of services and support across the sectors in a way that meets the needs of particular individuals, communities and localities.

The Strategic Planning Advisory Group, the Health and Care Governance Group and the Locality Planning Groups will be advised by the Chief Social Work Officer on all appropriate matters.

The Locality Planning Groups are represented on the Partnership's Strategic Planning Advisory Group and, with a range of others including the 3<sup>rd</sup> Sector and other professional disciplines drawn from all professions and sector

The Partnership has an important role within the Community Planning Partnership arrangements for South Ayrshire and supports the delivery of Local Outcomes Improvement Plan (LOIP) priorities.

The Partnership continues to have a key role in the Children's Services Planning Group which consists of Community Planning Partners.

The partnership reports performance demonstrates our performance against the National Health and Wellbeing Outcomes, National Outcomes for Children and Justice. In addition, the Partnership produce performance reports on community health and care services and children's health care and justice services on a six monthly basis, which are scrutinised by the Performance and Audit Committee of the IJB.

The overall aim of the CSWO role is to ensure that South Ayrshire Council and South Ayrshire Health and Social Care Partnership (HSCP) receive effective, professional advice and guidance in the provision of all social work services, whether provided directly, in partnership with other agencies, or purchased on behalf of the local authority. The CSWO has a responsibility for overall performance improvement and the identification, management and reporting of corporate risks as they relate to social work services.

The Public Bodies (Joint Working) (Scotland) Act 2014 provides for the delegation of certain social work functions by a local authority to an integration authority e.g. a Health and Social Care Partnership. The CSWO's responsibilities in relation to local authority social work functions continue to apply to functions which are being delivered by other bodies under integration arrangements. However, the responsibility for appointing a CSWO cannot be delegated and must be exercised directly by the local authority itself.

The CSWO is a member of:

- the Partnership's Integration Joint Board, comprising of members nominated and appointed by NHS Ayrshire and Arran and South Ayrshire Council;
- the Partnership's Directorate Management Team comprising the Director and senior managers responsible for health and care services; and
- Adviser to South Ayrshire's Chief Officer Group (COG) for Public Protection.

The Chief Officer Group (Public Protection) has responsibility for the strategic leadership and oversight of delivery of services and for improved outcomes for Child Protection, Adult Protection and Offender Management - Multi Agency Public Protection Arrangements

(MAPPA) issues affecting South Ayrshire and is responsible to Elected Members and Scottish Ministers.

There must be CSWO cover 24 hours a day, every day of the year.

With integration and other changes over recent years, the key role of the CSWO has become more complex and challenging. Councils need to ensure that CSWOs have the status and capacity to enable them to fulfil their statutory responsibilities effectively. This is recognised and supported in South Ayrshire particularly with the development of a specific Chief Social Work Officer role which is independent of the Heads of Service for Adult, Justice and Children's services, and reports directly to the Director of Health and Social Care.

To fulfil these responsibilities in South Ayrshire, the CSWO has direct access to Elected Members, reporting directly to the Chief Officer of the HSCP; and wider through the Integrated Joint Board; the full Council as required; and has direct links to the Chief Executive of the Council and membership of the Chief Officer's Group regarding public protection. Elected Members have important leadership and scrutiny roles in councils, and it is essential they assure themselves that the quality of services are maintained and risks are managed effectively.

# Service Quality and Performance

## KEY DEVELOPMENTS AND IMPROVEMENTS

### PUBLIC PROTECTION

The Child Protection Committee and Adult Protection Committee report to the Chief Officers Group (COG) through the Independent Chair. In the year past both committees have continued to discharge their responsibilities through virtual meetings and progression of their business plans with activity progressing on a number of fronts. Developments this year include: -

- Successfully completing work on the performance reporting data and format leading to improved analysis and exploration of emerging trends and themes. This was of value given the impact of lockdown on services and communities.
- Restructuring of the sub committees – Policy and Performance; Practice Development; Communications.
- Development of auditing activity across adult and children's services

Children are placed on the child protection register when there are significant concerns for their safety; at the end of March 2021 the number of children on the Child Protection Register was 25, compared to 18 in March 2020. The period 2020-21 has seen a fluctuation of numbers of children registered, particularly during the lockdown period, however these numbers have remained broadly within the range we would expect. During the past year 100% performance has been maintained in relation to seeing children on the child protection register. Social Workers worked diligently and with compassion to ensure this critical safeguarding activity continued. South Ayrshire also maintained performance in the range of 90% in relation to completion of child protection investigations within the timescale further indicating the continuation of safe child protection practices.

Adult Protection by its nature is a more volatile area of activity however demand has broadly been in line with expectations. At the end of March 2021 there were eight weekly Adult Support Protection referrals compared to ten in March 2020. The past year has seen work to address South Ayrshire's position as an outlier in terms of adult protection investigations. This situation arose through corrective actions taken because of a previous Significant Case Review where a policy was adopted that would automatically create an Adult Support and Protection (ASP) Investigation if there were three referrals for an individual. Work with operational managers now sees these referrals professionally screened and escalated where required. This approach now brings us back in line with more established practices across the country.

The year past has seen ongoing positive work within the Violence Against Women Partnership including the development of pan Ayrshire proposals to develop a Multi Agency Risk Assessment Conference (MARAC) system. Alongside this our work in relation to challenging the sexual exploitation of community members has further been strengthened as we have embarked on a five year strategy to work more collaboratively to challenge this pernicious issue.

## COMMUNITY HEALTH AND CARE SERVICES

### Carers and Self-Directed Support

The majority of social care support provided to service users continued during the pandemic, with the exception of day care and group activities. Due to social distancing measure these services were not possible. This led to creative new services being developed with use of zoom, service users were able to participate in social activities and keep in touch with their families. Training was provided in use of technology by volunteers. Other respite services evolved and the creation of mini breaks where service users were taken out for the day offering respite to carers.

Using direct payments provides total control over how social care needs are met. For people who were shielding services may have been paused as deemed too risky or paused due to social distancing measures. Communication was provided to direct payment users initially to ensure their needs were being met and to provide advise on how their direct payments could be used flexibility to provide alternative support to meet their needs.

### **Shift the balance of care from acute hospital settings to community settings**

In March 2020 initial reaction to the pandemic was focused on reducing delayed transfers of care, to minimise the pressure on the health and social care system in preparation for increased admissions to acute settings. The Scottish Government set an initial target to reduce delayed transfers of care by 400 across Scotland by the end of March 2020, with a further target of an additional 500 by the end of April 2020, this was from a baseline of 1,612 delayed discharges on 4th March 2020.

Within South Ayrshire the delayed transfers of care at 4th March 2020 were 76. As at the 22nd April 2020 they had reduced to 27, a decrease of 64% in line with expectations of Scottish Government. In order to achieve the reduction, we had to commission additional care home beds and care at home provision. The additional costs were met by the Scottish Government through the mobilisation plan on a temporary basis. Community Care and Health implemented a delayed discharge action plan during the year focusing on specific plans to continually improve the discharges of care, actions included: -

- Building capacity into the reablement team to facilitate delayed transfers of care relating to care at home;
- Implement a test of change within the responder team to reduce admissions to hospital and enable return home from hospital out of hours;
- Further imbed moving and handling process and procedures through training practices to reduce the need for double carers providing additional care at home capacity;
- Enhanced intermediate care screening of GP calls and schedule appointment to the Combined Assessment Unit to reduce the number of GP admissions to hospital

During the year the elderly mental health bed redesign was completed. This redesign was a programme of work lead by North Health and Social Care Partnership in their capacity as Lead Partner for Mental Health. The focus has been to reduce the capacity of inpatient wards for Mental Health and transfer patients to the community were possible. In South Ayrshire an innovative response was to enable the move of four long-stay, hard to place individuals, from hospital to the vacant floor of South Lodge (our own elderly care home). This enabled the closure of an NHS ward and wider system savings. Financial resources were transferred to accommodate the additional cost and additional staff employed to meet the needs of the new residents.



## **Manage resources effectively, making best use of our integrated capacity**

Technology developments have continued during the year with the roll out of Microsoft Teams allowing meetings and training to be delivered whilst working from home. Carefirst is now fully implemented for case management purposes and community care financial data for financial projections. Further developments include implementation of a Resource Allocation System for adult services on Carefirst, input of service users' financial details to calculate their financial contribution to care home costs and Children and Families care package costs.

The in-house Care at Home Service has introduced a call monitoring system, (CM2000). This system enables scheduling and monitoring of care at home services. This has been successfully rolled out to internal care at home and reablement teams. Benefits have been realised in the scheduling of care, allowing for efficiencies to be made in labour intensive rota planning and communicating changes to workers.

The HSCP Digital Strategy was approved by the IJB on the 21<sup>st</sup> of October 2020. The strategy supports the delivery of the partnership's vision and aligns closely with national and local strategies including Scotland's Digital Health and Care Strategy and the digital strategies of both NHS Ayrshire and Arran and South Ayrshire Council. The full impact of the Covid-10 on health and social care is still not known and the rapid growth in the uptake of technology to meet health and care needs is continuing. It was agreed at the IJB that a refreshed strategy will be brought forward at the end of the year this will incorporate any new developments in national policy and further learnings from Covid-19. The CSWO is a member of the Digital Programme Board.

This year has seen a significant increase in the use of Near Me, the NHS video consultancy service, with GP's utilising for appointments and Speech and Language Therapists and Physiotherapists using for consultations. South Ayrshire is also a pilot site for the introduction of Near Me in Social Work Services.

The Partnership approved their first Workforce Plan for the period 2019-22 in May 2019. This provided a framework for the partnership to ensure that the staffing available supports our developing agenda and there is suitably experienced, skilled, resourced and professional workforce to meet the significant challenges that exist in the health and social care sectors in Ayrshire. The impact of Covid on the workforce and service delivery aligned to remobilisation, recovery and redesign has accelerated the Scottish Governments requirement to understand workforce planning in health and social care more fully. An interim workforce plan for 2021-22 has been developed outlining the workforce capacity required over the next financial year.

Risks are emergent in relation to the markets ability to sufficiently meet the demands for care staff and professional Social Work staff in the next five years. Steps are being taken locally to develop the offer to staff thus ensuring a greater focus on retention whilst developing schemes to grow our own staff. This is being progressed through career development and professional development pathways.

## Learning Reviews

2020/21 saw South Ayrshire approve and commence learning reviews in two significant areas relating to adult services, namely adult social work and the alcohol and drugs partnership. Both these reviews are engaging across a broad spectrum of stakeholders and have those with direct experience represented at board level. Both reviews, along with a further review of public protection, will report in 2022. These reviews will seek to ensure South Ayrshire is able to articulate a cohesive approach to how its Social Work services support and protect its most vulnerable citizens.

## CHILDREN'S HEALTH, CARE AND JUSTICE SERVICES

### Improve outcomes for children who are looked after in South Ayrshire

In 2016 an Independent Care Review was commissioned by the Scottish Government to conduct a root and branch review of Scotland's care system. Between February 2017 and February 2020, the Care Review heard over 5,500 experiences from children, young people and adults who had lived in care and the paid and unpaid workforce.

The Care Review published its findings and recommendations in a set of five reports, which cover

- the changes the Care Review recommends,
- plans for implementing changes and
- the investment in services that is required:

The key report for change is The Promise which sets out an overall view of what the new approach should be to ensure that young people grow up loved, safe, and respected to realise their full potential. The report is broken into 5 foundations Voice, Family, Care, People and Scaffolding.

South Ayrshire Champions Board consists of partnership staff and a range of volunteers all of whom have care experience. The board is able to inform policy changes that will enhance care delivery and ultimately the outcomes of current and future care experienced children. During the year the Board have been involved in developing the implementation of the Promise in South Ayrshire.

The plan in year was to implement the children and family's transformation programme, including the "Whole Family, Whole System Approach" to enable the partnership to work alongside education and health following an early intervention approach, that will develop systems and processes to support keeping families together and improve wellbeing and outcomes for children. This involved locating a multi-disciplinary team in a local school, however due to the pandemic and consequent school closure and reprioritisation of resources this was delayed until early 2021, with results expected in 2021-22. Training in year commenced on a new strengths-based model, "Signs of Safety", this will contribute to cultural change to embed new practice that will build upon community and family assets.

Services for looked after children and their carers was maintained during the pandemic through use of technology and house visits continued where necessary. Foster panels continued to operate to review and approve new foster carers during the financial year using

Microsoft Teams. Training continued to be delivered to foster carers through use of Microsoft Teams meetings.

During 2020-21 out with authority placements continued to reduce with an overall reduction of 11 to 63 at the end of the year. At the start of 201-22 we have 10 prospective foster carers available. The aim is to enhance the support of children in the local community and reduce out-with authority placements.

### **Signs of Safety**

The implementation of the Signs of Safety model continues with a range of training and briefing events provided over the year. Focus will now shift to practice and awareness raising with external stakeholders including the Childrens Reporter and the Fostering Panel.

### **Maintaining outcomes for those subject to support from Justice Social Work**

The year past saw our court systems closed down as a result of the pandemic and along with the backlog of work this has created it is pleasing to report the ongoing impact of Justice Social Work services in South Ayrshire. When our courts did reopen South Ayrshire residents were dealt with at Hamilton Sheriff Court. In this time our court staff liaised with local staff to ensure that South Ayrshire residents had access to Social Work support and welfare advice.

Residents subject to unpaid work orders were able to support the running of the PPE hub in the early days of the pandemic. Alongside this Social Workers maintained contact with individuals subject to orders in line with government guidance on social distancing.

It is also reassuring to note that during the pandemic MAPPA arrangements continued throughout with the management of high risk offenders subject to the same levels of rigour.

### **Secure Accommodation**

No children were subject to secure orders in the reporting period.

## **ALCOHOL AND DRUGS PARTNERSHIP**

During the year, the South Ayrshire ADP has sought to respond to the challenges in relation to service delivery alongside a rapidly changing policy environment at a national level. In the past year work to improve access to treatment and support services has included further support to Connect4Change, a multiagency and multidisciplinary co located team who offer assertive outreach services.

In partnership with Police Scotland the ADP has continued its pilot at Ayr Police Station where peer workers can engage with those in custody to raise awareness of local services and recovery activities.

The ADP also established a weekly multiagency meeting, including individuals with lived experience. This was designed to raise awareness of individuals who had disconnected from services and who were thought to be at increased risk. This approach allowed for over 70 individuals to be located and additional support offered, including access and / or reengagement with alcohol and drug services.

## **CSWO / Performance and Planning Functions**

During the reporting period South Ayrshire Council and the Integration Joint Board have continued to support the development of professional Social Work through supporting the continued redesign of the CSWO function.

The year past has seen a review of the function and posts as they have become vacant to ensure that resources are delivered to the areas of highest priority and risk. This redesign has seen the emergence of:

- An established training function with a Team Leader and Public Protection Practice Development Officer to enhance the established Practice Development Officers for Mandatory Training and Social Work Practice Teaching
- A Quality Assurance Officer to support the development of quality frameworks, data and a new offer of independence from operations for complex social work complaints

In the reporting period the CSWO function has also taken on the line management of the South Ayrshire Champions Board. This is a congruent move that ensures the function of representation and change is removed from the operational management structures. This removes potential barriers to change.

Alongside this further investment in the performance and planning function in relation to children's services and data analysis is supporting the professional task of improving services and mitigating against emerging risk. The partnership has also seen the addition of a communications officer in the reporting period. The impact of this role in allowing for the coordination of response and proactive use of social media to promote key public messages is significant, particularly in relation to the public protection agenda.

## **KEY RISKS TO DELIVERY**

Due to the nature of public service provision and current levels of public funding, Social Work and Social Care Services do experience significant challenges. In South Ayrshire during this reporting period there have been 4 key risks to service delivery:

- Significant Case Reviews – The year past has seen South Ayrshire Chief Officers receive 1 significant case review in relation to issues of skin integrity. This report has been published and the associated action plan complete. A further SCR commissioned in children's services continued and is due to publish in late 2021. Alongside this Chief Officers have commissioned an SCR in relation to a child death which will report in 2022.
- Drug Related Deaths – It is painful to report that 31 residents lost their life in the reporting period to suspected drug misuse. To learn from this the ADP carried out a thematic review of drug related deaths in South Ayrshire during the reporting period. This work identified key antecedents and triggers in the circumstances of those who lost their life to an overdose. In order to combat this the learning was shared in a series of workshops attended by over 200 stakeholders. The rapid policy context of the National Drug Death Task Force is presenting both opportunity and challenge for the ADP however it remains well placed to further develop services in this area.
- Delayed Transfers of Care – The numbers of residents subject to delayed transfers of care continues to be subject to much scrutiny. From the CSWO

perspective it is essential we continue to work alongside colleagues across the system while simultaneously promoting and protecting the rights of individuals.

- Workforce Sufficiency – As we have moved through 2021 it is apparent that one of the biggest risks to the safe delivery of Social Work and Social Care services is that of staff sufficiency. Work is underway on a number of fronts to mitigate this risk however it remains to be seen if South Ayrshire has enough local people to meet this demand.

## Service Performance

**There were no internal inspections during the reporting period due to inspections being halted at the onset of the pandemic. The tables below provide transparency in relation to the most recent grades awarded by the Care Inspectorate.**

*It is important to forewarn colleagues that reporting on service performance in next years report will indicate significant issues across all adult services care providers. This relates directly to the practice standards assessed by Inspectorate colleagues in relation to infection, prevention and control. Issues in this area have been managed through close work with our colleagues on the South Ayrshire Care Home Oversight Group.*

The Care Inspectorate carries out inspections of regulated care services on an unannounced basis for all care services. Unannounced inspections provide members of the public and local governance groups with reassurance that the Care Inspectorate is inspecting on outcomes for people in services that are operating as they usually would.

The Care Inspectorate has recently changed the criteria under which observations are reported and evaluated. Previously all services were graded against the following quality themes:

- Care and Support
- Environment
- Staffing
- Management and Leadership

Under the new Inspection criteria services are graded against the new quality themes:

- How well do we support people's wellbeing?
- How good is our leadership?
- How good is our staff team?
- How good is our setting?
- How well is care and support planned?

In 2019/20, 8 Local Authority care services were subject to unannounced inspections by the Care Inspectorate. The majority of services either showed improvements or maintained the high level of grades assigned in previous inspections.

The Care Inspectorate award grades to services they inspect based as set out in the table below:

Excellent	Very Good	Good	Adequate	Weak	Poor
6	5	4	3	2	1

N/A = Not Assessed

All grades of good and above are shown as: 

The tables below shows the most recent grades assigned for each service:

### Hillcrest Residential Unit

Inspection Date	How well do we support people's wellbeing?	How good is our leadership?	How good is our staff team?	How good is our setting?	How well is care and support planned?
November 2019	Very Good	N/A	N/A	N/A	Very good
September 2018	Excellent	N/A	N/A	Very Good	Excellent

### South Lodge Care Home

Inspection Date	How well do we support people's wellbeing?	How good is our leadership?	How good is our staff team?	How good is our setting?	How well is care and support planned?
July 2019	Good	Good	Adequate	Adequate	Good

Inspection Date	Care and Support	Environment	Staffing	Management and Leadership
July 2018	Adequate	Adequate	Adequate	Adequate

### Chalmers Road Learning Disability Respite Unit

Inspection Date	How well do we support people's wellbeing?	How good is our leadership?	How good is our staff team?	How good is our setting?	How well is care and support planned?
November 2019	Good	N/A	N/A	N/A	Very Good

Inspection Date	Care and Support	Environment	Staffing	Management and Leadership
April 2018	Very Good	N/A	Very Good	N/A

### Arran View – Learning Disability Day Care

Inspection Date	Care and Support	Environment	Staffing	Management and Leadership
April 2019	Very Good	N/A	Very Good	N/A
March 2016	Very Good	Very Good	Very Good	Very Good

**Overmills Day Care for Older People**

Inspection Date	Care and Support	Environment	Staffing	Management and Leadership
April 2019	Very Good	Very Good	Very Good	Very Good
April 2016	Good	Very Good	Good	Not Assessed

**South Ayrshire Care at Home**

Inspection Date	Care and Support	Environment	Staffing	Management and Leadership
February 2020	Very Good	N/A	Very Good	Very Good
November 2018	Good	N/A	Good	Good

**Sundrum View Children's House**

Inspection Date	How well do we support people's wellbeing?	How good is our leadership?	How good is our staff team?	How good is our setting?	How well is care and support planned?
December 2019	Very Good	N/A	N/A	N/A	Very Good

Inspection Date	Care and Support	Environment	Staffing	Management and Leadership
November 2018	Good	Very Good	Good	Good

**Cunningham Place Children's House**

Inspection Date	Care and Support	Environment	Staffing	Management and Leadership
January 2019	Good	Very Good	Good	Good
February 2018	Adequate	N/A	Adequate	N/A

**Mental Health Officer Activity**

A Mental Health Officer (MHO) is a registered social worker who is required by law to have undertaken specialist training and hold an additional qualification in mental health. All local authorities are required to employ sufficient MHOs to undertake their statutory functions. Following the approval of the Mental Health (Care and Treatment) (Scotland) Act 2003 the

Scottish Social Services Council introduced the Mental Health Officer Award (MHOA) for MHOs to meet their duties and requirements. MHO duties include:

- ❖ Protecting health, safety, welfare, finances and property;
- ❖ Safeguarding of rights and freedom;
- ❖ Duties to the court; and
- ❖ Public protection in relation to mentally ill offenders.

MHOs are involved in the assessment of individuals experiencing mental disorder who may need compulsory measures of care, treatment and in some cases, detention. The MHO role carries considerable autonomy and responsibility and involves working alongside medical and legal professionals. Mental Health Officers undertake assessments in relation to the following legislation:

- The Mental Health (Care and Treatment) (Scotland) Act 2003.
- The Criminal Procedure (Scotland) Act 1995.
- The Adults with Incapacity (Scotland) Act 2000.
- The Mental Health (Scotland) Act 2015.

The following tables show activity trends over the past 5 financial years from 2015-16 to 2020-21 under relevant legislation:

Table 1 - Mental health officer activities - Mental Health (Care and Treatment) (Scotland) Act 2003 and Criminal Procedure (Scotland) Act 1995

	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
MH - Compulsion Order	2	0	1	0	1	1
MH - Compulsory Treatment Order/Application	24	24	0	25	13	9
MH - Short Term Detention Certificate	15	10	5	12	9	5
MH - Assessment Order	5	0	4	1	1	0
MH - Section 86 Report	3	0	0	0	0	0
SCR1 Social Circumstances Report	26	37	30	29	33	12
MH - Social Circumstances Report (Std.)/Short Term Detention Certificate	49	10	5	59	29	24
MH - Compulsion Order With Restriction	0	0	2	0	0	0
<b>Total</b>	<b>124</b>	<b>81</b>	<b>47</b>	<b>126</b>	<b>86</b>	<b>51</b>

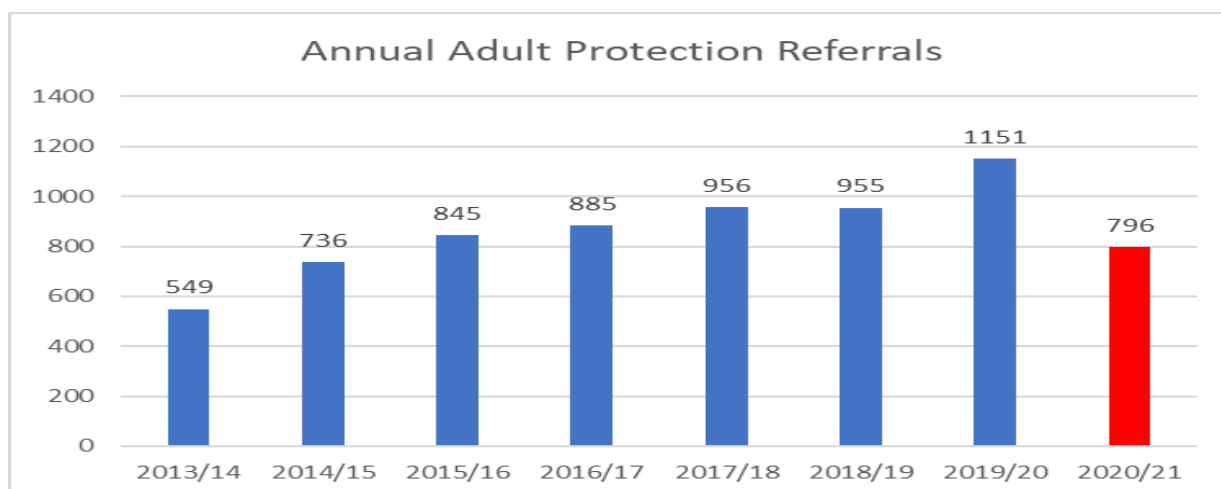
## Adult Protection

The Chief Social Work Officer supports the multi-agency South Ayrshire Adult Protection Committee which carries out a development and monitoring function in relation to the implementation of the Adult Support and Protection (Scotland) Act 2007, locally.



Adult Protection Referrals increased significantly between 2013/14 to 2019/20. The overall referrals for 2020/21 have shown a decrease at 796 compared to 1151 the previous year.

Figure 1: Annual Adult Protection Referrals



The highest proportion of referrals from 1<sup>st</sup> April 2020 to 31<sup>st</sup> March 2021 was from Police Scotland. Referrals from Health services have continued to increase due to further training and awareness raising.

## Child Protection

The Child Protection Committee (CPC) brings together key agencies who work together in South Ayrshire to protect and meet the needs of the most vulnerable children and young people. The approach, locally, follows the policy and principles of 'Getting it right for every child' (GIRFEC). Joint working with other strategic planning bodies charged with delivering wider services for children has been improved, in particular through the Children's Services Planning Group, to ensure that the protection of children is embedded as a fundamental element of everyone's role and that this responsibility is also shared across the wider community.

In working towards these goals, the approach to continuous improvement is being strengthened on a single and multi-agency basis. This helps to identify what is done well and where improvements are necessary. It facilitates the prioritisation of improvement activities and a focus on those areas where the greatest difference can be made to improving outcomes for children and their families.

Children are placed on the child protection register when there are significant concerns for their safety. Children on the register will be subject of close monitoring and support with a multi-agency plan to effect changes to reduce risk.

On 31<sup>st</sup> July 2020, in South Ayrshire, there were a total of 29 children from 21 family groups on the Child Protection Register. This is a decrease from 31<sup>st</sup> July 2019 when 37 children were on the Child Protection Register from 23 family groups.

At 31 July 2020, the main area of concern was Emotional Abuse followed by Parental Drug Misuse and then Parental Mental Health Problems.

As at 31 July 2020, there were 3 unborn babies on the Child Protection Register. This is an increase from the same date in 2019 when 1 unborn baby was on the Child Protection Register.

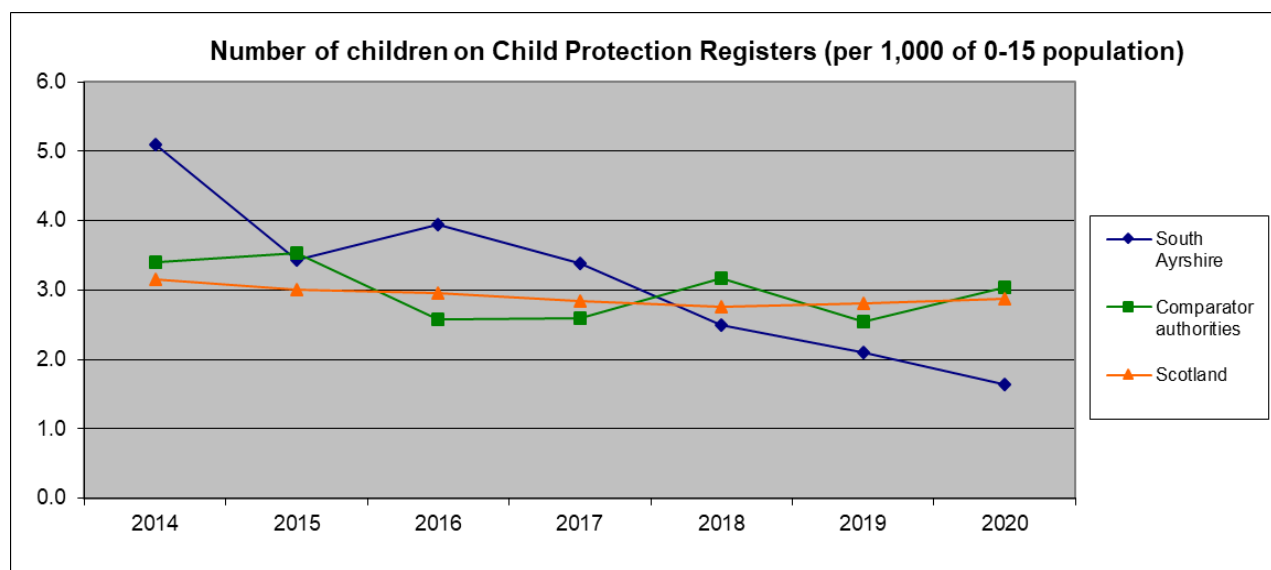
At 31 July 2020, there were 5 children under 1 on the Child Protection Register. This is a reduction from the same date in 2019 when 15 children under 1 were on the Child Protection Register.

Figure 2: Children on the Child Protection Register: Rate per 100 of 0-15 population

	2015	2016	2017	2018	2019	2020
South Ayrshire Council	3.4	3.9	3.4	2.5	2.1	1.6
Scotland	3.0	3.0	2.9	2.8	2.8	2.9

The number of children on the child protection register in South Ayrshire decreased by 21.6% from 2019 to 2020. The comparator authorities show an increase of 19.4% while Scotland figures show an increase of 2.9%. The rate per 1000 population in South Ayrshire was 1.6. This is less than the comparator average rate of 3 and less than the Scotland average rate of 2.9.

Figure 3: The rate of children on the child protection register per 1000 population from 2014 to 2020



## Looked After Children

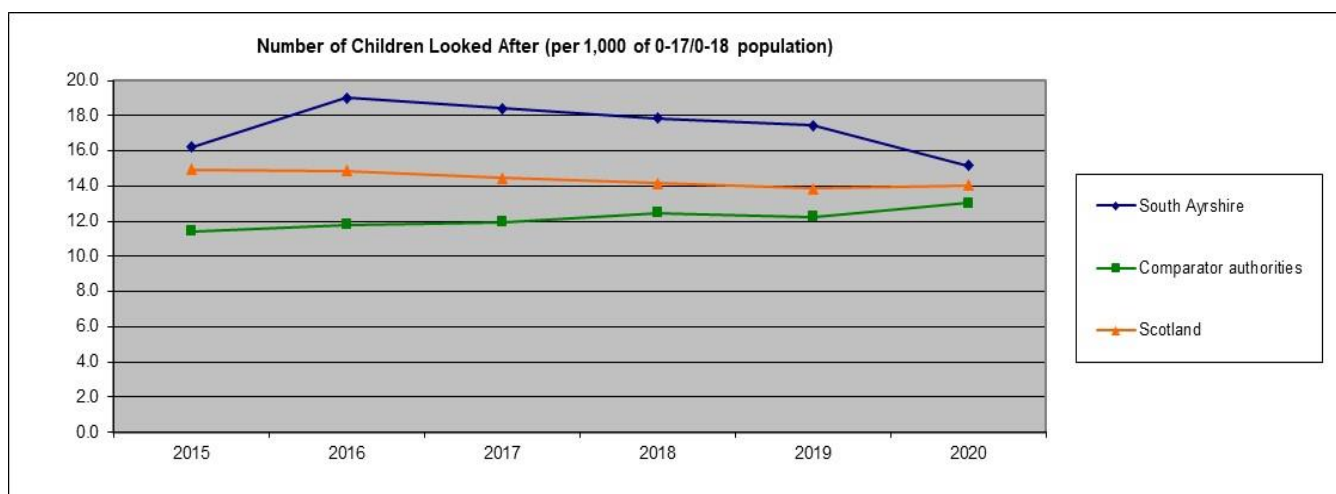
Children and Families Social Work Service assess, support and provide services for children and young people and their families who are experiencing difficulties and who need assistance. Children and Families Social Work helps ensure the safety and wellbeing of vulnerable children, as well as providing support to children that are unable to live with their parents and are placed in alternative settings appropriate to their needs.

At 31 July 2020 there were 300 children and young people looked after by South Ayrshire a decrease of 13% from 345 in 2019.

Table 4: Number of looked after children in South Ayrshire and Scotland from 2015 to 2020

	2015	2016	2017	2018	2019	2020
No. of Looked After Children in Authority	330	384	370	355	345	300

The chart below shows the trends in Children Looked After in South Ayrshire compared to Scotland and the Family Group. The comparator authorities show an increase of 6.4%, while the Scotland figure shows an increase of 1.4%. The rate per 1,000 pop 0-17) is 15.2. This is greater than the comparator average rate of 13, and greater than the Scottish average of 14.



As at 31<sup>st</sup> July 2020, the majority of children (91%) are being looked after in the community either at home with their parents, with friends/relatives or with foster carers. 9% of children looked after are in residential accommodation. 90% of children looked after across Scotland were being looked after on the Community and 91% across the Comparator authorities.

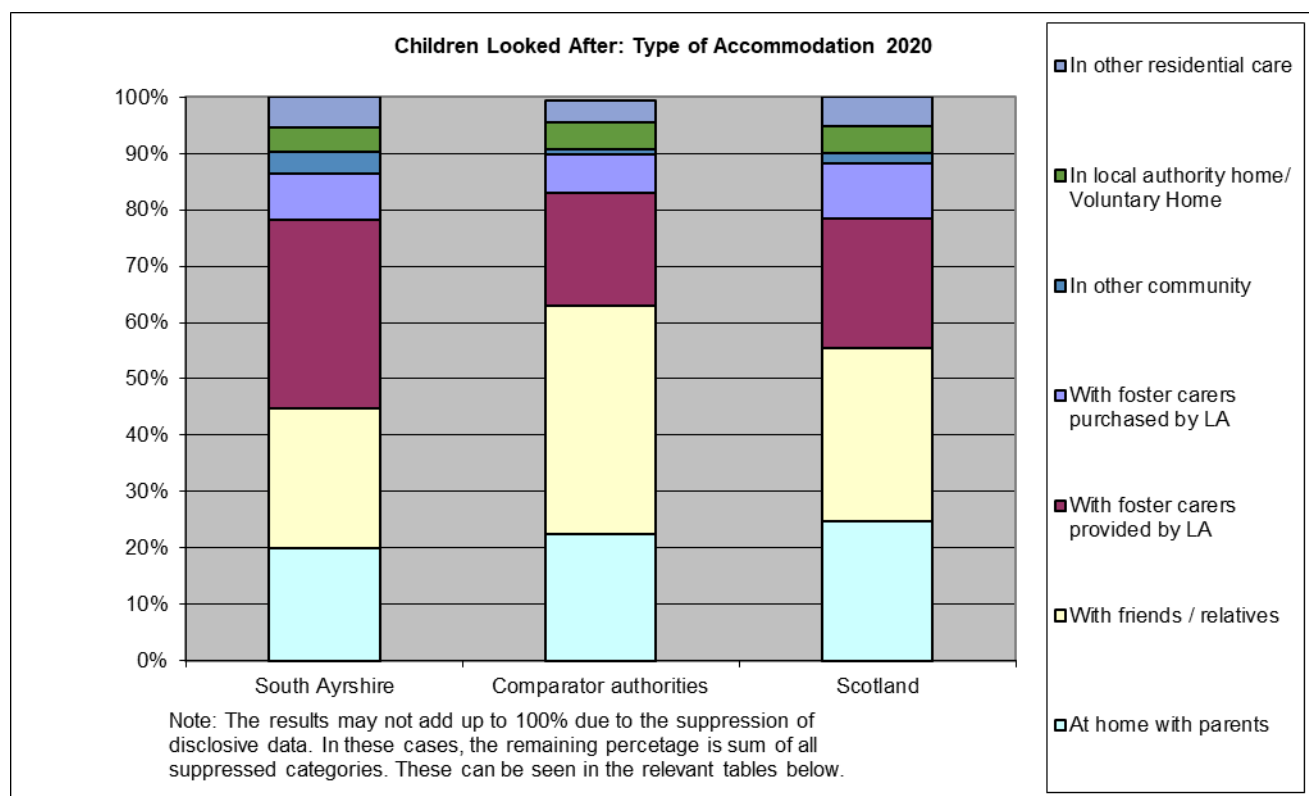


Table 5: Number of new orders, prospective adopters and respite carers from 2016-17 to 2020-21

	2016-17	2017-18	2018-19	2019-20	2020-21
New Secure Orders	3	4	3	0	0
New Permanence Orders	1	10	16	10	5
New Permanent Carers	1	2	1	4	0
New Temporary Carers	1	1	4	5	1
New Prospective Adopters	2	3	2	2	4
New Respite Carers	2	2	0	2	3

### Justice Services

South Ayrshire Justice Services is part of Community Justice Ayrshire. Community Justice Ayrshire is a partnership made up of a group of agencies with the remit of reducing re-offending and improving outcomes for people who have been involved in the justice system.

Community Justice Ayrshire has four thematic groups:

1. Children and Families
2. Community Integration
3. Health and Justice

#### 4. Whole Systems Approach for Women

##### Multi Agency Public Protection Arrangements (MAPPA)

Multi Agency Public Protection Arrangements is the framework which joins up the agencies who manage offenders. The fundamental purpose of MAPPA is public safety and the reduction of serious harm and places a statutory function on police, local authorities, and the Scottish Prison Service (the responsible authorities) to establish joint arrangements for assessing the risk from sex offenders including the effective sharing of information. Health Services are included in relation to Mentally Disordered Restricted Patients.

The 3 management levels in MAPPA are:

- Level 1: Routine Risk Management;
- Level 2: Multi-Agency Risk Management;
- Level 3: Multi Agency Public Protection Panels (MAPPP).

For MAPPA purposes the imminence and likelihood of risk of serious harm is classified as follows:

- Very High: there is an imminent risk of serious harm. The potential event is more likely than not to happen imminently and the impact would be serious;
- High: there are identifiable indicators of risk of serious harm. The potential event could happen at any time and the impact would be serious;
- Medium: there are identifiable indicators of serious harm. The offender has the potential to cause such harm, but is unlikely to do so unless there is a change in circumstances, for example failure to take medication, loss of accommodation, relationship breakdown, drug or alcohol misuse; and
- Low: current evidence does not indicate likelihood of causing serious harm.

South Ayrshire Social Work Justice Service is responsible for managing these offenders as the lead agency alongside the police offender management unit. The agencies provide robust risk assessments and manage as per this identified risk.

Of the **161** cases managed over the year, **24** cases came to an end completing orders and registration requirements and **7** cases transferred outwith South Ayrshire to leave **130** cases on 31.03.21.

In 2020-2021 there were **40 MAPPA notifications** received. Of these, **17** were for new RSOs (notified to MAPPA by SOPU or SPS) and **23** were for existing RSOs who had returned to prison at some point during the reporting period for further offences/recalled/notified by SPS at the appropriate timescale when Parole is being considered etc.

In 2020-2021 there were **7 MAPPA referrals** received. Of these **5** were referred by SPS and **1** by SOPU (RSO was being managed at Level 1 in the community at the time however due to concerns was referred for Level 2 management).

Table 5: The number of MAPPA cases and MAPPA levels in 2020-21

<b>Number of MAPPA cases in South Ayrshire at 31 March 2021</b>	
<b>Level 1</b>	127 (107 community; 20 prison)
<b>Level 2</b>	3 (1 community; 2 prison)
<b>Level 3</b>	0
<b>Total</b>	130
<b>Number of MAPPA cases by MAPPA level between 01.04.20 and 31.03.21</b>	
<b>Level 1</b>	151
<b>Level 2</b>	10
<b>Level 3</b>	0
<b>Total Managed</b>	161

*\*\* S<sub>OPU</sub> – Sex Offender Policing Unit (previously O<sub>MU</sub> – Offender Management Unit) \*\**

### Drug Treatment and Testing Orders (DTTO)

Drug Treatment and Testing Orders (DTTO) have been established at Ayr and Kilmarnock Sheriff Courts covering Ayrshire since 2004 to address the link between drug use and offending behaviour, specifically to reduce or eliminate an offender's dependency or propensity to misuse drugs; and achieve positive changes in the scale and frequency of drug related offending. The DTTO team based within the Partnership Delivery Team have positive relationships with the locality Justice Services teams, where Criminal Justice Social Work report (CJSWR) writers liaise with the team to screen individuals for suitability prior to including a recommended option.

The main outcomes for DTTOs are 'soft' Recovery outcomes, the main focus of the order being to stabilise drug use and lifestyle patterns thus reducing offending behaviour as a consequence. The DTTO Team introduced the Recovery Outcomes Web (ROW) tool in 2017 to measure and evidence areas of progress in addition to general compliance with the Order.

- Between 1<sup>st</sup> April 2020 and 31<sup>st</sup> March 2021 there were 17 SAC service users assessed for this high tariff disposal.
- Between 1<sup>st</sup> April 2020 and 31<sup>st</sup> March 2021 there were 14 SAC service users made subject to a DTTO.

- Between 1<sup>st</sup> April 2020 and 31<sup>st</sup> March 2021 there were an average of 15 open DTTO cases of SAC service users, each calendar month

### Supervised Release Orders

Supervised Release Orders can be imposed for people convicted of an offence on indictment to come into force once they have been released from prison. It is put in place in order to protect the public and can last up to 12 months. It requires the individual to be under the supervision of a justice social worker and follow any conditions that have been set. Those who breach a Supervised Release Order can be returned to prison. This Order can only be utilised if an individual is sentenced to a short term sentence (less than four years in custody) and the offence is not a sexual one.

In South Ayrshire Supervised Release Orders (for service users resident in South Ayrshire) are supervised within the Justice fieldwork team. Qualified Social Workers manage these Orders and return these to Court under breach proceedings where there are issues of non-compliance or further offending.

- Between 1<sup>st</sup> April 2020 and 31<sup>st</sup> March 2021 13 Supervised Release Orders (SROs) were managed within the team.
- Of these 2 were subject to breach proceedings.

### 3. Resources

Financial information is part of the performance management framework with regular reporting of financial performance to the IJB. This included an integrated approach to financial monitoring, reporting on progress with savings delivery, financial risks and any variations and changes to the delegated budget. This year additional reports were presented detailing the financial cost in responding to the Covid Pandemic.

The overall financial performance against budget for the financial year 2020-21 was an underspend of £10.206m. This position reflects additional non-recurring funding received from the Scottish Government to support the ongoing financial costs in responding to the pandemic in 2021-22. A total of £10.206m has been allocated to reserves for use in future financial years. The reserves balance includes £4.073m earmarked for the continued financial response to the Covid pandemic, £0.732m earmarked to support the Primary Care Improvement Fund activities, £0.204m earmarked for Mental Health Action 15 investment, £0.042m earmarked for ADP support and £0.410m earmarked for the Community Living Fund to redesign services for people with complex needs. The IJB have approved earmarking of £0.894m for specific areas of spend that were delayed due to the pandemic and investment into services to help redesign and shape services for the future. This leaves a balance remaining of £3.851m for further investment and to meet any financial challenges in the future. Proposals for approval will be prioritised to ensure future financial sustainability.

The main financial variances during 2020-21 are noted below:

**Community Care and Health** underspend of £1.062m due to underoccupancy in care homes and full year investment in reablement service against part year recruitment.

**Mental Health Services** – underspend of £0.275m mainly due to underspends in social care packages, with social distancing measures impacting on social group activities.

**Children and Justice Services** – underspend of £1.362m progress has been made to reduce out with authority placements providing better outcomes for children and reducing costs at the same time. Additional support to young adults attending college was impacted by the pandemic, as colleges remained closed for most of the year.

**Support Services** – underspend of £1.823m included in this underspend is specific funding received for Community Living Funding to be used over the next three years. Delays in training and recruitment of specific posts for projects also resulted in an underspend.

**Covid-19 Expenditure** – underspend of £3.838m additional funding of £3.4m was received from the Scottish Government at end of the financial year to carry forward into 2021-22 to meet the costs of recovery and renewal from the pandemic.

**Lead Partnership** – underspend of £1.527m mainly due to staff vacancies and recruitment delays within Mental Health Services. The impact of Covid-19 resulted in dental services being paused for part of the year.

It is essential that the IJB operates within the delegated budget and commissions services from the Council and Health Board on that basis. Significant progress has been made during 2020-21 to ensure the ongoing financial sustainability of the IJB. This work will continue and be built upon moving into 2021-22.



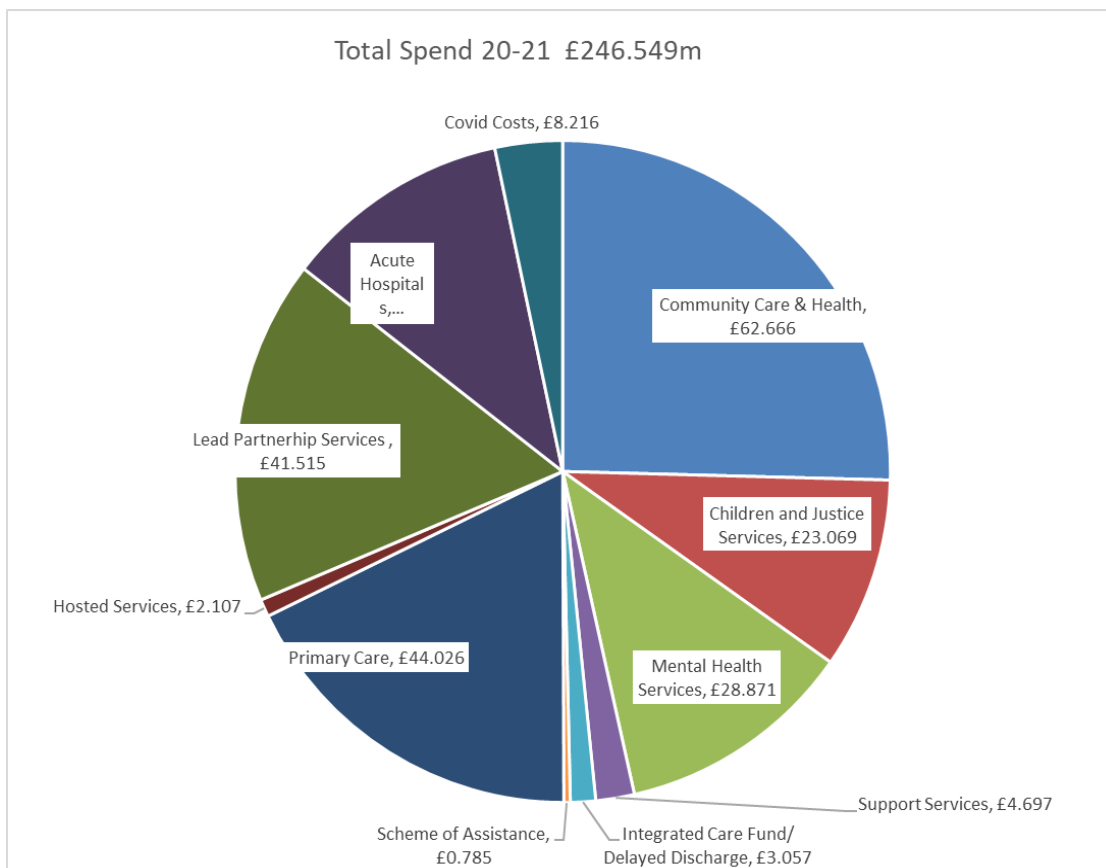
Key successes for 2020-21 include:

- Repayment of £1.092m, being the annual instalment of outstanding debt to the Council, leaving a balance of £1.894m to be paid over the next two financial years;
- Overall reported surplus allows for the earmarking and protection of ring-fenced funding for Scottish Government priorities and continued Covid-19 recovery and renewal;
- Savings totalling £3.1m were delivered in-year, against an approved savings plan of £3.8m, £0.402m savings were delayed due to Covid-19 and £0.298m savings were unachievable, the shortfall in savings was factored into the approved budget for 2021-22;
- Progress with reducing the number of children placed in out with authority placements in 2020-21 have meant savings for 2021-22 are achieved; and
- The level of Social Care services supporting older people in the community has increased, this is essential to maintain the improvement in delayed discharges.

Strong financial leadership will continue to be required to ensure that future spend is contained within the budget resources available, and the IJB moved into 2021-22 with an approved balanced budget

**FINANCIAL REPORTING**

Financial monitoring reports were presented to the Integration Joint Board throughout the year. A full analysis of the financial performance for 2020-21 is detailed in the Financial Outturn 2020-21 report. The chart highlights the spend by service this year, including Covid expenditure of £8.216m.



The financial funding made available from NHS Ayrshire and Arran and South Ayrshire Council to the IJB to deliver services and the costs associated with delivering these services over the last 5 years is detailed in the table below from 2016/17 to 2020/21.

Services	Total Spend 16/17 £m	Total Spend 17/18 £m	Total Spend 18/19 £m	Total Spend 19/20 £m	Total Spend 20/21 £m
Community Care & Health	48.757	53.585	61.105	62.164	62.666
Children and Justice Services	21.475	24.187	25.547	25.930	23.069
Mental Health Services	25.430	26.822	26.968	27.624	28.871
Support Services	3.902	4.041	5.662	6.555	4.697
Integrated Care Fund/ Delayed Discharge	2.343	1.616	1.735	1.674	3.057
Scheme of Assistance	0.903	0.640	0.841	0.550	0.785
Primary Care	38.977	39.872	39.463	42.381	44.026
Hosted Services	21.038	21.006	1.595	1.488	2.107
Lead Partnership Services	20.518	19.17	38.021	37.558	41.515
Acute Hospitals	22.416	21.461	24.396	24.884	27.54
Covid Costs					8.216
<b>Cost of Services</b>	<b>205.759</b>	<b>212.400</b>	<b>225.333</b>	<b>230.807</b>	<b>246.549</b>
<b>Funding</b>					
NHS Ayrshire and Arran	138.637	140.009	148.57	154.924	178.631
South Ayrshire Council	68.401	73.359	75.794	76.294	78.124
<b>Total Funding</b>	<b>207.038</b>	<b>213.37</b>	<b>224.364</b>	<b>231.218</b>	<b>256.755</b>
<b>(Surplus) or Deficit on Provision of Services</b>	<b>(1.279)</b>	<b>(0.968)</b>	<b>0.969</b>	<b>(0.411)</b>	<b>(10.206)</b>

## **BEST VALUE**

NHS Ayrshire and Arran and South Ayrshire Council delegate functions and budgets to the IJB in accordance with the provision of the Integration Scheme.

The IJB decides how to use these resources to achieve the objectives set out in the Strategic Plan. The IJB then directs NHS Ayrshire and Arran and South Ayrshire Council to deliver services in line with the objectives and programme set out in its Plan.

The governance framework sets out the rules and practices by which the IJB ensures that decision making is accountable, transparent and carried out with integrity. The IJB has legal responsibilities and obligations to its stakeholders and residents of South Ayrshire. The IJB also has a duty under the Local Government in Scotland Act 2003 to make arrangements to secure Best Value, through continuous improvement in the way in which its functions are exercised, having regard to economy, efficiency, effectiveness, the need to meet the equal opportunity requirements and contributing to the achievement of sustainable development.

The budget for 2020-21 approved transformation investment to increase capacity in kinship and foster carers support this reduces the need for expensive out with authority placements. Investment was made into the business support function to increase capacity in data analysis and reporting on performance measures. The need to continuously improve in systems and reporting is critical for timely management decision making. The implementation of a new Digital Strategy includes funding for replacement of analogue community alarms with new digital equipment to improve the efficiency of the service. The IJB also approved further investment to front line resources to support the Community Planning Partnership led initiative in Wallacetown. The focus will be on supporting local people by improving signposting and referring to the right services at the right time.

During the year, the IJB approved further investment into the Care at Home reablement service, this will provide additional capacity to reduce delayed discharges, optimising service users independence through early intervention and reducing the demand on mainstream care at home services and care homes.

During the pandemic, services had to respond to delivering care and support in different ways, often with the use of technology. This has provided opportunity to review how we deliver services and make use of technology where possible to enhance service users experience.

## 4. Workforce

The SAHSCP Workforce Plan 2019-2022 was approved at IJB on 16th May 2019. This is the Partnership's first workforce plan and focuses on the next 3 years (2019-22), but also aims to look beyond that by setting foundations that will deliver requirements for many years to come. It will be reviewed annually. The scale of the Partnership's remit and activities is extensive, and the workforce plan will never, nor should it attempt to, address every single aspect of the Partnership's operation. The purpose of the workforce plan therefore is to establish, in broad terms, how best to ensure the workforce delivers the Partnership's vision, values, mission and strategic objectives.

As intimated in the foreword the reporting year has taken a heavy toll on our workforce. Colleagues have worked in high risk and high demand contexts for the past 18 months with no let up or respite. During the reporting year a strong focus on methods to support the health and wellbeing of our colleagues has been given leadership from the Directorate Management Team and this continues to develop a range of supports from emotional support to practical activities.

The reporting period covers the first year of the pandemic and as such during this period we saw significant challenges with self isolation, covid infection and shielding. All these contexts caused disruption to normal business and the flexibility shown by teams to respond to these demands was a positive reflection and allowed supports to our communities to continue. Readers will not be surprised to learn that the pandemic laid bare some of the workforce challenges facing Social Care – the value of contributions is recognised locally yet we continue to see a national ambivalence to the challenges facing the sector. We will continue to seek ways to raise the profile and public understanding of the role in order to ensure its value is more widely understood.

The reporting period also saw significant changes to the Social Work education model with virtual learning and a change to placement profiles. National data is emerging in relation to a shortage of qualified Social Workers. As a result, work has commenced in relation to designing our practice development framework. The key driver here is to cement South Ayrshire as a progressive authority where Social Work practices within an identified framework and professional development is seen as central to this mission.

The year past also saw the further development of supports in relation to our newly qualified Social Workers with regular teams meetings and sessions with a range of stakeholders to

explore the development of practice in the crucial first year. The impact of working from home for this group had been a particular challenge as the opportunities for informal *on the job* learning from more experienced colleagues has not been present.

### Workforce Development

Working in partnership with colleagues in East and North Ayrshire HSCPs has enabled the sharing of resources and the joint planning of learning opportunities.

Table 5: Training courses delivered in 2020-21

Course Title	Number of Attendees	
MAPPA	24	
Medication	54	
Food Hygiene	42	
Skilled Dementia	24	
Managing Difficult Epilepsy	12	

There is a requirement for staff in particular services to be registered with the Scottish Social Services Council (SSSC). There are currently 41 people in the Partnership undertaking SVQ courses of study – 6 people are undertaking SVQ Level 4, 8 people are undertaking SVQ Level 3 and 27 people are undertaking SVQ Level 2.

### Practice Teaching

South Ayrshire Health and Social Care Partnership has a well-developed practice learning programme offering practice learning opportunities for social work students to undertake work experience in a social work setting.

In March 2020, the Universities serving the West of Scotland took the decision to suspend placements with immediate effect. This was understandable as the safety of students and service users was paramount. This sudden reaction however provided no time for debriefing, discussion around cases and endings. We know for most students that this was upsetting and therefore our thanks go to colleagues for supporting students as best they could during this difficult time. Placements have now resumed and will be reported on in next year's report.