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# NORTH AYRSHIRE COUNCIL

10 November 2020

## Cabinet

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**Title:** Chief Social Work Officer Annual Report

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**Purpose:** To provide the report of the Chief Social Work Officer to Cabinet as required by the Scottish Government's Guidance.

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**Recommendation:** That Cabinet note and endorse the report set out at Appendix 1.

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### 1. Executive Summary

- 1.1 There is a requirement for every Local Authority to appoint a professionally qualified Chief Social Work Officer (CSWO) and this is contained within Section 3 of the Social Work (Scotland) Act 1968 as amended by Section 45 of the Local Government etc. (Scotland) Act 1994.
- 1.2 In line with the legislation and guidance, the CSWO is required to prepare an annual report for the Council, on all statutory, governance and leadership functions of their CSWO role.
- 1.3 Given all social work and social care functions have been formally delegated to the Integrated Joint Board this report will also be presented to North Ayrshire's Integration Joint Board.
- 1.4 This is the eleventh annual report covering the period of April 2019 to March 2020. It is attached as Appendix 1.

### 2. Background

- 2.1 In 2014, the Office of the Chief Social Work Adviser, following consultation with CSWOs across Scotland, SOLACE, the then ADSW and others, identified a more standardised approach to prepare the annual reports.
- 2.2 Due to Covid-19 and the additional pressures this has put on services and CSWO's, it was agreed that the template for the report should be curtailed this year and that there would also be an opportunity to comment on the impact of Covid-19 on Social Services.
- 2.3 The report provides an overview by the CSWO of the partnership structures, robust governance arrangements and the performance of social services in the context of the demographic landscape of North Ayrshire and the delivery of Social Services. It looks more closely at the statutory functions of the service and the quality and workforce development within our services. The report is also forward looking, reviewing the

preparation for key legislative changes that will impact on our delivery, and outlining the key challenges the service will be facing in the forthcoming year as we deal with the impact of Covid-19.

2.4 The report highlights the range of Social Work activity throughout the year and places that in the context of the socioeconomic challenges faced locally. Of particular note, the following three areas should be highlighted:

- The most recent Scottish Index of Multiple Deprivation (SIMD) figures 2020 have reaffirmed the deep structural challenges faced by many communities in North Ayrshire despite steady progress by North Ayrshire Council and partners in their ongoing commitment to eradicate poverty. North Ayrshire is ranked as the 5<sup>th</sup> most deprived area of Scotland, which is the same position it held in the previous SIMD of 2016. Disadvantage experienced in North Ayrshire in the domains of Income, Employment, Education and Housing are likely to increase the demand for Social Work interventions. There are significant challenges for Social Work due to a combination of the financial pressures, demographic changes and the cost of implementing new legislation and policy.
- The impact of Covid-19 on people and communities in North Ayrshire has still to be fully realised in both economic and human terms. At the beginning of “lockdown”, in March 2020, we saw a reduction of referrals in both child and adult protection as well as other areas of Social Work. However, we also saw a huge increase in referrals to helplines such as Parentline, the National Domestic Abuse Helpline and Breathing Space. (Breathing Space is a confidential phoneline for anyone feeling low, anxious or depressed.) It is believed that a lot of the harm to children and adults was hidden due to the restrictions of lockdown. As the lockdown measures have become less stringent and children have returned to school, referrals to Social Work Services have started to increase across all aspects of our work. It is anticipated that this demand for services will continue for the foreseeable future.
- The Health and Social Care Partnership structures create possibilities to take a whole system approach to delivery of services and the Social Work role and function within this environment will remain a vital one if these possibilities are to be realised. Throughout this annual report, examples are given of new and innovative approaches to the delivery of Social Work Services.

### **3. Proposals**

3.1 It is proposed that Cabinet notes the key themes and challenges detailed in the report and that it endorses the report as set out in Appendix 1. The report highlights the role of Social Work in helping the Partnership and Council achieve their priorities. Examples from the report that I would like to highlight are as follows:

1. The NAHSCP Carers Team and Learning & Development Team supported two North Ayrshire unpaid adult carers to successfully complete their Level 2 SVQ in Social Services and Healthcare based on their caring role. One of the carers said: “It’s been a great experience and it’s helped me to overcome some of the barriers that I had about myself. It’s also encouraged me to apply for more training, and now I’m doing another course through my son’s school. I’m really glad that I did it.”

2. Our Care inspectorate annual inspection of Care at Home and Community Alert services concluded earlier this year – with verbal feedback being received. The service retained its 'Very good' grade for Care and Support and was given an 'Excellent' grading for Management and Leadership. This grading means that the service is considered by external regulators as 'outstanding' and 'sector leading'. Our Care at Home Service supports approximately 2000 people across North Ayrshire with our Community Alert Service supporting over 5000.

3. Justice Services continue to have a positive impact on the local community. Our service user group, MAD (Making a Difference) continues with weekly activities and has been particularly supportive of service users during the Covid-19 lockdown. Our Community Payback Order (CPO) Unpaid Work scheme has shown continuous performance improvement for the seventh year. We had 98.9% of our service users complete Level 1 orders within the required timescale and 97.6% of our Level 2 service users.

4. The response of social work services to the Covid-19 crisis has been outstanding. Staff in Children and Families and Adult Services have worked with enthusiasm and commitment, and have gone the extra mile, to ensure that some of the most vulnerable people in North Ayrshire continue to be provided with essential services. During this period, social work services have been greatly supported by partner agencies and by families and communities. We are far from the end of this crisis, and already we are starting to see the impact it is having on health, wellbeing and public protection.

### 3.2 **Anticipated Outcomes**

That the Council and the Scottish Government are made aware of the positive impact of Social Work Services in North Ayrshire as well as the significant challenges that are being faced.

### 3.3 **Measuring Impact**

Impact will be measured in terms of the direction and support to continue to transform the delivery of Social Work Services.

## 4. **Implications/Socio-economic Duty**

### **Financial**

4.1 None.

### **Human Resources**

4.2 None.

### **Legal**

4.3 None.

### **Equality/Socio-economic**

4.4 None.

### **Environmental and Sustainability**

4.5 None.

### **Key Priorities**

4.6 This report covers matters which contribute to the key priorities around vulnerable children and adults within the North Ayrshire and the Council and IJB Strategic Plans.

### **Community Wealth Building**

4.7 Anticipated greater community and service user involvement in the design, commissioning and reviewing of Social Work Services.

## **5. Consultation**

5.1 The Chief Executive and members of the Extended Partnership Senior Management Team across the partnership have been consulted on this report.

Director North Ayrshire Health and Social Care Partnership

For further information please contact **David MacRitchie, Chief Social Work Officer**, on **01294 317781**.

### **Background Papers**

# Chief Social Work Officer Report

## 2019–20



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## 1. Governance and Accountability

### 1.1 Overview of Governance Arrangements

The post of CSWO is one of professional leadership and accountability and should assist authorities in understanding the complexities of social work service delivery and the role that social work plays in contributing to the achievement of local and national priorities and outcomes. The post provides professional advice to local authorities, elected members and officers on the authority's provision of social work services.

Since the advent of HSCPs, the role of the CSWO has become more complex, given the diversity of governance and accountability structures. The responsibility for the operation of social work services was devolved to the IJB and in recognition of the continued importance of this role, the CSWO is a standing member of the IJB as one of the professional advisors.

We continue to work across professional boundaries in the partnership. Health colleagues require advice from the CSWO in terms of their role, remit and responsibility for the social work tasks undertaken within their integrated teams. Conversely, social workers, rightly demand the support and clarity provided by their professional lead. This has resulted in increasing demands on the time of the CSWO, with difficulties experienced in balancing the role and responsibilities of the CSWO with those of being a Senior Manager within the NAHSCP.

Within NAHSCP, I am a member of the Partnership Senior Management Team (PSMT) alongside Heads of Service, Principal Managers and other professional leads for health disciplines. The PSMT meets on a weekly basis. Out-with these meetings, I meet regularly with the NAHSCP Director and Heads of Service and contribute fully to any matters relating to social work quality and performance.

Regular meetings with the Chief Executive, to whom I am directly accountable, as well as attendance at strategic forums of the local authority and Community Planning Partnership (CPP), allow me to deliver effectively the functions of the CSWO in North Ayrshire.

Partnership working is the key to the delivery of social services against local and national outcomes. The CPP 'Fair for All Strategy' delivers the Local Outcomes Improvement Plan 2017–2022. This identifies four priorities, all required to build stronger communities for the people of North Ayrshire to live safely, in better health, without poverty, and by giving our children and young people an opportunity to have the best start in life.

### 1.2 Role of CSWO

As CSWO, I sit on several steering groups and strategic partnership forums that look to deliver on the CPP's priorities.

The Children's Services Strategic Partnership has overseen the Improving Children's Outcomes agenda and is responsible for the strategic direction of children's services across North Ayrshire. Our Children's Services Plan 2016–20 makes promises to the children of North Ayrshire and we are meeting those promises through partnership

working and the development of supporting strategies and actions to realise the intended outcomes.

Our new Children's Services Plan 2020-23 has now been submitted to the Scottish Government. The plan builds on the previous plan's priorities and the themes that it focuses on are –

- Young people's rights and views are respected and listened to
- Early Intervention and prevention
- Reducing inequalities and improving outcomes
- Supporting social, emotional and mental wellbeing
- Physical activity and healthy weight.

The Corporate Parenting Strategy places responsibility on partners for working together to meet the needs of looked after children and young people.

I am an advisor to North Ayrshire's Chief Officers' Group for Child and Public Protection and am a member of the Child and Adult Protection Committees. I am also a member of the Multi Agency Public Protection Arrangements (MAPPA) Strategic Oversight Group. In this way, a comprehensive overview is maintained of all issues relating to public protection and of risk management arrangements across North Ayrshire.

As professional lead for social work in NAHSCP, I chair a monthly Social Work Governance Board that focuses on the quality and support required by our social work staff, both registered and non-registered to ensure we deliver effectively to the people in North Ayrshire. The inception of the Health and Social Care Partnership has seen this governance board sit amongst one of many that have been set up to establish necessary accountability in the health professions. As health and social care services have become integrated, it has been important to maintain a forum in which the professional integrity of the social work discipline is a key focus. However, it is equally important to have mechanisms by which learning can be shared and scrutiny robustly delivered on cross-cutting issues. I am currently working with the other professional leads to establish these processes. The Clinical Care and Governance Board, of which I am a member, is the overarching governance group to which all other governance groups report.



## 2. Service Quality and Performance

### 2.1 Children, Families and Justice Services

**Management Structure** - A new Children, Families and Justice Services management structure within the HSCP is in the process of being fully implemented from the 1<sup>st</sup> July 2020. It is based on a multi-disciplinary locality team model and builds on existing effective multi-agency working with co-location of teams where possible.

**Additional Support Needs (ASN)** - Throughout the year, work has been ongoing in the construction of our state – of – the – art Additional Support Needs (ASN) School and Respite and Residential (R&R) Accommodation in Stevenston. The facility is the first of its kind in Scotland and the vision is that the R&R provision will be a 'safe, fun, modern environment that feels like a home for the young people'. The project is an investment in the community, creating modern facilities to benefit young people and their families.

In order to name the two buildings extensive consultation was undertaken with a variety of groups, including children and young people, carers and staff. Following this extensive consultation, it was decided that Red Rose House and Roslin House would be the final names for the Residential and Respite Houses respectively.

**Fostering and Adoption** - As a result of our Fostering and Adoption communications campaign, we had 33 enquires, 12 of which have progressed to the final stages. We will continue to advertise and recruit on an ongoing basis throughout the year. In addition to our communications campaign around fostering and adoption, we have also increased communication in general through use of social media. We have a new and updated Child Protection Website, Facebook page and Twitter account, as well as a monthly Children, Families and Justice Services newsletter and a Handbook. We will continue to explore and utilise different ways of communicating with all our families and partners.

**Self-Evaluation** - To ensure we continually review our work, recognise and celebrate our successes and milestones achieved, we must have robust self – evaluation procedures to help us to identify where we want to be and how we will get there. It is important that all staff routinely self-evaluate in order to drive forward improvement. To this end, we have created a Quality Assurance calendar of audit activities to ensure we are continually reviewing our work to be the best we can be in order to improve outcomes for our children and families.

**Looked After and Accommodated** - Reducing the number of children and young people becoming accommodated continues to be a priority. At the time of writing, there are 17 young people in residential placements with no secure placements. This is down from 26 from the previous year.

**Child Protection** - The Child Protection Committee decided that a Significant Case Review was required regarding one of the families we work with. A proposal has been developed to take forward the main learning themes from the Significant Case Review. This involves the further development of PRISM (Practice Reflective

Improvement Short Modules) and introducing this into process. The main objectives of this will be for practitioners in North Ayrshire to increase their professional curiosity and appropriately challenge colleagues to protect children and young people; practitioners have opportunities to professionally reflect to ensure that practice is centred around protecting and meeting the needs of the child and practitioners have an improved understanding of the child's experience and ensure that adult's voices are not over-privileged.

**Kilwinning Locality Team** - The Kilwinning locality team continues to go from strength to strength and we have gathered both qualitative and quantitative data around the impact this model is having on prevention and early intervention work, the numbers of children being accommodated, and the number of children being placed on statutory measures. Very early analysis of our data indicates that there is positive movement as a result of locality working. Accommodation has now been identified for the Three Towns locality team and we are working towards agreeing dates for this to happen and an implementation plan involving various stakeholders.

There is a working group consisting of Senior Managers from HSCP and Education who are working on how we establish collaborative working approaches between professionals involved with children and young people. This is focused on strengthening early intervention and prevention and on young people on the cusp of becoming care experienced. This collaborative working initiative will underpin the Locality model by strengthening working practices across teams around the child.

**Pathways** - A proposal was accepted by Social Work Scotland for NAC HSCP to be a Radical Test Site for a new approach to working with parents at the point their child has been removed. This will offer a grief/trauma approach to the parent recognising the impact of having their child removed. This builds on the work of the Pathways Parenting Capacity Team and reflects parental feedback. A parent's reference group has been established who will contribute in an advisory role to helping shape the work of this team. It is hoped that this will offer parents a platform from which they are more supported in order to engage within the Parenting Capacity assessment work.

**Making A Difference (MAD)** - Justice Services continue to have a positive impact on the local community. Our service user group, MAD (Making a Difference) continues with weekly activities and has been particularly supportive of service users during the Covid-19 lockdown. Our Community Payback Order (CPO) Unpaid Work scheme has shown continuous performance improvement for the seventh year. We had 98.9% of our service users complete Level 1 orders within the required timescale and 97.6% of our Level 2 service users.

**Rosemount Team** - The Rosemount crisis intervention and intensive support service continues to provide immediate support to vulnerable children, young people, families and carers who are assessed as having a high level of need and risk. The team deliver a high quality, responsive and personalised service to maintain children and young people at home with their families/carers and within their communities.

A solution focused and whole family approach is implemented to avert family breakdown and support positive family relationships with the delivery of intensive support packages to meet the unique needs of children, young people and their parents or carers.

From April 2019 to March 2020 the team worked with 321 children, young people and their families, with 94% of the young people involved with the service remaining within their family home.

With the use of an evidenced based tool called The Rickter Scale our young people and their families demonstrated significant improvements in relationships, health and happiness.

Many families have provided feedback on the service they have received with one stating “I don’t know how we would have got through all this without Rosemount” and another commenting that “the support from Rosemount has been invaluable, I have come so far and finally built confidence and I was able to do this because of the support system that has been built around me.”

**Meadowcroft** - We have co located services to the Meadowcroft building, which is a purpose built, bespoke facility with a training kitchen, art room and IT suite. Meadowcroft is home to several specialist teams who provide a range of intensive and creative interventions to support our children, young people and families. The teams based at Meadowcroft include the Rosemount Crisis Intervention Team, The Programmes Approach Team, The Corporate Parenting Team, Throughcare Team and Residential Social Workers.

The teams relocated to the Meadowcroft building just before the pandemic and have continued to provide a responsive and comprehensive service to our vulnerable young people and families.

**Scottish National Portrait Gallery** - We continue to develop our longstanding partnership with the Scottish National Portrait Gallery to provide opportunities for our young people to realise their aspirations. In 2019 our young people from the Rosemount Project and Kinship Team participated in an innovative and adventurous exhibition called “Beings”. This exhibition explored young people’s wellbeing, through their emotional and creative response to powerful works of art from the National Galleries of Scotland’s collection.

The Beings exhibition which was supported by the North Ayrshire Alcohol & Drug Partnership, explored the many ways in which creativity can help young people to understand and express their emotions, sparking conversations about identity, emotional health, happiness, resilience and self-worth.

Beings was exhibited in The Scottish National Portrait Galleries from February to April 2019 and at the Racquet Hall in Eglinton Park in July and August 2019.

The Beings exhibition was shortlisted for the Museum and Heritage awards 2020 under the category of Partnership Project.

**Children Harmed by Alcohol Training (C.H.A.T)** - To enhance the skills of our work force and improve outcomes for young people and families the North Ayrshire ADP has invested in the C.H.A.T. training (Children Harmed by Alcohol Tool kit). During 2019 there were 44 staff from across children and family's services trained to deliver this intervention.

C.H.A.T. can be used with children, young people and families harmed by problematic alcohol use. The aim of the resource is to build resilience and protective factors in children and families.

The C.H.A.T. training has recently been evaluated by Alcohol Focus Scotland and key findings have highlighted that following training 100% of participants were more aware of the impact of harmful parental drinking on children and families and felt more confident in raising the issue of alcohol with families.

A further evaluation will take place in 2020 to explore the impact of C.H.A.T. in our work with young people and families.

**The North Ayrshire Family Wellbeing Service** - The North Ayrshire Family Wellbeing Service is based in the heart of the community; it is staffed by skilled people who know the local area and offers a 'one – stop shop' of support.

The primary aims of the support to communities is to help them become more resilient and to create a place where children feel safe, valued, understood and supported. Some of the highlights of this service are:

- Supported 84 individuals who reached out for Family Support during a time of challenge or crisis, providing emotional support to encourage mindfulness, help manage stress and build resilience.
- Supported families to manage debt of £83,241.94
- Delivered of Programme of Community Engagement events to the community and other families connected to the HUB over of 12 – month period providing social activities, trips and holiday activities to encourage informal engagement and peer support
- Secured funding from the Scottish Government to organise a Family Fun Day within the Community with a focus on Children's Rights. This was attended by over 200 children and families that brought the community together for lots of fun activities, play, and food.
- Reached out to a further 7 communities across North Ayrshire, where there was a need or vulnerability – Castlepark, Saltcoats, West Kilbride, Dalry, Beith and Kilwinning.
- Offered trauma informed Kinship Care Support to help families navigate both the emotional and legal complexities of living in kinship care arrangements.

**Throughcare and Aftercare** - The Throughcare and Aftercare teams support young people moving on from being accommodated away from home to the next stage of their lives. They are there to listen and respond to young people's emerging needs in any way they can. Support is offered in a variety of ways, for example, the team has a dedicated Employability Advisor who supports young people to explore pathways

into employment, training or education. At the end of July 2019, 66% of young people receiving aftercare services, where the economic activity was known, were in employment, education or training. This compares favourably with the nationwide figure which was 44%.

**“Hear 4u Advocacy Service”** - The Advocacy support that is provided in North Ayrshire is by Barnardo’s “Hear 4u Advocacy Service”. The service provides advocacy for children and young people aged 5 – 26 who are looked after and accommodated in residential, foster care, kinship and at home, on the child protection register and those with Additional Support Needs. Around the end of the year there were 96 children receiving advocacy support, 62 of whom were care experienced young people (CEYP).

**Kinship** - At the start of 2019 – 20 there were 328 children and young people in a Kinship placement with 248 Kinship Carers. Over the course of the year we received 60 referrals, approved 23 new kinship carers, and had 18 new Kinship Orders granted. By the end of the year, there were 343 children and young people in a Kinship Care placement with 262 Carers.

## 2.2 Health & Community Care

**Multi – Disciplinary Teams (MDT)** - A stakeholder event took place in October 2019, within Kilbirnie, to look at the roll out of Multi-Disciplinary Teams (MDT) in the Garnock Valley (GV) locality. The event was very well attended with participants being encouraged to share best practice across a range of professions. They looked at the GV MDT and how support for individuals can be delivered efficiently and proactively using integrated skills and resources. Building on the outputs from that event, the Steering Group continues to meet. In addition, there have been meetings to look at the benefits of co-locating certain staff and services who would then form the backbone to the wider MDT Progress has since been postponed due to the COVID – 19 pandemic.

**Care at Home** - Throughout the year, NHS Ayrshire & Arran have been severely challenged, resulting in significant pressures being placed on Care at Home services. That said, Care at Home within the North Partnership continues to facilitate a high number of discharges each week predominantly from the University Hospital Crosshouse site. This focus on hospital discharges means that the waiting list, for care at home provision, for individuals across the communities of North Ayrshire continues to increase. There remain moratoriums on 2 of the 3 – framework care at home providers which continue to have an impact on Care at Home capacity.

**Carers** - Carers are equal partners in care and experienced in the care they provide to their family, friends or neighbours. The NAHSCP Carers Team and Learning & Development Team supported two North Ayrshire unpaid adult carers to successfully complete their Level 2 SVQ in Social Services and Healthcare based on their caring role. One of the carers said: “It’s been a great experience and it’s helped me to overcome some of the barriers that I had about myself. It’s also encouraged me to apply for more training, and now I’m doing another course through my son’s school. I’m really glad that I did it.”

**Community Link Workers** - The Community Link Worker service continues to provide a valuable support within our GP Surgeries. There was a total of 3327 people signposted or referred to the Community Link Worker service in North Ayrshire from April 2019 to March 2020. 82% of the people engaged with the service. The three highest recorded reasons for attending the service are shown below.

- Mental Health and Wellbeing
- Financial
- Social Reasons

There were 8854 appointments available with the community link worker service at General Practices in North Ayrshire. There was a total of 5766 contacts with patients throughout the year. The community link worker service provided 6273 links to local and national supports and services

**Inspections** - Our Care inspectorate annual inspection of Care at Home and Community Alert services concluded earlier this year – with verbal feedback being received. The service retained its 'Very good' grade for Care and Support and was given an 'Excellent' grading for Management and Leadership. This grading means that the service is considered by external regulators as 'outstanding' and 'sector leading'. Whilst there are a handful of public sector services care at home grades at this level across Scotland, all of the others are very small – supporting between 10 – 25 people. This is the first time that any service of the size of our own, has been awarded such a grade. To put this in context, our Care at Home Service supports approximately 2000 people across North Ayrshire with our Community Alert Service supporting over 5000.

### 2.3 Mental Health

**Learning Disabilities** - Delivery of the Learning Disability Strategy continues to be reflected in the entirety of the activity across the service. Significant change has already been implemented with regards to respite provision. The new Trindlemoss day opportunity provision successfully opened in January 2020 and a transition programme has also commenced for the 20 supported accommodation tenancies at Trindlemoss Court. Trindlemoss provides accommodation to support some of the most vulnerable members of our communities and the accommodation includes:

- a new learning disability day facility
- supported accommodation for people with complex learning disabilities (20 houses)
- a small care home for people with learning disabilities who have very high support needs (6 houses)
- Community based mental health rehabilitation (9 houses)

The development of further supported accommodation is progressing with other opportunities in Dalry and Largs in 2021.

**Adult Community Mental Health Service (ACMHS)** - As of 1st April 2020, the Adult Community Mental Health Service was due to integrate and be accommodated at the 3 Towns Resource Centre. All construction and cosmetic works were completed on time and the furniture had arrived and was built. Despite IT capacity issues all social work and Primary Care staff have now moved into the 3 Towns Resource Centre and are operating on a rota basis in order to reduce footfall. Staff alternate between working from home and office as well as visiting high priority clients in the community as necessary. The old PCMHT base at Ayrshire Central Hospital is currently being renovated to allow movement of Learning Disability staff from Caley Court.

**North Ayrshire Drug and Alcohol Recovery Service (NADARS)** - Our first integrated team, North Ayrshire Drug and Alcohol Recovery Service (NADARS), has continued to demonstrate high levels of performance, quick access to treatment and increased supplies of Naloxone. People being supported by NADARS, during 2019 - 20, evidenced:

- 76% reduction in alcohol intake
- 66% reduction in non – prescribed drug use
- 51% improvement in physical health
- 50% improvement in physiological health
- 50% improvement in social functioning

In September 2019 North Ayrshire's Elected Members declared a drugs death emergency and requested the Health and Social Care Partnership to convene a drugs death summit of Community Planning Partners to consider multi-disciplinary local drug policy, funding and service improvements. The decision was reached due to 54 drug deaths recorded in North Ayrshire in 2019 and the impact that substance use is having on our communities in North Ayrshire. It is clear that this multi-disciplinary approach has been effective as from January 2020 to August 2020 there were 25 recorded drug deaths.

### 3. Resources

#### 3.1 Financial Pressures

In October 2018, the Scottish Government published the Medium-Term Health and Social Care Financial Framework which sets out the future shape of Health and Social Care Demand and Expenditure. Within the report it outlined that the Institute of Fiscal Studies and Health Foundation reported that UK spending on healthcare would require to



increase in real terms by an average of 3.3% per year over the next 15 years to maintain NHS provision at current levels, and that social care funding would require to increase by 3.9% per year to meet the needs of a population living longer and an increasing number of younger adults living with disabilities.

The focus of the financial framework is on the main health and social care expenditure commitments, as set out below.

- Over the course of this parliament, baseline allocations to frontline health boards will be maintained in real terms, with additional funding over and above inflation being allocated to support the shift in the balance of care.
- Over the next five years, hospital expenditure will account for less than 50% of frontline NHS expenditure. This relates to the policy commitment to 'shift the balance of care', with a greater proportion of care provided in a setting close to a person's home rather than in a hospital.
- Funding for primary care will increase to 11% of the frontline NHS budget by 2021–22. This will amount to increased spending of £500 million, and about half of this growth will be invested directly into GP services. The remainder will be invested in primary care services provided in the community.
- The share of the frontline NHS budget dedicated to mental health, and to primary, community, and social care will increase in every year of the parliament. For adults, and in some cases for children, these services, along with unscheduled hospital care, are now managed by Integration Authorities.

Availability of funding for public services correlates with economic growth, which continues to be weak with continuing uncertainty on the impact of Brexit and the Covid-19 pandemic. The partnership is supporting the continuing work within the Council and NHS Ayrshire & Arran to minimise the impact of Brexit and the Covid-19 pandemic. An area of risk to the partnership is the consequence of the funding pass through from the Council and NHS and the availability of workforce. The implementation of new policy initiatives and the lifting of the public sector pay cap



also impact on the funding available for core services and the flexibility to use resource in line with local requirements.

The main areas of pressure area continue to be care at home, looked after children and learning disability care packages. In general, these areas overspend due to this provision being demand led and subject to fluctuations throughout the year. These services are at times difficult to deliver within budget as some can be low volume but very high cost.

Financial balance has not been delivered in previous years, significant progress has been made during 2019-20 to ensure the ongoing financial sustainability of the IJB and this was reflected in the balanced budget for 2020-21 approved by the IJB in March. This work will continue and be built upon moving into the new financial year. This will need to be considered alongside the impact of COVID 19 and the need to redesign services taking full cognisance of the financial risks and opportunities which this presents.

Key successes for 2019-20 include:

- Implemented the financial recovery plan and the actions therein contributed to a steady reduction to the forecast overspend through the year, despite new demands for services partly offsetting the financial impact of the plan;
- Progress with reducing the financial overspends specifically for care home and children's residential placements which will have a significant impact on the financial plans and sustainability for future years;
- Further work has been undertaken to establish where there are areas where there has been a significant variation and movement during the year which has resulted in a re-alignment of the opening budget moving into 2020-21.

### 3.2 Financial Modelling for Service Delivery

The budget will be re-visited for 2020-21, as this was approved just prior to the pandemic and lock down, some of the plans and timescales in the balanced budget are clearly no longer realistic nor deliverable. There is a risk that if the full cost of the Covid-19 response is not funded that any overspend would need to be recovered in year, this also impacts on the affordability of the planned instalment of debt repayment to the Council.

The IJB recognises it must deliver services within its financial envelope for 2020-21 and our transformation programme will continue with delivery of the savings plan and service redesign, albeit with some delays due to services prioritising the Covid-19 response.

There is a focus on the integration of services to deliver real change to the way services are being delivered, with a realism that continuing to deliver services in the same way is no longer sustainable and changes need to be made in the way services are accessed and provided. The scale and pace of change will be accelerated as services need to adapt to 'the new normal' following the Covid-19

pandemic, however the requirement to change and re-design services to improve outcomes for individuals would exist despite the financial and pandemic pressures.

Within North Ayrshire we have developed a whole system approach to issues affecting our communities, involving all relevant members of our Community Planning Partnership.

There is an expectation that within North Ayrshire the pattern of spend will change and there will be a shift in the balance of care from institutional to community settings. The whole system approach provides a unique opportunity to change the way services are delivered. It is an opportunity to put people at the heart of the process, focussing on the outcomes they want by operating as a single Community Planning Partnership and not as a collection of individual services.

The IJB through the Strategic Plan outlines the belief that together we can transform health and social care services to achieve the joint vision for the future “all people who live in North Ayrshire are able to have a safe, healthy and active life”. Moving into 2020-21, we are working proactively to address the financial challenges, while at the same time, providing high-quality and sustainable health and social care services for the communities in North Ayrshire.

To achieve its vision, the Partnership recognises it cannot work in isolation. The Partnership is committed to the whole system approach and will continue to strengthen relationships with colleagues within the Community Planning Partnership to ensure a joint approach to improving the lives of local people.

Most importantly, the Partnership must work closer with local people and maximise the use of existing assets within communities to improve the overall health and wellbeing of people in North Ayrshire. 2020-21 is the final year of the current Strategic Plan, the timing of the development of a new Strategic Plan will allow for a period of reflection on the Covid-19 response and a timely opportunity to engage with communities over the future of our Health and Social Care services. When setting the 2020-21 budget the intention was to bring a refreshed 3-year Medium Term Financial Plan to the IJB for approval, this was not possible due to the delay in the funding announcements being made and then the focus on the Covid-19 related finance work. The MTFP will be refreshed and brought to the IJB for approval later in 2020.

## 4. Workforce

### 4.1 Workforce Planning – Staffing and Recruitment Issues

NAHSCP has a workforce that numbers 3,456 split NAC 1,756 (50.8%) and NHS 1,700 (49.2%).

### 4.2 Workforce Development

Continuous professional development increases skills and confidence in delivering quality services. We have 62 different course titles that are available to staff through NAHSCP's learning and development calendar. Based on demand and identified learning needs, 49 courses ran with 1651 delegates attending over 2019/20.

North Ayrshire Social Services Assessment Centre (NASSAC) supported approximately 68 candidates to achieve an SVQ Award to meet registration requirements (SSSC). We deliver SVQ Social Services and Health Care Awards and the Care Services Leadership and Management Award.

We also supported five modern apprentices to achieve their award and piloted a Foundation Apprenticeship in Social Services & Healthcare programme for 12 6th year pupils across the North, East and South HSCP's

Practice learning is an essential component of social work training and the NAHSCP is committed to providing Practice Learning Opportunities (PLO) for social work students via the Learning Network West (LNW). NAHSCP is well regarded as a source of good quality learning opportunities and we value the partnership working and knowledge exchange activities with our colleagues from the relevant universities, the LNW, Institute for Research and Innovation in Social Services (IRISS), the Social Work Scotland Learning and Development subgroup and the SSSC. NAHSCP provided practice learning opportunities for 25 students during 2019/20

Annual Partnership awards to celebrate the difference staff, partners, carers, volunteers and members of our communities make to improve people's lives.

## 5. Covid-19

### 5.1 Early Indications of impact on workforce and services

#### 5.1.1 Mental Health & Learning Disability Services

Mental Health Services, including Learning Disabilities and Addiction Services for North Ayrshire and for lead partnership services across NHS Ayrshire and Arran have continued to provide health and social care interventions based on contingency planning and appropriate service adaptations.

During the lockdown period some aspects of care requiring or requested to be put on hold included day care, respite, support packages and group work. Alternative support arrangements were put in place to safeguard the individuals affected and where appropriate services have worked with commissioned care providers to provide outreach and virtual contact with service users.

#### 5.1.2 Health and Community Care

Investment in Care at Home capacity has been key to ensuring we can support individuals in their own homes, avoid hospital admissions and also facilitate quick discharge from hospital. We have continued to grow our workforce during the pandemic and had two recruitment events, with a total of 143 individuals attending. We are currently working through the process of filling these vacancies including facilitating induction training for new staff. The recruitment events and process has been carried out in line with safe social distancing measures in place. We have had high staff absence levels, particularly at the start of the pandemic, in our Care at Home service due to the nature of the work i.e. delivering personal care and the vulnerable individuals being supported by this service. Our commissioned providers have faced similar challenges and during the pandemic have handed back some work to the partnership in-house team to deliver. Contingency plans for Care at Home include staff working additional overtime, employing returning staff and changing shift patterns to increase hours and capacity.

In reality the increased capacity, alongside a number of service users taking the decision to put services on hold at this time, due to self-isolating or receiving support from other support networks, there has been limited requirement to deploy the contingency plans for Care at Home. These options remain as we move forward into the next phase of the response.

Beginning in March 2020, there have been several outbreaks of Covid-19 in community settings across Scotland, including in North Ayrshire. The most commonly affected setting has been that of Care Homes for elderly people.

In North Ayrshire our care home services are delivered primarily by independent providers, either charitable, third sector or private businesses. We have long established contract management arrangements in place for care homes and these have been enhanced and ramped up in North Ayrshire in response to the evolving position in care homes. All care homes have a dedicated contract officer in the Commissioning team who are responsible for ensuring prompt responses to any concerns or queries from care homes.

Following an announcement by the Cabinet Secretary on 17th May 2020, North Ayrshire set up its "Care Home Oversight Group". The group continues to meet daily and the CSWO is a key member. At our first meeting we set the tone for the group's work by emphasising that although infection control was a priority, we needed to recognise that Care Homes were first and foremost people's homes. We therefore adopted a holistic approach to our task to help ensure that the human rights of the residents were respected and safeguarded and that the Care Home staff were supported by us as much as possible.

The Oversight Group arranged for a social worker and a nurse to jointly visit every care home in North Ayrshire and provide the Oversight Group with detailed reports. Appropriate follow up actions were taken where necessary.

At a Care Home Forum meeting the CSWO spoke about his role in relation to Care Homes and was pleased to learn that, overall, Care Home staff had seen our involvement as being positive and supportive".

#### 5.1.3 Children, Families and Justice Services

At the beginning of lockdown the Chief Social Work Officer issued interim guidance to staff for Child and Adult Protection procedures to ensure that key processes could be carried out virtually. The South West Scotland MAPPA Coordinator did the same for the multi-agency management of sex offenders. It was decided that the Child and Adult Protection Committees should meet every two weeks and the Child and Public Protection Chief Officers Group on a four-weekly basis. The MAPPA Strategic Oversight Group agreed to meet monthly.

All partners in child and adult protection and MAPPA are in agreement that the interim procedures worked well and that protection services remained robust. Staffing levels have remained good, and there was a sharp reduction in child and adult concern referrals at the beginning of lockdown.

It is anticipated that in the months after lockdown, and when measures have been relaxed and children return to school, that there will be a significant increase of public protection referrals. For example, we are aware of huge increases in referrals to mental health and domestic abuse helplines. Much of the harm during lockdown has been hidden and will only become apparent when communities return to some kind of normal.

Courts have been closed during lockdown so there is a significant backlog of court work that will impact on Justice Services. Children's Hearings have been held virtually during lockdown and only a fraction of Hearings have taken place. The Children's Reporter has advised that we should expect an unprecedented demand for reports and attendance at Hearings following the relaxation of lockdown.

Children and Families staff have worked with dedication and enthusiasm throughout the Pandemic to support children and young people within our communities. Between 21st of March and 26th of June, covering the period of lockdown, 5969 children were visited. Within this number there were 991 visits made to families identified as particularly vulnerable. Over 5,000 telephone calls were made to support families within the same period of time. Many staff were redeployed into

critical areas eg Child Protection, Children's houses and Summer Hubs Staff flexibility and willingness go the extra mile enabled vital support to be provided at the right time to children who required it.

The facilitation of face to face family time for Looked After and Accommodated children and their parents has been a critical area of practice to ensure the needs of these children and the impact of separation from their family has been lessened. Staff across Children and Families have been engaged to ensure this face to face family time is promoted positively and there has been incredible creativity shown in providing disposable arts and crafts activities, games etc for family units to enjoy within these supervised visits.

HSCP staff worked in conjunction with the Education and Communities Directorate to provide care for Keyworkers' children and the children identified as being at greater vulnerability. This was provided within local schools, early years centres and day carers and in the summer within community venues. Children and young people were afforded positive play and learning opportunities.

Our Young Peoples' Suicide Taskforce and Young Peoples' Strategic Suicide Prevention Group continue to meet regularly. For suicide prevention week, a video was created with young people talking about their experiences during lockdown. This was very successful in reaching its targeted audience. The adverts on Instagram were successful and managed to generate over 4000 views within North Ayrshire, and an overwhelming majority were young people. There were also discussions at the taskforce in relation to a wider mental health campaign for young people impacted by the Covid-19 pandemic. This will be discussed further within the Young People's Strategic Suicide Planning Group.

A new Service Access pathway to support young people who attempt suicide is in the process of being finalised and has been developed in partnership with Education and CAMHS. This is due to be presented at the Social Work Governance meeting. Additionally, the Pan Ayrshire Distressed Children's Pathway has also been agreed and is scheduled to be discussed further within the Young People's Strategic Suicide Prevention Meeting.

An increase in the number of children and young people who have presented at hospital due to overdoses has increased since coming out of lockdown across Ayrshire and within North Ayrshire. An HSCP Senior Manager is continuing to notify the Named Person Service and CAMHS as appropriate to ensure that there is a joined-up response to these children and young people.

Lockdown has had a significant impact on the wellbeing of many service users and staff. Our Head of Service for Children, Families and Justice Services sent a small gift of chocolates with an accompanying letter to all care experienced young people. Additionally, the same was distributed to Team Managers and staff as a thank you for the work undertaken during the pandemic. This simple gesture had a huge impact in lifting the spirits of both service users and staff.

## 5.2 Key Priorities for Recovery

Key areas of the mobilisation plan submitted to the Scottish Government include:

- Reducing the level of delayed discharges for patients in acute, Mental Health inpatients and community hospitals
- Island resilience with planning supported by a Multi Disciplinary Team approach including local GPs
- Our community hospital response to managing potentially high bed occupancy levels, alongside staff availability and the flow from acute
- Maintain as far as possible mental health services, with community provision limiting face to face contact and flexibility of resources for in-patient services to ensure no cessation of services
- Resilience and sustainability of current levels of care at home provision, alongside increasing capacity to facilitate hospital discharge and support shielded individuals
- Step Up/Step Down residential provision, establish provision of temporary residential or nursing care provision to both facilitate quicker hospital discharge and also to avoid further hospital admissions from the community, including planning for contingency surge capacity
- Supporting adults with complex needs by ensuring alternative community supports on closure of respite and day services alongside social distancing requirements
- Maintaining existing levels of care in our children's services to protect vulnerable children and adopting new ways of keeping in touch with vulnerable children
- Established "enhanced" locality-based Community Hubs to support vulnerable individuals, including those shielding
- Sourcing and establishing reliable supply chains of Personal Protective Equipment (PPE)

The mobilisation plan is monitored regularly and updates on the costs associated with the NSHSCP response are submitted to the Scottish Government. The costs are outlined later in the finance sections.

## Appendix

### MHO service

Mental Health (Care and Treatments) 2003	2013 - 14	2014- 15	2015- 16	2016- 17	2017- 18	2018- 19	2019- 20
Emergency Detentions	30	29	24	44	44	54	54
Short Term Detentions	71	72	75*	87	69	74	67
Compulsory treatment	48	40	54	25	52	38	51
Warrants undertaken	2	1	3	1	2	1	6

Criminal Justice Act Scotland 1995	2013 - 14	2014- 15	2015- 16	2016- 17	2017- 18	2018- 19	2019- 20
CORO	4	4	4	4	4	4	3
Compulsion Orders	4	4	6	5	6	2	6
Hospital Directions	1	1	1	1	1	1	1
Assessment Orders	4	1	2	2	2	2	2
Treatment Orders	2	1	1	2	2	4	2
Transfer for Treatment	1	0	3	3	3	2	1

Adults with Incapacity Action (Scotland) 2000	2013- 14	2014 - 15	2015 - 16	2016 - 17	2017 - 18	2018 - 19	2019 - 20
Private Welfare Guardianships*	204	291	255(60)	287(67)	367 (92 new)	411 (58 new)	272 (67 new)
CSWO Guardianships **	44	47	59(19)	52(21)	46(8 new)	40 (16 new)	64 (24)
Financial Intervention Order (LA) ***	42	58	53	41 & 21 in process	57	26	31
MHO Report: PWG application	79	86	68	96	100	38	104

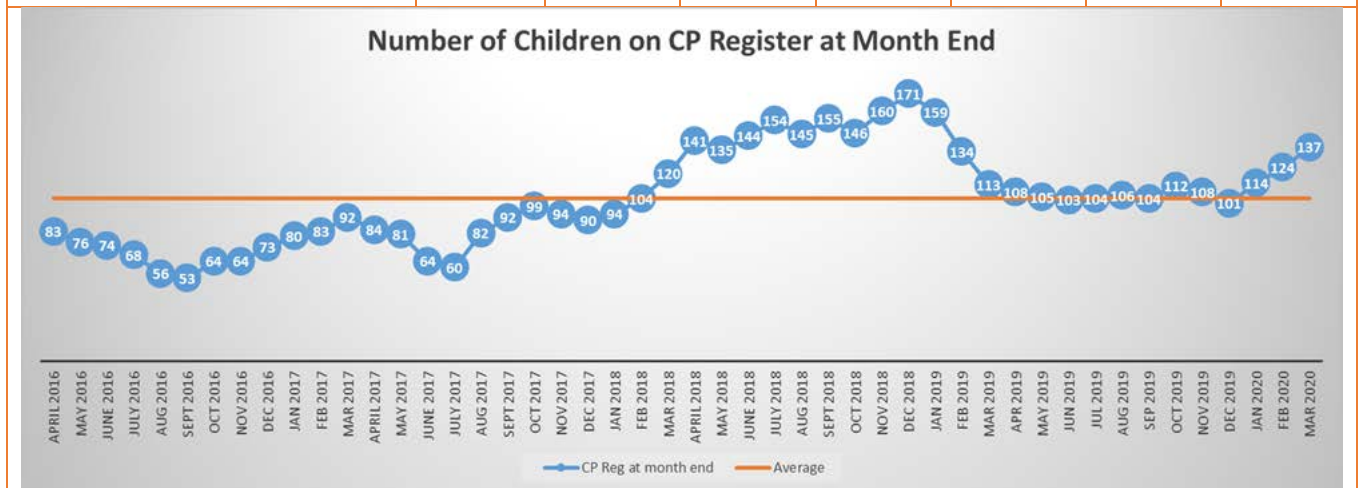
### Adult protection

	2013 - 14	2014- 15	2015- 16	2016- 17	2017- 18	2018- 19	2019- 20
ASP Referrals	631	812	697	654	512	457	568
ASP Case Conferences	24	44	73	48	40	47	66
Protection Orders	9	7	6	4	4	1	0
Adult Concern Reports	0	1039	1349	1446	1609	1,838	2335



## Child protection

	2013 - 14	2014- 15	2015- 16	2016- 17	2017- 18	2018- 19	2019- 20
Child Protection Concerns	885	825	889	810	972	920	849
Child Protection Investigations (CP1s)	578	443	402	406	538	374	447
Child Protection Initial Conferences	81	101	82	74	103	126	123
Pre – Birth Conferences	26	32	30	15	36	43	41



## Looked after children

	2013 - 14	2014- 15	2015- 16	2016- 17	2017- 18	2018- 19	2019- 20
Children newly accommodated in North Ayrshire	100	91	81	64	63	69	84

\*\*Where the number of children accommodated = the number of children either admitted into any placement type except "At Home with Parents" / "With Friends/Relatives" OR moved from "At Home with Parents"/"With Friends/Relatives" to any other placement type

	2013 - 14	2014- 15	2015- 16	2016- 17	2017- 18	2018- 19	2019- 20
Foster Carers		85	97	100	103	104	98

<i>Permanency Planning</i>	2013 - 14	2014- 15	2015- 16	2016- 17	2017- 18	2018- 19	2019- 20
Number of permanency plans approved	25	38	22	37	35	-	30
Adoption – approved and placed	3	15	13	10	10	10	3
Adoptions granted	9	3	15	13	8	7	8
Permanence orders approved	27	7	11	16	14	7	11
Permanence orders granted	12	14	6	9	12	9	8

## Emergency placements

	2015-16	2016-17	2017-18	2018-19	2019-20
Child Protection Orders	13	12	15	25 (17 family groups)	32
S143 of the Children's Hearing (Scotland) Act 2011	21	24	-	-	-

## Secure placements

	2015-16	2016-17	2017-18	2018-19	2019-20
Number of secure placements	3	1	0	1	4

## Justice Services

	2016-17	2017-18	2018-19	2019-20
Number of reports submitted to the courts (CJSW reports, Section 203, Short Notice CJSW & Supplementary CJSW)	844	826	754	763
Number of home leave and background reports submitted	118 (64 leave reports, 54 background reports)	102 (44 leave reports, 58 background reports)	114 leave reports – 49 background reports -65	151 (66 Leave reports, 85 background reports)
Unpaid Work Orders	579	480	403	360

	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
Level 1 Mappa	130	142	155	153	181	163
Level 2 Mappa	10	14	4	7	2	7
Level 3 Mappa	1	1	1	2	1	5