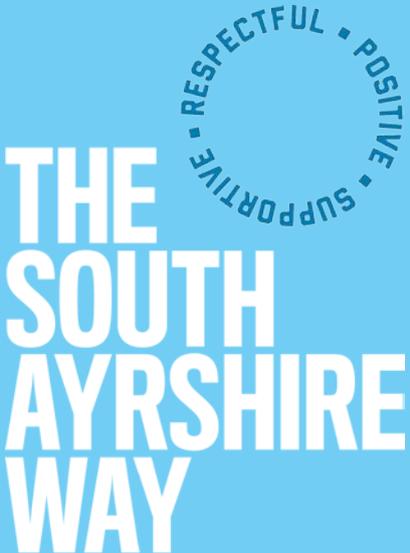


Chief Social Work Officer's Annual Report 2018-19

October 2019

RESPECTFUL
SUPPORTIVE



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Foreword

I am pleased to present the Chief Social Work Officer's (CSWO) annual report for South Ayrshire Council for 2018-2019 (April to March). The role of CSWO was undertaken for the first part of 2018-19 by then CSWO, Mr Kenny Leinster, who subsequently retired and the role was taken over by the Director of Health and Social Care on 01 August 2018, and was transferred to the Interim CSWO following his arrival on 18 February 2019. 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 2018-2019 and beyond, our achievements to date, and our plans for the following year.

Introduction

The role of the CSWO was established to ensure the provision of appropriate professional advice in the discharge of a local authority's statutory functions as described in Section 5 (1B) of the Social Work (Scotland) Act 1968. It is expected that the CSWO will undertake the role across the full range of a local authority's social work functions to provide a focus for professional leadership and governance within these functions.

The role provides a strategic and professional leadership function in the delivery of social work services. In addition there are certain functions conferred by legislation directly on the CSWO by name and a number of specific statutory responsibilities are discharged by the CSWO. These relate mainly to decisions about the curtailment of individual freedom and the protection of individuals, and the public. This includes, for example, the placement of children in secure accommodation and in respect of welfare guardianship for adults. These decisions must be made by the CSWO or by a senior, professionally qualified social worker to whom the responsibility has been delegated by the CSWO and for which the CSWO remains accountable.

In May 1995 the then Scottish Office explicitly recognised that the need for the role was driven by " the particular responsibilities which fall on social work services in that they affect personal lives, individual rights and liberties to an extent that other local authority services do not." (Circular: SWSG2/1995).

Every local authority must have a professionally qualified CSWO as set out in Section 45 of the Local Government etc. (Scotland) Act 1994. The qualifications are set down in regulations which state the CSWO must be registered as a Social Worker with the Scottish Social Services Council (SSSC).

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.

To fulfil these responsibilities, 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.

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.

Integration authorities:

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. In its 2016 report on Social Work in Scotland, Audit Scotland noted that the role of the CSWO has become increasingly complex with the introduction of Health and Social Care Partnerships. 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 (MAPPAs) issues affecting South Ayrshire and is responsible to Elected Members and Scottish Ministers.

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:



The integration of health and social care has made governance arrangements more complex and regardless of specific integration arrangements, councils retain statutory responsibilities in relation to social work services. Elected Members have a key role to play in a wider conversation with the public about service priorities and managing people's expectations of social work and social care services which councils can afford to provide in the future. The Scottish Government also has an important role to play in setting the overall context of the debate.

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.

CSWO Summary of Performance

KEY CHALLENGES, DEVELOPMENTS & IMPROVEMENTS DURING THE YEAR

The work of the CSWO during the past year has been determined by a number of key themes including:

- Balancing social need with available resource;
- Developing a strategic approach to prevention and early support;
- Corporate Parenting; and
- Public Protection.

KEY DEVELOPMENTS AND IMPROVEMENTS

The Integrated Joint Board (IJB) approved a new Strategic Plan for the period 2018-21 based on its existing Vision, a new Mission Statement and eight Strategic Objectives, ranging from Public Protection to reducing health inequalities, all designed to support the delivery of national and local outcomes. The Strategic Objectives will be delivered through an Implementation Plan, against which progress is monitored every six months by the Performance and Audit Committee.

ADULT SERVICES

Public Protection:

Public Protection Planning arrangements were made more robust by introducing sub-groups which serve both the Child Protection and Adult Protection Committees. The sub-groups are:

- Communication and Engagement;
- Learning and Education;
- Policy, Practice; and
- Improvement and Service Evaluation.

The governance and subgroup structure for the Child Protection and Adult Protection Committees has been reviewed by the Independent Chair over the past year. A paper setting out the reviewed integrated approach was agreed by both committees and by the Chief Officers Group Public Protection. The focus of the subgroups is to support the improvement approach of CPC and APC.

The shared principles of Public Protection informed the move to single integrated sub groups. At this stage it is too early to measure the impact which needs considered in the context of the evolving HSCP approach to quality assurance and improvement. However, change can already be identified in a number of areas such as:

- ✓ Improved performance analysis of the target data;
- ✓ Focussed support when issues arise;

- ✓ Encouragement of opportunities to better understand success;
- ✓ A plan for initial multi agency audit with a rolling programme being developed for the next two years;
- ✓ An initial draft of staff development opportunities; and
- ✓ A calendar of engagement to share the Public Protection and Safeguarding messages.

The subgroups have also supported a series of integrated workshops across service areas on key topics such as human trafficking, the dementia strategy and the carer's strategy.

In January 2019 the Adult Concerns and Initial Response Team (ACIRT) took on responsibility for all new Adult Support and Protection/Adult Concern referrals and all such referrals from Care Homes. The team was also identified as the main point of contact for Care Homes with respect to advice, guidance and support on Adult Support and Protection issues.

The South Ayrshire Sexual Exploitation Joint Action Group continues to work within a multi-agency partnership to end Violence against Women and Children, including the Adult Protection Committee, the Child Protection Committee and key services to:

- ❖ Develop and deliver resources for staff; and
- ❖ Increase awareness of and responses to child sexual exploitation.

The group is currently refreshing South Ayrshire's Sexual Exploitation Strategy which will be presented to the Child Protection Committee and Adult Protection Committees in November 2019.

Older People, Carers and Self-Directed Supports:

Social work staff played a critical role in the development of South Ayrshire's Dementia Strategy 2018-23. The strategy was developed in response to the increasing prevalence of dementia in South Ayrshire and the continuously ageing population. The strategy will be delivered in conjunction with health colleagues and community based organisations e.g. Dementia Friendly Prestwick.

The implementation of Self-Directed Support (SDS) and the move to focus on improving individual outcomes continues to be a priority across all services in South Ayrshire. In 2018, In-Control Scotland carried out a review of the implementation of Self Directed Support across the HSCP. The Partnership is taking forward the recommendation of the review to phase out the current equivalency calculator model of resource allocation and replace it with a system that permits the allocation of upfront individual budgets, to be used irrespective of which SDS option is chosen. An Action Plan has been developed to implement a Resource Allocation System (RAS) over the next 12 months which will be taken forward by a project team led by the SDS Team Leader – full implementation April 2020.

A Short Breaks Statement was approved and published by the IJB as required by the Carers (Scotland) Act 2016 to support the caring relationship and promote the health and wellbeing of the carer, the person receiving support and other family members affected by the caring situation.

Adult Care Services & Transformation:

The Adult Carers Strategy has been the subject of formal consultation. At the time of writing this report, the Strategy has been approved (16 May 2019) and implementation will begin over the coming year. As required by the Carers (Scotland) Act 2016, policies such as the Short Break Statement and Carers Eligibility have also been developed and are available online. Training has been provided to over 70 frontline social work staff covering their roles and responsibilities, and providing them with practitioner guidance.

The Ayrshire wide British Sign Language (BSL) Plan designed to promote and support British Sign Language locally in accordance with the provisions of the British Sign Language (Scotland) Act 2015 was approved by the Integration Joint Board on 12 September 2018. National roadshows, targeted meetings and open consultation events were undertaken to consider and discuss the priority areas with both BSL users and relevant staff. Information and feedback from the consultation process is reflected within the draft Plan.

2018-19 saw the continuation of transformation activity within South Ayrshire designed to achieve improved balance of care across adult care services:

- ✓ Care at Home (CAH) – a range of improvement activity has seen improvements in coordination, efficiency and access whilst reducing significant historic overspends. In South Ayrshire approximately 70% of all care at home services are provided on a commissioned basis from the Independent Sector. The IJB approved a Commissioning Plan in 2018-19 for the recommissioning of these services which total £7.9m per annum.
- ✓ Intermediate Care and Rehabilitation – implementation of work related to the New Models of Care business case has contributed to an increase in avoided admissions to acute hospital.
- ✓ Supporting Care Homes – work to establish multi-professional support in care homes and establishing a link GP for each care home has reduced the number of acute admissions from those care homes which were previously the highest users of acute services.
- ✓ Multi-professional Teams Aligned to General Medical Practices – work is continuing to align teams to General Practices with the aim of improving coordination of care and communication, reducing duplication and improving anticipatory care.

For the following year, the approach to transformation has been refreshed through a range of engagement activities during May and June 2019, involving a number of stakeholders in partnership with the iHub. Output from this engagement activity is being used to inform a transformation plan. The draft plan was consulted on in August 2019 and once approved will inform the transformation priorities for the coming 5 years.

Community Led Support:

The HSCP continues to support Community Led Support as a significant catalyst for change. The new “front door” in Ayr North was established in early 2018. In the period July-September 2018, Ayr North social work staff recorded weekly contact with an average of 27 individuals, whose circumstances may have resulted in formal social work referrals from other agencies. The 27 individuals were signposted effectively to local organisations that

could best meet their needs and interests, while allowing them to focus on their own strengths and resources instead of being assessed for formal services.

Over the last 12 months partners, led by the HSCP and Public Health, have developed and refined a Social Isolation Strategy and Action Plan to ensure a coordinated and consistent approach locally. The Strategy and Action Plan was endorsed at the Strategic Planning Advisory Group on 4 June 2019 and was formally approved by the IJB on 19 June 2019. The Strategy aims to achieve its objectives by focusing on high level strategic themes by delivering actions set out in the Action Plan: Prevent, Respond and Restore.

Strategic Housing Support:

The IJB and the Council's Leadership Panel endorsed a joint approach which will see resources invested through the Strategic Housing Investment Plan (SHIP) to create new housing accommodation for older people, young people leaving care, people with mental health issues and people with learning disabilities.

In 2018-19 significant progress has been made in the preferred provision of core and cluster accommodation for these areas of service. Four sites are actively being progressed in Girvan and in Ayr, one in partnership with Ayrshire Housing a local Registered Social Landlord.

The Girvan development of 11 flats and one common area/staff base was acquired in 2018-19 and will be occupied in 2019-20. Of the three other sites in Ayr, one will be refurbished for occupation, one has been fully designed with tenders expected in the first half of 2019-20 and is expected to be ready for occupation in the summer of 2020.

CHILDREN'S SERVICES

Corporate Parenting and Champions for Change:

In partnership with community planning partners and South Ayrshire *Champions for Change* Champions Board, the Corporate Parenting Plan was refreshed to cover the period 2018-21. Key priorities were identified which include:

- ✓ Providing stable and nurturing homes;
- ✓ Upholding children's rights;
- ✓ Promoting positive relationships; and
- ✓ Improving outcomes in education and employment all of which provides a focus for the work of corporate parents in South Ayrshire.

Champions Board activity and actions have evolved over the last year to include multiple participation groups based in various locations across the authority including Girvan, Ayr, Belmont Academy, South Ayrshire wide Care Experience group, Carrick Academy and South Ayrshire Children's Houses. This enables the Champions Board to regularly engage with 67 young people aged 8-28 years old, including young people living in South Ayrshire who are Looked After by another local authority.

The most prevalent care settings in which young people take part in group activity is Foster Care (37 young people) followed by Kinship Care (24 young people). This mirrors South Ayrshire's overall care population. The Champions Board's work within schools has greatly contributed to this, well supported by local foster carers spreading the word and encouraging participation. However, being part of a group does not suit everyone and the Champions Board has also provided opportunities to engage with and support young people individually.

Through small grants activity the Champions Board distributed £11,440 to 53 young people with the average age of beneficiaries 17.6 years. Further analysis of applications will be used to inform South Ayrshire's Child Poverty strategy. The small grant scheme also provided a platform to develop new relationships with more young people and adults working across health and social care. The multi-agency steering group involved; young people, social work staff, community engagement activity, and community planning colleagues.

The Access to Leisure scheme was launched on 18 May 2018, providing free access to leisure for Looked After children, young people and care leavers. To date 356 memberships have been issued.

Child Poverty and Family Support:

In recognition that South Ayrshire has the 10th highest child poverty level in Scotland, the Community Planning Partnership developed a Child Poverty Action Plan. The Partnership has developed and implemented a financial inclusion pathway to support families in need and families are easily and quickly referred to the Information and Advice Hub for the support they need.

The Intensive Support Service (ISS) was established in August 2018 to focus on supporting young people in their teenage years, aiming to prevent them from becoming accommodated. There was recognition that early family support was the best way, in the longer term, to address the significant numbers of children and young people being accommodated.

The model provides a rapid response including an immediate home visit and a plan to work with families intensively, particularly in the early stages of crisis. Since August 2018, there have been 12 referrals from which 9 families were supported to stay together. No young people who receive support from the service have been accommodated since the service began in August 2018. Information from newly introduced measurement tools will provide measurable outcomes at the end of 2019.

During 2018-19 there was a peak in the demand for secure care with 7 young people in secure care from 1 April 2018 to 31 March 2019. This was due to a range of factors including the lack of locally sustainable alternative and diversionary provision, and a particularly challenging period where high numbers of children and young people were accommodated due to significant challenges in their health, care, wellbeing and safety in the community including examples of child sexual exploitation between peers. By May 2019 all 7 young people had been moved from secure care into residential care provision, returned home or had progressed to independent living with support.

Functional Family Therapy (FFT) was introduced in South Ayrshire in January 2019 with 5 Social Workers who can support 75 families with caseloads of 15 families per social worker (recommended within the model as the optimal number for effective working). This is an Ayrshire wide service in conjunction with Action for Children who hold the franchise for the model in Scotland. During the first 3 months of service introduction across Ayrshire, activity focussed on staff training, establishing the team and management structure, building service connections across the 3 local authorities, raising awareness of the provisions, and building relationships.

FFT will continue to be available until at least 31 March 2022 which will allow service evaluation at a local level. So far, in South Ayrshire there have been 11 direct referrals of which there are 7 families being actively supported. The team has been actively promoting the service within locality teams and partner agencies, aiming to maximise the optimal number of families being supported by the end of 2019.

Children's Services Improvements:

An extensive improvement plan and training programme has been implemented, resulting in improved inspection grades for our Children's Houses. Person Centred Keeping Safe Plans are in pace for all young people and a new Person Centred Care Planning tool has been developed. Welcome Handbooks have been updated and are available to all children and young people within the houses. A Guidance Handbook for Carers has been developed and has been provided to all employees. Specific meetings have been introduced within the houses which care staff have titled "Caring 4 U".

Caring 4 U meetings are convened by House Managers and are attended by the young person and the lead professional. The purpose of the meetings is as follows:

- to progress the young person's care plan, and help secure permanence at the earliest opportunity;
- support the young person to influence and shape the care that they receive, and their wider care plan; and
- address any identified issues at the earliest opportunity to meet needs, and reduce/manage emerging risks.

A new management structure has been implemented resulting in the Team Leader's post being deleted and 2 new Registered Children's House Managers and a Service Manager's post being created. A new service level quality assurance tool has been developed to bolster the previous quality assurance framework.

An internal review of Child Protection and Looked After processes was commissioned by the HSCP from an external consultant and was published in July 2018. A number of areas of improvement were identified and have been incorporated into the Children's Services Improvement Plan.

Evidence indicates that children can become vulnerable during the period following Child Protection Deregistration. Post Deregistration Guidance was developed highlighting the responsibilities and proactive considerations for practitioners who form the Team Around the Child to help ensure we are continuing to support children and young people in this potentially vulnerable period.

Justice Services:

Justice Services continue to work at reducing the stigma of people who commit offences within the local community. Services work with partner agencies to help ensure people receiving Justice Service experience an equitable service across South Ayrshire. Over the last year, there have been notable achievements in Justice Services through a range of initiatives and developments.

The Peer Mentor programme with Justice Services and the Alcohol and Drugs Partnership supports peers on placement and working with people subject of court orders, supporting them to attend recovery groups, other agencies and in learning to reintegrate into the community.

Local engagement with people who experience Justice Services, supported by Strathclyde University, has produced research into Service User Engagement, with a launch date of 31 October 2019. Justice Services has developed a service user group, People Involvement

Network Group (PING) organised by a Development Worker, employed by the HSCP, who has “lived experience” of addiction and offending. The network group brings ideas to a multi-agency steering group and positively influences the delivery of Justice Services. This model of service user engagement is unique to service delivery across Ayrshire.

Unpaid Work has progressed over the last year from tasks such as picking up litter, to much more community development and engagement based activity. Justice Services is assisting with the Friends of Tarbolton Woods, to reclaim a wooded area, create paths, play areas and is helping to reinvigorate a stagnant river by removing fly-tipping. Justice Services has also helped with the development of Whiteleys Retreat – a short break holiday home for children with cancer and life threatening illness, and work with Ayr Women's, Hub and River Garden to name but a few.

Justice Services is supporting “Women at Court” and has engaged a third sector organisation to work alongside their local Women's Worker to support women on Bail Orders, aiming to reduce the numbers of women being remanded in custody.

ALCOHOL & DRUGS PARTNERSHIP WORKING

South Ayrshire Alcohol and Drug Partnership (ADP) was established in August 2009 following the publication of A New Framework for Local Partnerships on Alcohol and Drugs. The partnership involves representation from a wide range of health and social care, justice and third sector partners, as well as individuals in recovery, families and carers.

The ADP is responsible for:

- Ensuring a local strategy with clear plans to achieve local outcomes to reduce the use and harm from alcohol and drugs;
- Transparent financial arrangements for the allocation of substance misuse funding;
- Clear arrangements for quality assurance and quality improvement; and
- Effective governance with oversight of delivery.

Work took place towards researching and drafting South Ayrshire Alcohol and Drug Strategy 2018-21 *Recovery is Reality*, Recovery is Reality, 2018 - 2021 which has the following strategic vision at its heart:

‘Individuals, families and communities are able to build on their strengths and assets to help reduce the impact of alcohol and drugs on the population of South Ayrshire’.

The Alcohol and Drugs Strategy was approved on 17 April 2019 and implementation will take place over the next three years. The strategy identified eight overarching strategic priorities focusing on; prevention and early intervention, trauma informed support, recovery and supporting families and young people.

INFORMATION & COMMUNICATIONS TECHNOLOGY

A major Information and Communications Technology (ICT) infrastructure project to replace the outdated Social Work and Social Care (SWIS) information system with CareFirst proceeded at pace in 2018-19 with implementation in Justice Services and in Children's Health and Care. CareFirst has now been launched in Community Health and Care Services and will be fully implemented over the coming year – full implementation May 2020.

SERVICE CHALLENGES & DEMAND

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 challenges in relation to public protection, service demand, drug related deaths, and the level of accommodation of children and young people.

SIGNIFICANT CASE REVIEWS:

1. Woodland Road Children's House

A Significant Case Review was commissioned by the Chief Officers Group (Public Protection) via the Child Protection Committee. The review was published on 14 December 2018. The focus of the review was to establish whether there were corporate lessons to be learned about how best to protect children and young people in South Ayrshire.

The review responded to concerns and reports of historical child sexual abuse and exploitation that involved a member of staff working at the then Woodhead Road Children's House. The review recommended key improvement areas focusing on investigating any concerns raised thoroughly and acting to safeguard young people in our care with robust policies, procedures and training. Locally South Ayrshire has updated and improved:

- Local policy and strategies;
- Safe recruitment policy and practice (including engaging young people in the recruitment of care staff);
- Scrutiny, review and learning from complaints; and
- Advocacy arrangements for young people.

2. The Death of an Adult Woman

A Significant Case Review took place relating to the circumstances of the death of a woman in November 2016. The review was published on 24 April 2019 and areas for improvement were identified which are continuing to be progressed over the rest of the year. Improvements that have taken place to date include:

- ✓ A review of the Adult Services duty system which gave rise to a number of changes including the redirection of enquiries about current cases away from the duty process through the introduction of a 'nominated cases' system and the introduction of rigorous standards for oversight of duty referrals;
- ✓ Increased review activity;

- ✓ Re-issuing of guidance on the practice and expectations around case recording to every team leader; and
- ✓ Introduction of a Quality Assurance Framework and a series of Adult Services Audits to cover the duty process, the review process, self-directed support, Adults with Incapacity and Adult Support and Protection.

Service Demand:

South Ayrshire like many areas in Scotland continues to experience an increase in demand for services, in particular for our older people population. Demographic analysis and projections demonstrate that our dependency ratio (ratio of working age population compared to the population of children and people of pensionable age) is already 67 compared to a Scottish average of 55, expected to rise to 87 and 67 respectively by 2039. This presents a resources and workforce challenge, and requires transformation of the delivery of health and care services including our relationship with citizens and communities. Recent work to develop a transformation plan aims to address these challenges.

Drug Related Deaths:

While drug related deaths have decreased locally in 2017, across Scotland they continue to increase. The increase has been particularly notable for people using drugs (aged over 35 years) who may have a range of underlying health conditions. Reducing drug related deaths is one of the eight priorities in the new Alcohol and Drug Strategy 2018 – 2021. The ADP Reducing Drug Related Deaths Sub Group continues to develop actions to improve engagement with individuals at risk, including the provision of Naloxone Kits. The ADP is developing a multi-disciplinary Assertive Outreach & Intensive Support Team to provide intensive and flexible support to vulnerable people affected by substance misuse. The 18 month pilot programme will begin before the end of 2019.

SERVICE SUSTAINABILITY & PUBLIC ENGAGEMENT

The challenges of balancing the requirement to effectively meet social need within available resources are not new - they have been constant and ever present for more than a decade. In this context it is recognised that current approaches to delivering social work services will not be sustainable in the long term ([Social Work in Scotland](#), Accounts Commission, Audit Scotland, September 2016). The Audit Scotland report highlights that there are risks that reducing costs further could affect the quality of services. Councils and Integration Joint Boards need to work with the Scottish Government (which sets the overall strategy for social work across Scotland) to make fundamental decisions about how they provide services in the future.

This means we need to work more closely with service providers, people who receive social work services and carers, to commission services in ways that makes best use of the resources and expertise available locally. We also need to build the capacity of communities to better support vulnerable local people to live independently in their own homes and communities wherever it is safe to do so. The Audit Scotland report recommended that councils and IJBs should instigate a:

- ❖ *“frank and wide-ranging debate with our communities about the long-term future for social work and social care in our area to meet statutory responsibilities, given the funding available and the future challenges”.*

In South Ayrshire we have been engaging with our people and communities on a regular basis through our Community Planning Partnership arrangements and in the course of direct service delivery. The debate on sustainability and greater community capacity building has been evident in various ways.

Elected Members have played an important role in community capacity building and understanding the need for sustainability in social care by being involved in a range of activities such as:

- ✓ An engagement session on Older People's Services which brought together Social Work Services including Care at Home staff and those who are involved in commissioning services to discuss budget challenges and using resources more efficiently;
- ✓ Children's Services engagement, where social work and social care services were represented and were able to highlight and discuss their individual strengths and challenges as well as a focus on balancing budget restraints with legal and statutory requirements;
- ✓ Supporting Carers Day on 5 October 2018 at Prestwick Academy to recognise carers and the contribution they make to their families and communities. Further support is being provided to hold similar celebratory events in other localities;
- ✓ Providing support to South Ayrshire Council to become a Carer Positive Employer, demonstrating the Council has an awareness of carers in their workforce, with systems and process to support them in their caring roles;
- ✓ Dementia Friendly Groups across the various localities. Dementia Friendly Troon and Dementia Friendly Prestwick are well established and further support is being provided to develop similar communities in Girvan, Maybole and Ayr;
- ✓ Participatory Budgeting events held within all localities to engage with communities and give funding to local groups and projects; and
- ✓ In responding to enquiries from local people relating to assessments for adaptations, care packages and housing needs as well as issues relating to Universal Credit, social isolation and deprivation amongst other things.

HSCP employees also recognise the issues surrounding the sustainability of services and actions have been taken to address this, such as:

- ✓ The work of the HSCP Budget Working Group in contributing significantly to the actions of the Partnership to balance the budget. This group including Elected Members and wider IJB members clearly recognises the pressures of sustainable public funding and the increasing social care and social work service demands. Including the rising costs of adult care and support packages in the community, and very expensive external care provision for children and young people;
- ✓ Engagement work within Community Health and Care Services to develop a transformation plan which aims to improve balance across the health and care

system and deliver sustainable, quality services into the future; and the abovementioned

- ✓ Participatory Budgeting events which have been held across South Ayrshire localities to support community capacity building.

The Audit Scotland report further recognises that local authority social work services are facing significant challenges due to a combination of financial pressures caused by a real-terms reduction in overall council spending, demographic changes, and the cost of implementing new legislation and policies. The authors of the report believe that if councils and IJBs continue to provide services in the same way, they have estimated that these changes will require councils' social work spending to increase by between £510 and £667 million by 2020 (16–21% increase).

In this event, and unless there was recognition at national level over the levels of social care funding required to meet increasing demand, there is every likelihood that IJBs and other Local Authority, Health Board and Community Planning partnership arrangements across the country will be unable to balance their budgets. In South Ayrshire this would be particularly true for older people's services as highlighted in the section below under the Social Services Delivery Landscape.

Partnership Working

The IJB is responsible for planning and overseeing the delivery of a full range of community health, social work and social care services, including those for older people, adults, children and families, and people in or impacted by the criminal justice system in South Ayrshire. It is also responsible for a number of Ayrshire health services relating to Continence and NHS Equipment and Care.

Throughout the course of 2018-19, the IJB has taken strategic decisions in relation to the establishment of the Partnership including the appointment of Officers, the delegation of functions, and operating and governance arrangements. The IJB approved its first Strategic Plan in April 2016, with agreement that it would be reviewed and updated each year. The updated [Strategic Plan](#) covering the period of 2018-21 was approved by the IJB on 27 June 2018.

The Administration for South Ayrshire Council is a partnership of SNP, Labour and Independent councillors. The CSWO provided 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 IJB; and to Elected Members through meetings with Portfolio Holder for Adults' Health and Social Care and the Portfolio Holder for Children and Young People, 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 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, as set out in the Integration Delivery Principles, is the provision of services and support across the sectors in ways which meet the needs of individuals, communities and localities.

The Strategic Planning Advisory Group, the Clinical and Care Governance Committee and the Locality Planning Groups will be advised by the CSWO on all appropriate matters as

required. Locality Planning Groups are represented on the Partnership's Strategic Planning Advisory Group and, with a range of others including the Third Sector and other professional disciplines.

The Partnership has an important role within the Community Planning Partnership arrangements for South Ayrshire and supports the delivery of the 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.

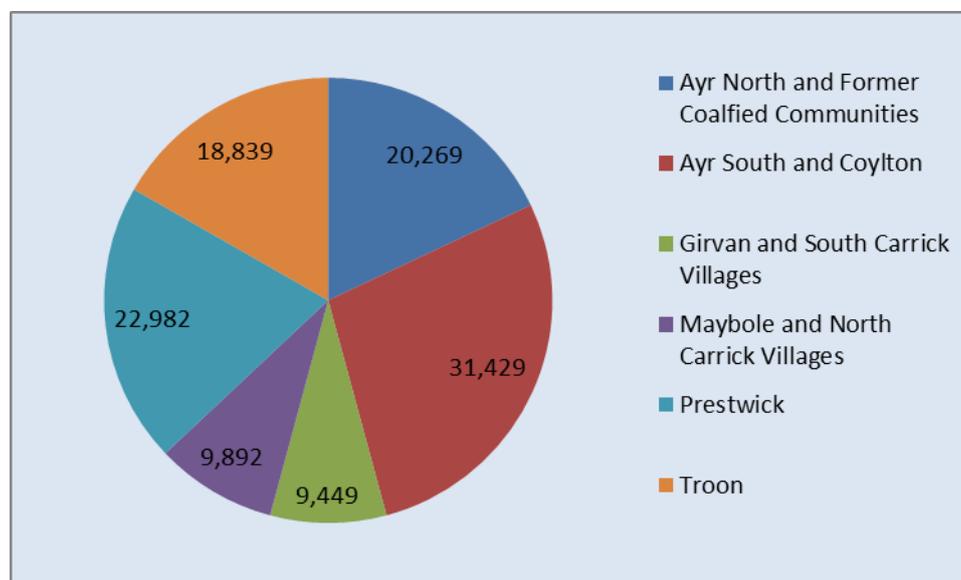
The Partnership's latest performance report was published on 31 July 2019 - [South Ayrshire Health and Social Care Partnership Annual Performance Report 2018/19](#). The performance report demonstrates performance against the National Health and Wellbeing Outcomes, National Outcomes for Children and Justice.

In addition, the Partnership produces performance reports on [Adult and Older People 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.

Social Services Delivery Landscape

South Ayrshire is set in the south west of Scotland with an estimated population of 112,550 in June 2018.¹ The figure below shows that nearly half of the South Ayrshire population live in two localities: Ayr North and Former Coalfield Communities, and Ayr South and Coylton. Girvan and South Carrick Villages has the lowest population in South Ayrshire.

Figure 1: Population by Locality (2017)²



The proportion of state pension age³ people in South Ayrshire has for the first time reached 25% making it the 4th highest proportion of all 32 Scottish Council areas while across the whole of Scotland - the proportion is 19%. Whilst the total population of South Ayrshire has

¹ National Records of Scotland, *Mid-Year Population Estimates*, 2018

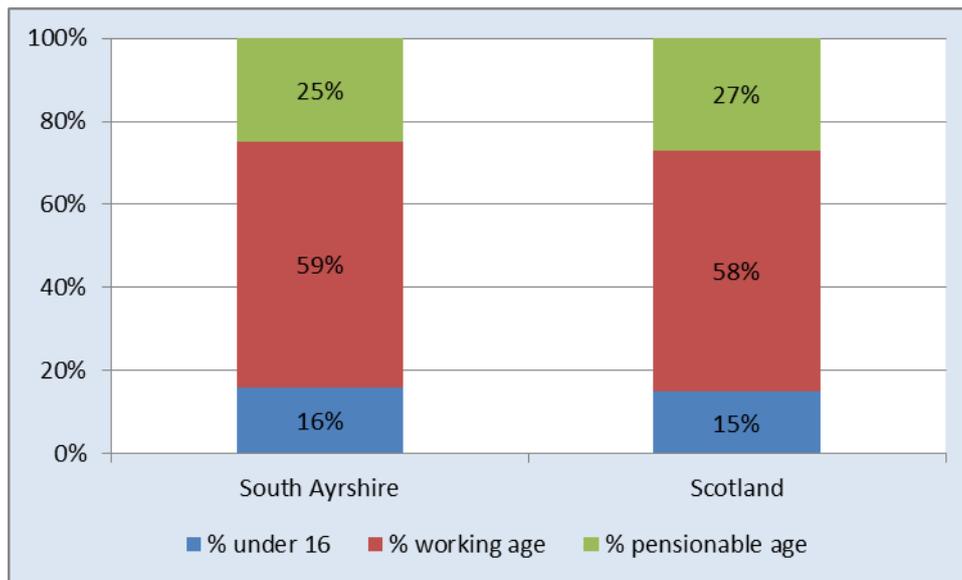
² National Records of Scotland, *Small Area Population Estimates (SAPE) (2017)*, (SAPE for 2018 are not available as yet)

³ Pensionable age at 30 June 2018 was 65 for men and approximately 64 years and 269 days for women.

generally remained static with only minor variations over the last 35 years, the proportion of children aged 0 to 15 years old in the population has decreased steadily from 21.0% in 1983 to 15.7% in 2018. The proportion of the working age population aged 16 to 64 years has also steadily decreased from 62.8% in 1983 to 59.3% in 2018. Meanwhile the proportion of the population aged 65 and over, has increased from 16.2% in 1983 to 25.0% in 2018. Of particular note is that the increase has accelerated in the last decade going from 20.7% of the total population in 2008.¹

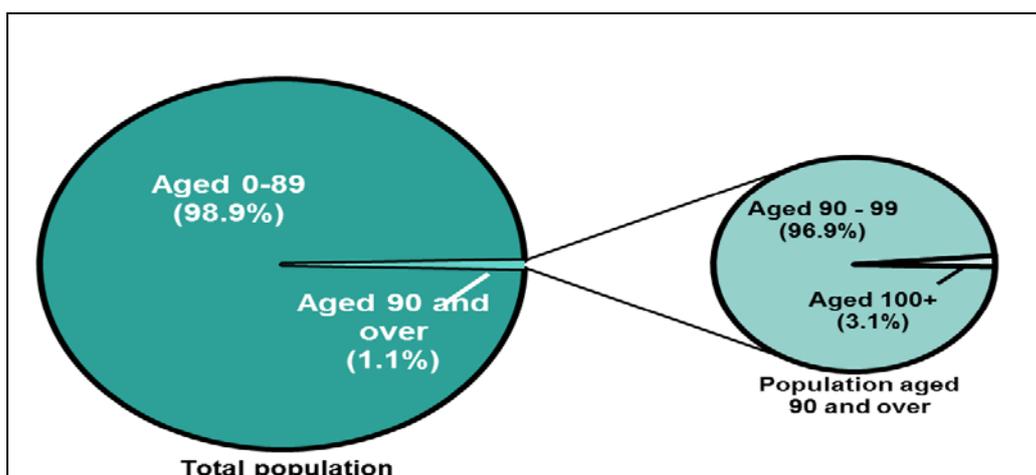
Figure 2 below illustrates the distribution of the current population by age group, in comparison to the national picture:

Figure 2: Population by age group, 2018



Within Scotland, South Ayrshire has the highest proportion of centenarians. South Ayrshire also has a higher percentage of the total population aged 80-89, than the national average.¹

Figure 3: Older population proportions in South Ayrshire



The population of South Ayrshire is projected to decrease by -4.9% over the next 25 years, from 112,470 in 2016 to 106,974 by 2041, in contrast to a +5.3% increase in Scotland. In the next decade, the decrease in South Ayrshire's population is projected to be -0.9% down to 111,472 in 2026 while for Scotland the increase is expected to be +3.2%. The projected change in South Ayrshire is not evenly spread across the different age groups. South

Ayrshire's child (0-15 years) and working age populations are projected to decrease by -12.2% and -13.5% respectively while the pensionable age group will increase to 19.4%.⁴

More dramatically, the percentage of people aged 75 and over is projected to increase by +76.5% in South Ayrshire and +78.6% across Scotland from 2016 to 2041, with major consequences for the demand for older people's services.³

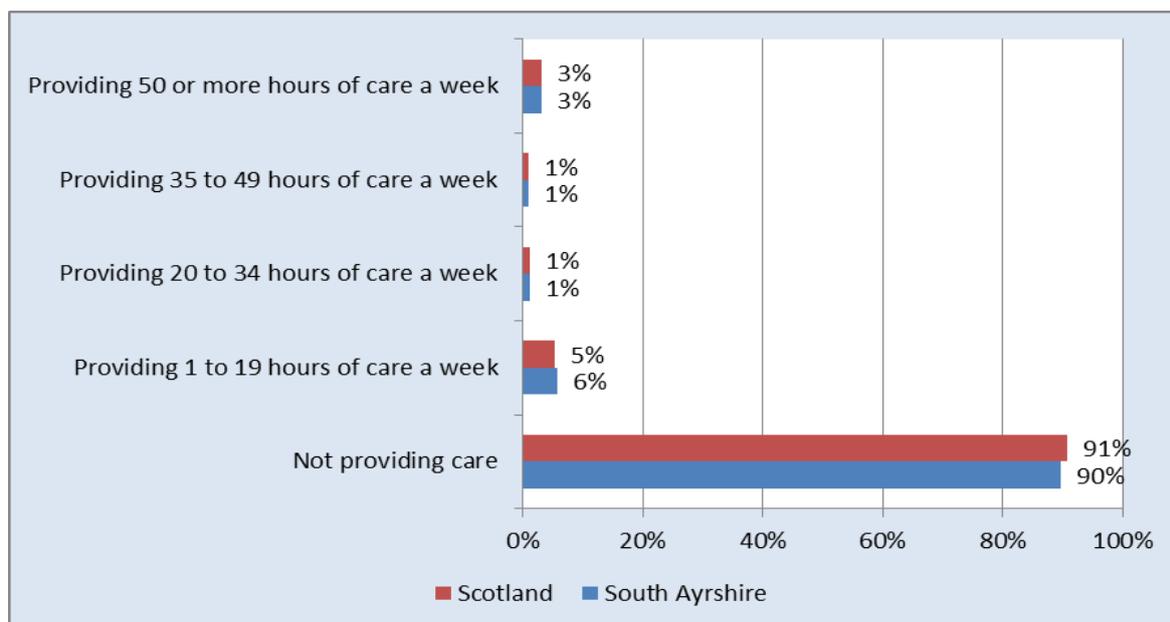
Between 2021 and 2041, it is predicted that the population aged 75 and over will increase by 76.5%.⁴

Carers

While the number of caring hours provided in South Ayrshire is similar in distribution to Scotland as a whole, the profile of those providing care is slightly different. Of the 10% of the South Ayrshire population who are providing care, 3% are providing more than 50 hours of care a week which is the same as Scotland's population as a whole.⁵

Figure 5 below demonstrates the provision of unpaid care:

Figure 5: Provision of unpaid care



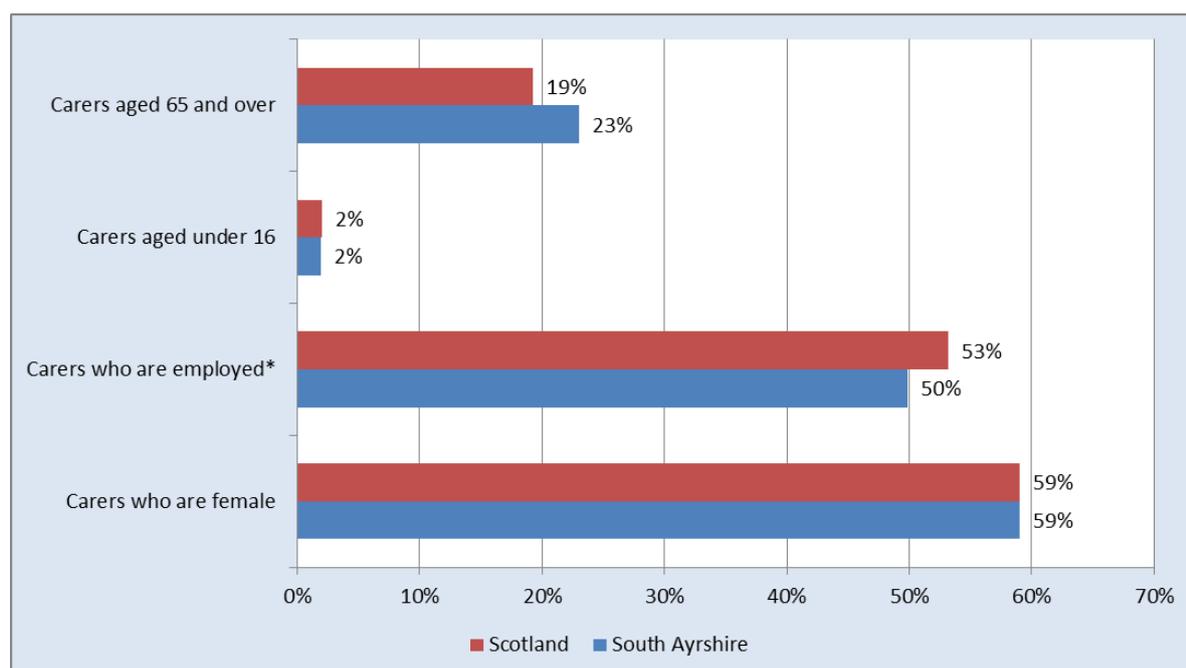
The majority of those providing unpaid care are female (59%). This figure is the same in South Ayrshire and Scotland as a whole. In South Ayrshire, half of those who provide unpaid care are employed, which is slightly lower than the Scottish figure of 53%. Of those who provide unpaid care in South Ayrshire, almost one quarter (23%) are aged 65 and over, compared to 19% of Scotland's population.

This means, in general, South Ayrshire carers are older than they are across the rest of the population. An important consideration given the changing structure of the population over the coming years, the increase in the older population, and the decrease in the working age population.⁵

⁴ National Records of Scotland, *Population Projections 2016-41*, 2018

⁵ Scotland's Census 2011

Figure 6: Profile of Carers



Child Poverty

In South Ayrshire in 2017-18, 19% of children were classed as living in poverty before housing costs (BHC), while 23% of children were classed as living in poverty after housing costs (AHC). There is variation across South Ayrshire's eight multi-member wards: in Ayr North, 37% of children live in poverty after housing costs while in Prestwick, 15% of children live in poverty. Figure 8 summarises South Ayrshire child poverty percentages by multi-member ward.⁶

Table 3: Child poverty in South Ayrshire by multi-member ward, 2017/18

Multi-Member Ward	% of children in poverty before housing costs	% of children in poverty after housing costs
Ayr North	29.1%	36.5%
Girvan and South Carrick	20.7%	31.1%
Kyle	17.3%	23.6%
Maybole, North Carrick and Coylton	18.9%	23.3%
Ayr East	16.2%	21.3%
Troon	16.7%	17.9%
Ayr West	19.1%	17.5%
Prestwick	15.3%	14.6%

⁶ End Child Poverty, 2019

South Ayrshire total	19.4%	23.0%
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One example of the potential impact of poverty on professional social work practice is in child protection. In a recent national study commissioned by the Nuffield Foundation, the central finding for Scotland⁷ was that children in the most deprived 10% of small neighbourhoods in Scotland are nearly 20 times more likely to be 'looked after' or on the Child Protection Register than children in the least deprived neighbourhoods.

The study, therefore, poses the question that it is time to pay serious attention to the impact of poverty and inequality on children's chances of experiencing "child welfare interventions". This has been acknowledged in South Ayrshire in the work aimed at improving our Child Protection system which has included:

- ❖ Sampling work of Child Protection 1 assessments (CP1s) related to their "fit for purpose";
- ❖ Drawing lessons from the above findings for wider child protection practice regarding: engagement with families; listening to children and recording their views; relationship and trust building; and striking a better balance between proportionate paperwork and time spent directly supporting children and families;
- ❖ Highlighting the messages from families who have been subject of child protection investigations and processes, building on the direct input of local mothers who have presented at our 5 Day Child Protection training for newly qualified Social Workers;
- ❖ Testing the "Signs of Safety" approach to working with and supporting families in a child protection context;
- ❖ Benchmarking and exploratory work with other local authorities who recognise the impact of poverty within child protection approaches as well as wider service provision including the numbers of children and young people in external care provision, and who have taken action to address the specific dilemmas presented in the Nuffield Study;
- ❖ Agreement to participate in the Scottish Government initiative led by CELCIS on establishing a national "minimal data set" for child protection work to help improve learning and practice development by provision of key performance information comparable and measurable across Scotland; and
- ❖ Exploration of the culture which drives professional social work practice with reference to the findings of Professor Eileen Munro in the *Munro Review of Child Protection: Final Report - A child-centred system*⁸ within our wider Child Protection Improvement Programme.

With reference to the Child Protection system the Munro Review highlights amongst other things that "The system's poor ability to learn from feedback is also evidenced in the findings of Serious Case Reviews (SCRs) which have, over the past two decades, repeated the same messages. Even in those SCRs which concluded that deficiencies in knowledge and

⁷ Professor Paul Bywaters et al. *Inequalities in child welfare intervention rates (2015-19)* Nuffield Foundation

⁸ Professor Eileen Munro. *The Munro Review of Child Protection: Final Report – A child-centred system* (2011) Department for Education

skills were at the heart of practice errors, recommendations have tended to focus on increasing compliance with a growing number of procedures”.

The local needs of the people living in South Ayrshire are reflected in the [Strategic Needs Assessment](#).

COMMISSIONING

South Ayrshire HSCP has strong working relationships with external service providers who collaboratively work together to ensure people receive good quality, flexible and appropriate support, designed to meet their outcomes. Collectively, this is supported by the established Provider Forums across a wide range of service areas including Care Homes, Care at Home, Learning Disability, Mental Health and Day Services.

Commissioning Officers in Planning & Performance are responsible for developing, commissioning and recommissioning services from external providers. A number of work streams allow the Partnership to collate, interrogate and record service delivery to support longer term planning as well as ensuring services are delivered to a high standard. Formal contracts are put in place in conjunction with South Ayrshire Council's Corporate Procurement colleagues.

Third and Independent Sector Organisations across South Ayrshire provide vital resources in the care provision for people who are assessed and require additional support. The Contract and Commissioning team meet regularly with providers and monitor contracts as part of the quality assurance and service review process.

During 2018-19 the Contract and Commissioning team successfully implemented two key adult service frameworks; Supported Living, and Personal Care in the Community for Learning Disability and Mental Health services. The drive to increase choice and control for individuals receiving services underpins these frameworks.

The use of SDS throughout the process of commissioning services further encourages and supports the approach and professional social work practice. Annually, this equates to £15.2m supporting nearly 600 people. The frameworks are leading the way in service modernisation in how we support people in the community and in how we commission support services.

A commissioning plan for Care at Home services, agreed by the IJB, will be progressed to tender in the coming year. As mentioned earlier, externally commissioned Care at Home services account for almost 70% of the total service provision.

During 2018-19 there has been a concentrated focus on Children's Services as a number of contracts had not been refreshed for some time due to significant challenges with the staffing resource. Commissioning is aligned to up-dated strategies across the Partnership and Council, as priority work streams going into 2019-20, to ensure services meet the needs of our most vulnerable people.

During 2018-19, the Contract and Commissioning team developed closer links with Corporate Procurement teams working to improve monitoring and evaluation of services across all of the contracts more effectively. In some aspects, this was to reduce the volume of duplication in a heavily regulated field. This will support improved commissioning in the medium and longer term by providing robust Management Information.

There is a range of contract arrangements and each provider is expected to work to Strategic Outcomes, relevant to their service area which includes:

- ✓ Reducing inequalities;
- ✓ Protecting vulnerable adults and children;
- ✓ Giving people the best start in life;
- ✓ Supporting people to live independently; and
- ✓ Maintaining or improving their health in their own community.

The Partnership proactively seeks to work collaboratively with its partners to ensure services are responsive to identified needs, deliver Best Value and achieve positive outcomes for people who require additional support. Table 4 below provides details, including contract values, of the range of services commissioned across service areas:

Table 4: Commissioned Services 2018-19

Service Area	Description	Number of contracts	Value
Alcohol and Drug Partnership (ADP)	The HSCP commission a range of services bringing together health and social care to provide practical support, advice and information to support people through recovery. Monitoring the services is undertaken in line with the HSCP's strategic monitoring programme. These services are provided to children, young people, adults and older people.	5	£688,860
Learning Disability	The HSCP commission a number of care and support services, ranging from 24 hour specialised residential care to community based support. Regular and routine monitoring of these contracts is undertaken by the Commissioning team. Regular Provider Forums support the development and maintenance of positive and strong partnerships with providers from the third and independent sector. New contract arrangements were implemented in September 2018 for Community based Care and Support, and during 2019-20 we will continue to progress and develop outcome indicators in line with the Learning Disability Strategy 2017-2023.	9	£17,717,542
Mental Health	The HSCP's Mental Health Strategy 2017-2022 sets out the Partnership's key priorities. Services commissioned include residential care, community based supports, advocacy, and specialised services. During 2018-19 The Partnership undertook a formal commissioning and procurement process resulting in a new 4 year contract Framework for community based Mental	8	£2,967,598

	Health Care and Support services attracting four providers.		
Occupational Therapy/Physical Disability/Sensory Impairment	A key requirement for maintaining people in their own home is ensuring they have access to aids and adaptations. The HSCP procures supply and maintenance of Community Equipment through South Ayrshire Corporate Procurement service, which monitors the contract.	4	£2,136,799
Self-Directed Support	Ensuring people who wish to direct their own support have access to independent advice, to make choices, have control and be empowered in living independently, is fundamental to the concept of Self Directed Support. The HSCP supports this through Ayrshire Independent Living network and Voluntary Action South Ayrshire.	2	£167,631
Service Hubs	Advice, guidance, information, practical supports and services are available to adults and older people in the community across a range of contracts for people who have physical, mental or sensory conditions. Care at Home is the largest single service area supporting in the region of 1,300 people in the community. The HSCP provides around 950 permanent residential care placements. Regular contract monitoring is in place. The HSCP recognises the significant contribution made by carers. Legislation underpins these services which can help enable carers to continue in their caring role. Services include advice, guidance, practical support, signposting and respite from the caring role.	17	£29,589,592
Children's Health and Care Services	Services available to children, young people and their families to improve and maintain positive outcomes for those who are supported. These services come from community based supports, group work, respite, residential care and foster care. Children's services are underpinned by national Getting it Right for Every Child (GIRFEC) outcome targets which are reviewed regularly.	15	£7,945,777
Total		60	£61,213,798

Resources

Partnership services include the full range of community based health and care services delegated by the parent organisations under the terms of the Integration Scheme. South Ayrshire HSCP has the “lead partnership” role in Ayrshire for the Community Equipment Store, Continence team, Family Nurse Partnership and Technology Enabled Care.

The financial environment in 2018-19 was extremely challenging with demand for services continuing to rise. Unprecedented demand for residential care placements for vulnerable children and young people, and increasing demand for adult social care services resulted in the IJB utilising all of its reserves and requiring £3.3 million additional funding. This funding was provided by South Ayrshire Council on a temporary basis and is repayable. The initial budget was approved in June 2018.

The month 12 finance position is shown in Table 5 below:

Table 5: 2018-19 Annual Accounts for the year ended 31 March 2019

Table 1	2018/19 Budget		
	Integrated		
	Budget £'000	M12 £'000	Variance £'000
Community Care & Health			
Older People	39,340	40,924	(1,583)
Physical Disabilities	3,333	3,430	(97)
Biggart Hospital	4,646	5,050	(404)
Girvan Hospital	1,198	1,229	(32)
Community Nursing	4,562	4,723	(161)
Intermediate Care and Rehabilitation	251	251	(0)
AHPs	5,938	5,498	440
Total Community Care & Health	59,268	61,105	(1,838)
Primary Care			
Prescribing	24,819	24,819	(0)
General Medical Services	14,721	14,644	77
Total Primary Care	39,539	39,462	77
Mental Health Services			
Learning Disabilities	19,604	19,678	(74)
Mental Health Community Teams	5,784	5,482	302
Addictions	1,869	1,807	62
Total Mental Health Services	27,257	26,968	290
Hosted Services			
Community Store	256	416	(159)
TEC	157	80	77
Family Nurse Partnership	823	682	141
Continence Team	431	417	14
Total Hosted Services	1,666	1,595	72
Children and Criminal Justice Services			
C&F Social Work Services	21,725	23,322	(1,597)
Criminal Justice	103	62	41
Health Visiting	2,231	2,163	67
Total Children and Criminal Justice Services	24,059	25,547	(1,489)
Integrated Care Fund/ Delayed Discharge	1,834	1,735	99
Support Services			
Directorate	5,098	4,945	153
Other Services	658	718	(60)
Payroll management target	(638)	0	(638)
Total Support Services	5,119	5,662	(544)
Scheme of Assistance	846	841	5
Inter Agency Payments	1	(0)	1
Partnership Total	159,588	162,914	(3,326)
Recharges from other Partnerships	39,229	39,130	99
Recharges to other Partnerships	(1,158)	(1,108)	(50)
Acute Hospitals	24,396	24,396	0
IJB Total	222,055	225,332	(3,277)
Additional Funding	3,277	0	3,277
IJB Total	225,332	225,332	0

Additional funding received from the Scottish Government for the Integrated Care Fund (ICF) for 2018-19 was £2,340,000. Significant investment has been directed towards early intervention and prevention approaches, for example, self-management and rehabilitation work as well as locality based preventative approaches as shown in Table 6 below:

Table 6: Integrated Care Fund allocation 2018-19

Programme Theme	ICF investment	Actual Spend
Supporting Service Improvement, Redesign and Change	£284,402	£262,662
Developing Community and Locality based preventative programmes	£548,186	£512,452
Developing comprehensive clinical and care pathways	£411,144	£336,045
Developing Self-management and rehabilitation programmes	£345,233	£317,889
Developing Technology Enabled Care	£138,000	£138,000
Programme and Performance Support and Enablers	£111,400	£113,282
Additional Spend	£380,412	£464,889
Grand Total	£2,218,779	£2,145,219

The ICF is largely used as a catalyst to deliver change in the way services are delivered with the overall aim of shifting the balance of care from a hospital based setting to the community. The allocation of ICF monies has been reviewed to ensure that:

- ❖ Projects with a proven track record are “mainstreamed”;
- ❖ Those which have not worked do not receive further investment; and
- ❖ Those which require more time to establish themselves are focussed on a sustainable exit strategy.

During 2018-19 and 2019-20 underspends in this area will be used to address overspends in other areas while there remains a focus on ensuring in future years that the Integrated Care Fund can be utilised as a “change fund” as originally intended.

Service Quality and Performance

The Care Inspectorate carries out inspections of regulated care services on an unannounced basis for all registered care services. Unannounced inspections provide members of the public and local governance groups with reassurance that the Care Inspectorate is inspecting outcomes for people in services, which are operating as they usually would without notification of inspection.

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?

The following services detailed in Table 7 below were inspected against each service area in 2018-19:

Table 7: Services subject to inspection in 2018-19

Service	Last published report	Care and Support	Environment	Staffing	Management and Leadership
Chalmers Road	17/04/18	5 Very Good	5 Very Good	5 Very Good	5 Very Good
Nursery Court	24/05/18	6 Excellent	6 Excellent	5 Very Good	5 Very Good
SAC Adoption Service	02/08/18	4 Good	N/A	4 Good	5 Very Good
SAC Fostering Service	02/08/18	4 Good	N/A	4 Good	4 Good
South Ayrshire Home Care	14/11/18	4 Good	Not Assessed	4 Good	4 Good
South Lodge	*Follow up inspection on 19/2/19	3 Adequate	3 Adequate	3 Adequate	3 Adequate
Cunningham Place	08/01/19	4 Good	5 Very Good	4 Good	4 Good
Support and Continuing Care	06/03/19	4 Good	Not Assessed	4 Good	3 Adequate

*grades assigned from Inspection on 04.07.18 remained in place at the follow up inspection on 19.02.19.

Hillcrest Care Home was inspected against the new Care Inspectorate quality themes:

Service	Last published report	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?
Hillcrest Care Home	11/09/18	6 Excellent	N/A	N/A	5 Very Good	6 Excellent

Full details of the action plans as a result of these inspections can be found in the [Care Inspectorate Report 2018-19](#).

Two services, South Lodge and the Support & Continuing Care (Adult Placement Service) received grades of below good. Resultantly a Quality Assurance Policy was developed with further team development and self-evaluation sessions for all Adult Health and Care Management staff. At this year's follow-up inspection, there was recognition of the improvement work care staff had undertaken in supporting the wellbeing of residents and in the leadership of the service.

The Support and Continuing Care (Adult Placement Service) received a grade of adequate for Management and Leadership. There were three recommendations made at the inspection in March 2019, with no requirements. The recommendations and progress are set out below in Table 8:

Table 8: Recommendations and Progress from Inspection of the Support and Continuing Care (Adult Placement Service).

Recommendation	Progress
Supported Carers should have safer caring plans. Risk assessments and Management Plans should be in place for all young people.	The Service has updated Risk Assessment Plans to include safer caring and the management of risk.
There should be a range of training made available to Supported Carers relevant to the needs of young vulnerable adults.	The Service is developing training portfolios for all carers. Portfolios will detail mandatory and elective training which will be reviewed within supervision of and support of carers. This will be completed in the coming year.
The Service Development Plan should give adequate focus on the service including: training of carers; policy and procedural guidance; and how to grow and develop the service to meet the needs of care experienced young people in South Ayrshire.	The Service Plan will be updated to take account of the training required for carers supporting young people who are preparing for adulthood and independent living. This will be completed in the coming year.

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 4 financial years from 2015-16 to 2018-19 under relevant legislation:

Table 9 - 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
MH - Compulsion Order	2	0	1	0
MH - Compulsory Treatment Order/Application	24	24	0	25
MH - Short Term Detention Certificate	15	10	5	12
MH - Assessment Order	5	0	4	1
MH - Section 86 Report	3	0	0	0
SCR1 Social Circumstances Report	26	37	30	29
MH - Social Circumstances Report (Std.)/Short Term Detention Certificate	49	10	5	59
MH - Compulsion Order With Restriction	0	0	2	0
Total	124	81	47	126

Table 10 - Adults with Incapacity Scotland Act 2000

	2015-16	2016-17	2017-18	2018-19
Guardianship Report	1	0	3	3
Guardianship Review Supervising	15	0	2	1
Guardianship Welfare Report	2	0	0	1
MH - Guardianship Renewal	14	23	29	4

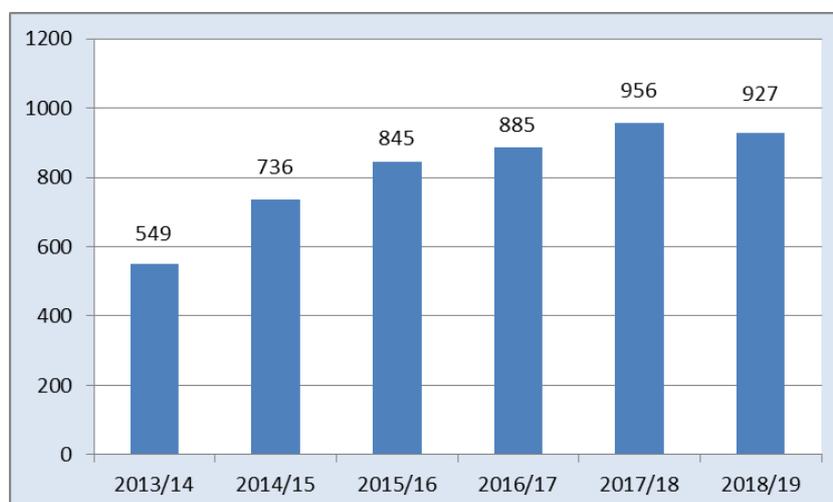
MH - Intervention Order	4	5	9	6
MH - Welfare And Financial Guardianship Application (LA)	4	5	5	6
MH - Welfare And Financial Application (Private)	39	41	29	23
MH - Welfare Guardianship Application (LA)	13	9	11	21
MH - Welfare Guardianship Application (Private)	31	28	38	30
MH - Financial Application (Private)	0	1	2	2
MH - Financial Guardianship Application (LA)	0	1	0	0
Guardianship Order Application	0	0	3	0
Total	123	113	131	99

Adult Protection

The CSWO supports the multi-agency South Ayrshire Adult Protection Committee which has a development and monitoring function locally in relation to the implementation of the Adult Support and Protection (Scotland) Act 2007.

Adult Protection referrals have increased significantly since 2013-14. The overall referrals for 2018-19 have shown a slight decrease at 927 compared to 956 the previous year.⁹ Benchmark work is taking place to further analyse referrals with colleagues in East and North Ayrshire which will review ASP timescales and decision-making processes.

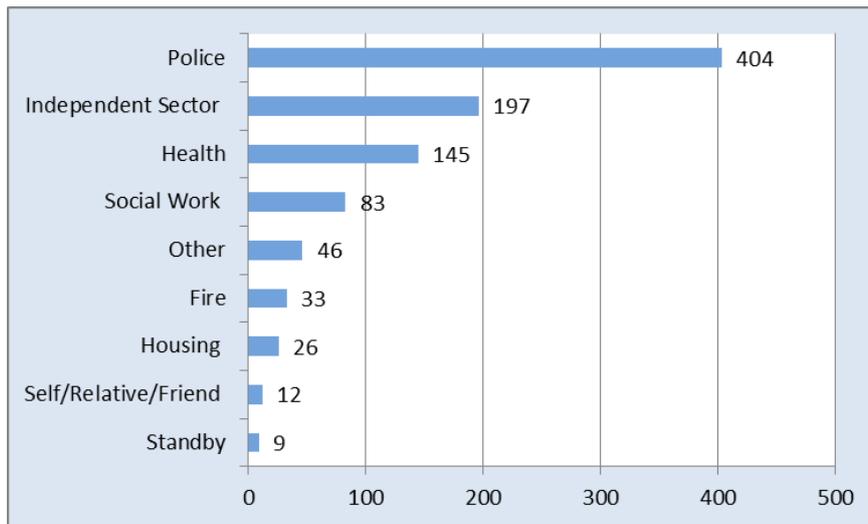
Figure 7: Annual Adult Protection Referrals 2013-14 to 2017-18



The highest proportion of referrals from 1 April 2018 to 31 March 2019 was from Police Scotland (comparison referral rates within the above Benchmark work will be undertaken). Referrals from Health Services have continued to increase due to further training and “awareness raising” with health professional and staff. Figure 8 below shows the sources of Adult Support and Protection (ASP) referrals to South Ayrshire Adult Care Social Work Services in 2018-19:

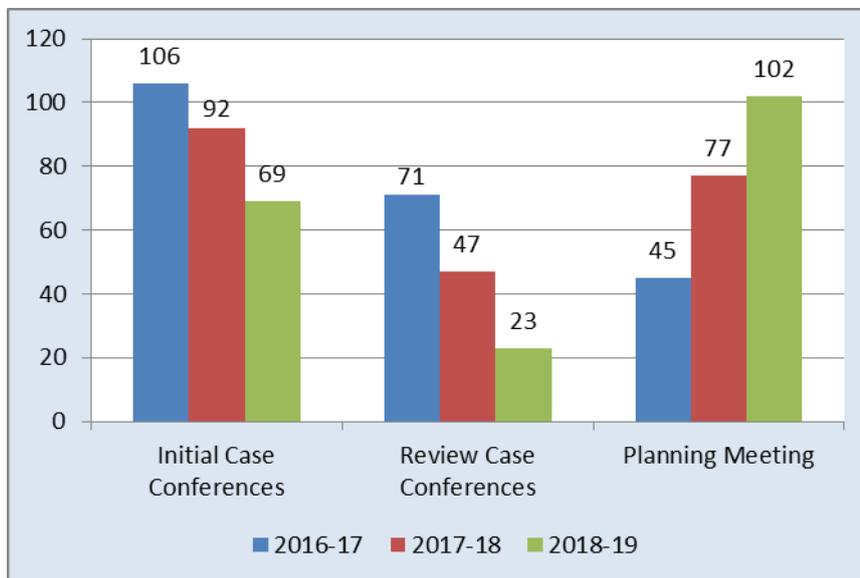
⁹ Local monitoring system - Social Work Information System

Figure 8: Source of ASP Referrals 2018-19



The trend over the past 3 financial years shows a reduction in the number of Initial Case Conferences and Review Case Conferences, and an increase in Planning Meetings. This shift has been due to work undertaken to promote awareness and understanding of the benefits of convening a multi-disciplinary Planning Meeting, which has reduced the need for more formal Case Conferences. In 2018-19 the proportion of Planning Meetings held (as opposed to Case Conferences) was 53% compared to 36% in 2017-18.

Figure 9: Trends in the number of Initial Case Conferences, Review Case Conferences and Planning Meetings



Through the South Ayrshire Adult Support and Protection Interagency Training Calendar, adult protection learning and development opportunities are made available to a wide range of service providers and interested bodies. This has proven to be an effective way of meeting local learning and development needs. Plans are being developed for greater capacity to manage the increased demand.

Table 11 below provides a breakdown of the 3 different knowledge and experience levels of Adult Support and Protection training provided during 2018-19:

Table 11: ASP training 2018-19

ASP training delivered April 2018- March 2019					
	Courses	Delegates	Private	Voluntary	Public
ASP Level 1	10	119	21	40	58
ASP Level 2	10	118	54	17	57
ASP Level 3	1	4	0	0	4
Total	21	241	75	57	119

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 is based on the policy and principles of 'Getting it right for every child' (GIRFEC, Scottish Government 2008). 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 the protection of children, within a familial setting, is embedded as a fundamental element of everyone's role, and responsibility is shared across the wider community.

In seeking to improve outcomes for children and their families, the approach to continuous improvement is being strengthened on a single and multi-agency basis which helps to identify areas of strength and areas requiring improvement.

Children are placed on the Child Protection Register when there are significant concerns for their safety within their family or care setting. Children on the Child Protection Register will be seen regularly and will be well supported within a multi-agency plan to effect changes to reduce risk.

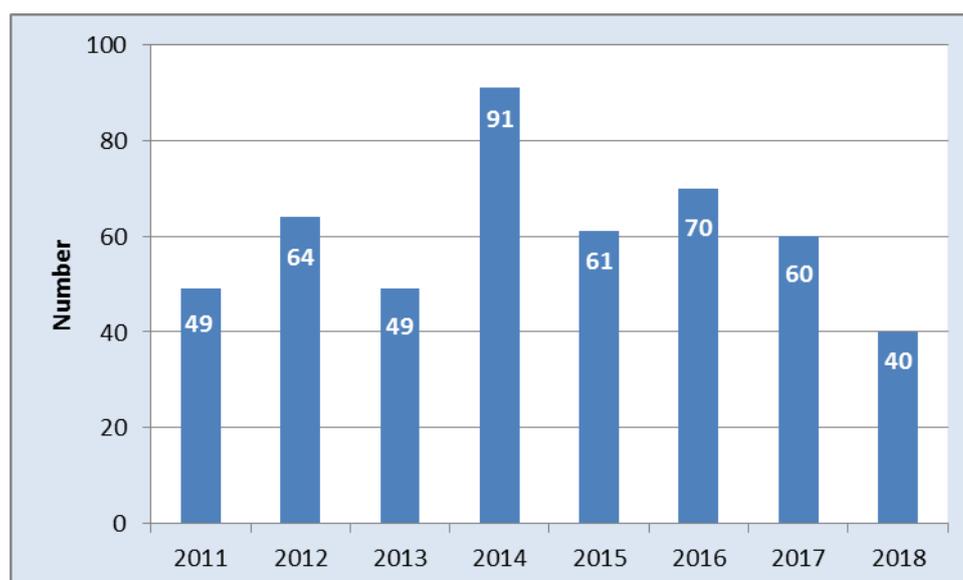
On 31 July 2018, in South Ayrshire, there were a total of 40 children on the Child Protection Register:

- 50% of registrations were for unborn babies or children under four years of age.
- 35% of these are children under two years of age.

The South Ayrshire profile is similar to the national picture. The latest available benchmarking data was published in March 2019 based on data as at 31st July 2018. There has been a marked reduction in the South Ayrshire rate of Children on the Child Protection Register between 2017 and 2018, from 3.4 to 2.5 per 1,000 population aged 0-15. In 2017 South Ayrshire had the second highest level out of the benchmarking family group comparators; however, 2018 had the second lowest level. The average rate across the group for 2018 was 3.2. The Child Protection registration rate reached a peak in 2014 with 91 registered children and reached a low in 2018 with 40 registered children.

Work is currently being undertaken, initiated by the CPC, to understand more about why the Child Protection registration rate has fallen significantly particularly over the past 3 years.

Figure 10 below provides Child Protection registration rates over an 8 years period from 2011 to 2018:

Figure 10: Number of children on the Child Protection Register as at 31 July 2018, 2011-2018

Looked After Children

Children and Families Social Work Service assess, support and provide personalised services for children, young people and their families who are experiencing difficulties, and who need assistance. The Service helps ensure the safety and wellbeing of vulnerable children and young people, as well as providing support to children who are unable to live with their parents, are placed in alternative care settings appropriate to their needs, including short term care in secure provision, and those requiring permanent alternative care away from their families, for example, kinship care, fostering and adoption.

There has been an increase in new permanence orders over the past year from 10 to 16 due to a range of improvement activities including; early planning within the Looked After Children Review system, early decision making, wider improvement methodology related to the Permanence and Care Excellence (PACE) programme, and the growing confidence of social workers in permanency planning work, building from the 5 day Permanence Course introduced in October 2018.

In 2018-19, there was an increase in the number of new temporary foster carers from 1 to 4. This was related to a recruitment drive and foster carers transferring to South Ayrshire Council from external fostering agencies, and will increase further in the coming months.

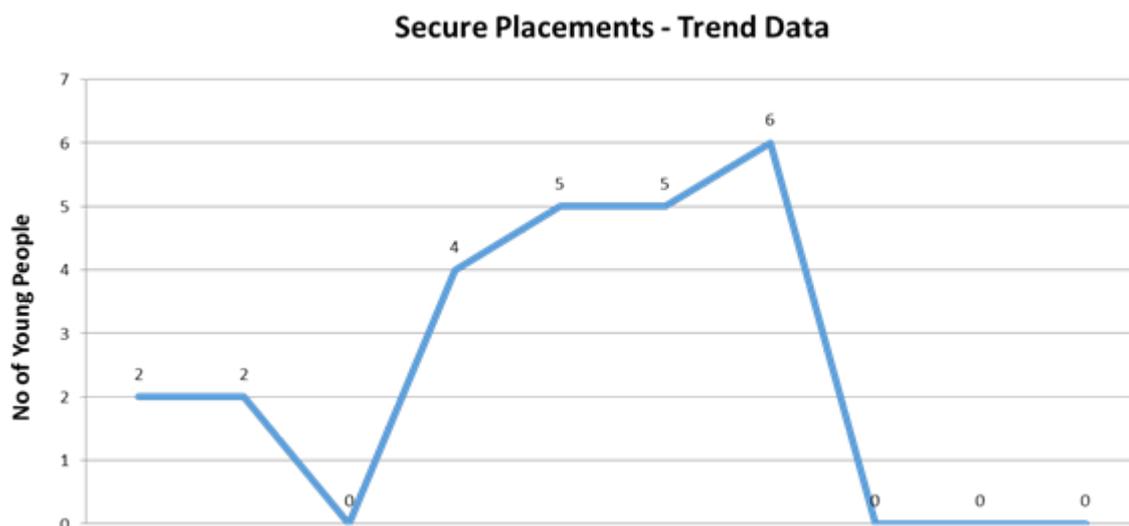
Table 11: New Orders and Carers from 2016-17 to 2018-19

	2016-17	2017-18	2018-19
New Secure Orders	3	4	3
New Permanence Orders	1	10	16
New Permanent Carers	1	2	1
New Temporary Carers	1	1	4
New Prospective Adopters	2	3	2

New Respite Carers	2	2	0
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As per Table 11 above, the number of new secure orders has remained relatively static over the last three years despite a peak in February 2019 with 6 young people in secure care. Intensive work was undertaken to reduce this number to zero by accessing appropriate alternative provision or in some cases, returning home with family and social work support in the community. Figure 11 below shows secure care rate from August 2017 to August 2018:

Figure 11: Secure Care from August 2017 to August 2019



Over the past 3 years the number of Looked After Children and Young People has been relatively static going from 370 in 2016-17 to 358 in 2018-19, a small reduction of 12 children. Within this there has been a reduction in the number of children and young people Looked After at home with parents from 128 in 2016-17 to 76 in 2018-19. There was an increase in the number of young people being accommodated in residential care doubling from 12 in 2016-17 to 24 in 2018-19. There are a number of reasons for this including significant challenges related to the levels of risk in the community from peer on peer exploitation and gaps in key leadership posts.

There has been an increase in the number of Looked After Children living with South Ayrshire foster carers (family care settings being the preferred option where possible) which further increased from 87 in 2017-18 to 113 in 2018-19. Table 12 below shows the number of Looked After Children by “care setting” between 2016-17 and 2018-19:

Table 12: Looked After Children by Care Setting as at 31 July from 2016-17 to 2018-19

Looked After Children by Care Setting as at 31 July	2016-17	2017-18	2018-19
At home with parents	128	97	76
At home with friends or relatives	93	89	94
With South Ayrshire foster carers	80	87	113
With external foster carers	36	40	31
With Prospective Adopters	10	7	7

In Other community setting	2	1	1
In Crisis Care	0	0	0
In Residential Care out with South Ayrshire	12	23	24
In Secure Care	1	4	0
In South Ayrshire Children's Houses	8	7	12
TOTAL	370	355	358 **

** Our Looked After Children figures may change slightly as our annual Scottish Government return is not due for submission until November 2019 and we are currently validating our data.

Justice Services

South Ayrshire Social Work Justice Services works in partnership with East and North Ayrshire delivering services to specific groups, such as domestic violence, women and sex offending. There are also strong links to Community Justice Ayrshire which is a partnership of agencies with a 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:

- I. Children and Families;
- II. Community Integration;
- III. Health and Justice; and the
- IV. 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 163 cases managed over the year 23 cases came to an end completing orders and registration and 3 cases transferred out with South Ayrshire to leave 137 cases on 31.03.19. In 2018-19, 43 MAPPA notifications were received. Of these, 26 were for new offenders and 17 were for existing offenders who had returned to prison at some point during the reporting period. Seven MAPPA referrals were received in this year. Of these, Justice Services referred 1 and the Scottish Prison Service referred 6. Table 13 below shows the number of MAPPA cases and MAPPA levels in 2018-19:

Table 13: Number of MAPPA cases and MAPPA levels in 2018-19

Number of MAPPA cases in South Ayrshire at 31 March 2019	
Level 1 (Low Risk)	134 (115 in community and 19 in custody)
Level 2 (Medium/High Risk)	3 (3 in community and 0 in custody)
Level 3 (Very High Risk)	0
Total Managed	137
Number of MAPPA cases by MAPPA level between 01.04.18 and 31.03.19	
Level 1 (Low Risk)	154
Level 2 (Medium/High Risk)	9
Level 3 (Very High Risk)	0
Total Managed	163

Workforce

Planning

A [Workforce Plan](#) was drafted for the HSCP in conjunction with South Ayrshire Council and NHS Ayrshire and Arran, and was approved on 16 May 2019. The purpose of the Workforce Plan is to establish, in broad terms, how best to ensure the workforce delivers the Partnership's vision, values, mission and strategic objectives. The Plan focuses on 2019 to 2022 and looks beyond by setting foundations to deliver workforce requirements for many years to come.

Due to the scale of the Partnership's remit and activities, the Plan cannot address every single aspect of the Partnership's operation, although it will be reviewed annually to evaluate outcomes and take account of any new requirements and change.

A recent [Audit Scotland](#) report reviewing progress of Health and Social Care Partnerships also identified that workforce planning is a particularly important element of strategic planning and all key partners must work together to achieve effective forward planning. The Partnership must be able to demonstrate what skills are required to ensure they can deliver services in the right place at the right time, and not being able to recruit and retain the workforce they need is a risk.

In February 2019, an iMatter Employee Engagement Questionnaire was distributed to staff in NHS Ayrshire and Arran and across all three Ayrshire Councils. This has provided one staff engagement mechanism and staff experience metrics across the South Ayrshire Health and Social Care Partnership. Results from this survey show that 60% of Partnership staff took part and the overall Employee Engagement Index is 76. Overall, 80% of Partnership respondents understand how their roles contribute to the goals of the organisation and 73% would recommend the Partnership as a good place to work. Improvement actions will now be developed within teams to improve the experience of employees.

Recruitment and Retention

The Partnership has been improving the information available for candidates thus ensuring the Partnership is viewed as an employer of choice, and will continue to explore alternative, or supplementary, measures which encourage applications from the relevant talent pool.

Other recent improvements include the introduction of online contracts and references within South Ayrshire Council, which has reduced recruitment time-scales by an average of 7 days for many Partnership social work/social care and other support posts.

Turnover for Council Partnership employees is higher than for NHS Ayrshire & Arran employees, and higher when compared internally with South Ayrshire Council (11% for Partnership Council employees and 8.8% for non-Partnership Council employees).

To further understand why any employee would choose to actively leave the Partnership, and to identify any dissatisfaction a new employee might have, a Pan-Ayrshire exit interview process (based on the South Ayrshire model embedded in 2018) and a Pan-Ayrshire new joiners questionnaire (based on NHS A&A's existing model) will be adopted by all three Councils and NHS A&A to have local understanding of workforce needs and to create consistency of approach for better benchmarking.

Leadership Development

As part of the transformational change programme, the Partnership has been working with leaders and managers exploring the Partnership as a learning organisation and the required change of culture.

In Children's Health, Care and Justice Services work has progressed and has been integrated into the management and development programme for all managers. The programme has focused on "Systems Leadership" and practice, and is being driven by participants with an external Facilitator. An exciting and important part of the programme is the inclusion of care experienced young people together with team leaders and senior managers to:

- Understand ways of thinking and working in Complex Human Systems;
- Promote Collaborative Practice – how we talk to each other and the actions necessary to support collaborative working;
- Understand and Manage Change (the emotional dynamics of change);
- Understand Conflict Styles – how to work with others with different approaches and perspectives;
- Think further about Political Intelligence – how to make progress as a group, extending the sphere of influence within what is essentially a political environment (not party political);
- Consider Peer Consulting – working together in small groups to establish trust, deeper relationships and mutual "support and challenge";
- Develop via Scenario Planning a shared sense of where and how the team will be working in, for example, five years; and how to
- Become better at Framing or Reframing – the power of public narrative.

The approach aims to strengthen our commitment to working collaboratively and to enable and promote different ways of thinking. To contribute to service design and delivery using the principles of systems leadership, thus further developing the Partnership as a learning organisation.

Becoming a Learning Organisation

In April and May 2018, managers from across the Partnership took part in workshops to explore the notion of becoming a 'learning organisation.' The workshops built on an earlier session from January 2018 and in response to the Quality Scotland Self-Assessment work undertaken in early 2018.

When looking at the emerging plans for the Partnership in the coming years, it will be important to dovetail the ideas that emerged from the workshops into the business planning processes.

Children and Families Transformational Overview

Children and Families Social Work Services are undergoing a transformation in how to deliver care to the most vulnerable and "in need" children and young people. There is full commitment to supporting children and families to live together within their own communities through direct Children and Families Social Work support including specialist support from, for example, the Intensive Family Support Service and Functional Family Therapy.

Of course, this cannot be achieved without working collaboratively with children's services partners including; Health, Education, Police, Justice Services, Adult Services, the Children's

Reporter, Children's Hearings Scotland, Housing Services, Employability and Skills, South Ayrshire *Champions for Change* Champions Board, the Third Sector and local communities.

While there is a need to accommodate some of our most vulnerable children and young people, including in expensive external care, South Ayrshire has had a disproportionately high number, many of whom can be supported within their own homes, wider families, communities, schools and neighbourhoods, with improved life outcomes.

Investment will be realigned, aimed at keeping families together and where this is not possible, support will be provided for Kinship Care, South Ayrshire Foster Carers and Supported Carers, and our local Children's Houses which are being developed for more flexibility and preparation for independence. For example, independent flats within the children's houses.

Regular reviews are underway, with Senior Management overview, for children and young people in external care including, where appropriate those in our local children's houses, to consider wrap-around services to enable them to return to their community and family, or to live in supported accommodation of varying types.

In this partnership approach, emphasis is on the identification of risks, needs and strengths for children and families at the earliest point. The key is for early identification of need and proportionate support, in keeping with the principles of GIRFEC, to create a plan which supports children and young people towards a full and active life.

Community Health and Care Transformational Overview

There were a number of challenges within the Community Health and Care Service during 2018-19. There was a restructure at a senior and service manager level, which saw a staff gap rate of 60% due to vacancies or sickness absence ranging from Team Leads to Senior Manager level in late 2018 and early 2019. During this time the Service was participating in a Significant Case Review, mentioned above, which was published April 2019. This required significant improvement activity, placing additional pressure on all teams and managers. Also during the same time, demand pressures led to a £2m overspend from which the Service has had to work hard to recover.

However, during this time the Adult Social Work Services Community Health and Care Team has remained resilient, implementing a range of improvements such as a new Duty System, Quality Assurance and Governance Policy, Health and Care Governance structures, a new audit protocol, review and redesign of homecare, partial implementation of "discharge to assess" processes and achieved an Employee Engagement index of 72%. The Management and Leadership restructure was completed and all vacancies are now filled.

A new Leadership and Management programme has been introduced to ensure a consistent approach to; leadership and management, establish a shared purpose and culture, and to provide peer support. A draft Adult and Older People's Strategy and Improvement Plan has been developed and will be published in late October 2019.

In moving forward, the budget for 2019-20 is projected to break-even and this has already resulted in significant service pressures with potential impact on the number of people waiting for care provision. The Service continues to work to redesign and reconfigure the health and social care system to improve quality and sustainability within the resources available including:

- ✓ Benchmark work with other Local Authorities who have experienced similar demand and resource challenges;

- ✓ Introduction of CareFirst including the Finance Module;
- ✓ Progressing the implementation of the Self-Directed Support Plan and Resource Allocation System; and
- ✓ All of the actions outlined above under the section on Adult Care Services & Transformation.

Qualifying the Workforce

As previously noted, work is taking place to explore how the Partnership can become a learning organisation. It is recognised that; learning, personal and professional development, and appropriate qualifications are all necessary requirements for ensuring the workforce is suitably equipped and qualified to undertake their varied and complex caring roles. Working in partnership with colleagues in East Ayrshire and North Ayrshire HSCP's has enabled the sharing of resources, and the joint planning and access of learning opportunities. Table 14 below provides information on the number of staff members from South Ayrshire who attended Ayrshire wide training during 2018-19:

Table 14: Training 2018-19

Adult Services Related Training		
Course Title	Number of Attendees	Service/Agency
Medication	255	Adult and Community Care
Moving and Handling including Refresher, Observations and Driving Escorts	456	Adult and Community Care
Food Hygiene	225	Care at Home, Adult Residential
Dementia	70	Adult and Community Care
Epilepsy	37	Day Care and Adult Residential
Adult Support and Protection	30	15 agencies including HSCP, NHS, Voluntary and Private
MAPPA	174	Day Care and Adult Residential
Crossing the Acts	15	Adult and Community Care
Defensible Decision-making	9	Adult and Community Care
Child Services Related Training		
Course Title	Number of Attendees	Service/Agency
Child Development and Trauma	22	All
Supporting those in Recovery	31	Children's Services, Addictions, Housing, Voluntary sector
Inter-Agency 2-day Child Protection	21	All

Neglect	61	All
Mental Health and Young People	26	All
Sexually Harmful Behaviour and Risk	87	All
5-day Child Protection	32	All
Child Protection Roles and Responsibilities	27	All

There is a requirement for staff in particular services to be registered with the Scottish Social Services Council (SSSC). There are 6 people in the Partnership currently undertaking Scottish Vocational Qualifications (SVQs) courses of study to obtain or maintain SSSC Registration. Table 15 below shows the number of staff who completed an SVQ course in 2018-19:

Table 15: SVQ Qualifications by Level 2018-19

Qualification	Level	No. of Staff	Cohort
SVQ	2	2	Care at Home
SVQ	3	4	Care at Home
SVQ	3	4	Children and Families

A training needs analysis was carried out by the GIRFEC Implementation Group with all partners who would potentially have some involvement in the GIRFEC Team Around the Child process. The analysis indicated that the courses with the greatest demand would be:

- Information Sharing;
- The Needs of Looked After Children and Young People;
- The Role of the Named Person;
- Writing Smart Outcomes; and
- Chronologies of Significant Events.

The GIRFEC Implementation Group developed a training calendar and training and information sessions are being delivered on the above topics.

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 2018-19, 20 practice placements were provided totalling 1,680 days and as part of the process, students and educational providers were asked to evaluate their experience. Feedback has been consistently positive and amongst other examples included:

“As usual South Ayrshire student placements are well prepared and they provide valuable learning opportunities for our students. Many thanks to the Justice team who offered this opportunity.”

The Partnership has been working in conjunction with the University of the West of Scotland and Children and Adolescent Mental Health Services (CAMHS) to further develop integration and practice learning through enhanced student placement programmes. This programme builds upon South Ayrshire's Social Work Degree Programme and the BSc Mental Health Nursing Programme which are both delivered and supported by the University of the West of Scotland.

The main focus of the exchange programme is centred on Children's Services specifically around Children and Family Locality Teams and Child and Adolescent Mental Health Services (CAMHS). The programme enables students from Social Work to spend a proportion of their 2nd Year placement in the CAMHS Services. Nursing students in Year 2 or Year 3 and have CAMHS as their designated base placement, spend a proportion of their placement with the Children and Families Locality Team.

Placements are provided as an “Experience and Inquiry Observation of Practice” with the purpose of:

- ✓ Providing a better understanding of legislation, social policy and the organisation;
- ✓ Understanding the role and remit of practitioners and how structures can integrate and work more effectively for service delivery;
- ✓ Developing a greater understanding of people and their communities, and how organisations serve and effect living experiences within the communities they serve.
- ✓ Better understanding inequality and disadvantage and where this comes from; and
- ✓ Considering the structural and cultural issues which affect people's social functioning and their ability to be proactive citizens.

Students are required to: actively inquire about the organisation; the ethos and remit; investigate how and why services are delivered; and how people receiving services are involved in informing service delivery. Students produce a learning log on their experience and learning.

This programme is now in its second year and is progressing well. All Placements provided within this programme have been followed by focus groups across students and staff teams to explore this experience and capture this for ongoing evaluation and development. Early indications are that this is proving both beneficial to the students involved and to the wider staff teams. Focus groups are being recorded and it is planned for a fuller evaluation report to be completed during 2019-20.

In addition, South Ayrshire has supported the University of the West of Scotland to develop this initiative in other parts of Ayrshire, is exploring additional opportunities and the provision of longer placements where co-working opportunities can occur.

Equalities

South Ayrshire continues to work on the delivery of equality outcomes. This is a partnership approach with a number of public bodies across Ayrshire with a shared set of Equality Outcomes which promote more efficient planning and use of resources. Agreed outcomes are “In Ayrshire, people...”:

1. Experience safe and inclusive communities.
2. Have equal opportunities to access and shape our public services.
3. Have opportunities to fulfil their potential throughout life.
4. Public bodies will be inclusive and diverse employers.

The approach has contributed to public organisations working together collaboratively and being more strategic in their work, consultation and training.

The Partnership continues to deliver Equality training and delivered sessions throughout 2018-19, provided in conjunction with North Ayrshire and East Ayrshire.

In recognition that South Ayrshire has growing diversity, the Partnership has developed models of collaborative working between mainstream and race equality sectors for a more inclusive approach to health and social care implementation. This was jointly funded by the Scottish Government and the Partnership, and supported by the Council of Ethnic Minority Sector Organisations Scotland.

The programme continued a commitment from 2017-18 which focused on facilitating dialogue between the IJB and Ethnic Minority organisations enabling the needs of ethnic minority communities to be integrated into strategic planning processes. The key objective of the programme in 2018-19 was to build the capacity of the Partnership in addressing race inequality.

This programme has been valuable in developing greater understanding of race equality across services. It has helped the Partnership to reflect and focus on strengths, weaknesses and opportunities to improve the approach to racial equality.

The Role of the Chief of the Social Work Officer going forward

The current Interim CSWO was previously in post as the Interim Head of Children's Health Care and Justice Services and has by way of contract extension moved into the role of Interim CSWO. The role of the Interim CSWO will help shape the future direction of the newly established “stand-alone” CSWO post and will include:

- The statutory functions of the CSWO;
- Promotion of professional Social Work standards and practice;
- Professional oversight of Public Protection;
- Professional oversight of the Alcohol and Drugs Partnership;
- Professional advice in the discharge of the Local Authority's statutory Social Work functions;
- Oversight of the implementation of the new Social Work Information System from a professional Social Work perspective;

- The development of the Social Work approach to Self-Directed Support;
- Involvement in the development of Corporate Parenting as a specific legislative requirement of the Social Work role and function;
- A strategic and professional leadership role in the delivery of Social Work Services;
- The role of Agency Decision Maker; and
- Professional Social Work leadership, learning, development and equalities.

The role involves working in close partnership with functional Heads of Service in adult and children's Social Work Services and other key partners within South Ayrshire Council and South Ayrshire Health and Social Care Partnership.