

# CHIEF SOCIAL WORK OFFICER ANNUAL REPORT 2017-18

RESPECTFUL  
SUPPORTIVE



**THE  
SOUTH  
AYRSHIRE  
WAY**

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## Introduction

The role of the CSWO within South Ayrshire Health and Social Care Partnership (HSCP) is to provide professional governance, leadership and accountability for the delivery of Social Work and Social Care Services, not only those provided directly by the HSCP, but also those commissioned or purchased from the Third and Independent Sectors. South Ayrshire Social Work Services are delivered within a framework of statutory duties and powers and are required to meet national standards and to provide Best Value. The Chief Social Work Officer is responsible for ensuring overall standards of professional practice within the area.

Since 2014, Annual Reports on Social Work Services have been produced and submitted to the Council's Leadership Panel and, since 2015, these have also been submitted to the Integration Joint Board. The standard template provided by the Office of the Chief Social Work Adviser to the Scottish Government is used as the basis for this report. This standardised approach enables the Office of the Chief Social Work Adviser in the Scottish Government (OCSWA) to collate an overview summary report based on the key content of all the reports submitted by CSWOs across Scotland.

# 1. CSWO's Summary of Performance

## Key challenges, developments and improvements during the year

Local performance is included in the [South Ayrshire HSCP Annual Performance Report for 2017-18](#). Key challenges, developments and improvements made during the year are detailed below.

An updated [Strategic Needs Assessment](#) was produced in 2017-18 to inform the new Integration Joint Board Strategic Plan for 2018-21. This assessment continues to show a number of significant demographic and other pressures across a range of activity areas.

The elderly population in South Ayrshire continues to be greater proportionally than in Scotland as a whole. The dependency ratio of older and younger people to the working age population is continuing to increase and South Ayrshire has the highest proportion of people aged over 100 in Scotland.

This background has created increasing demand for care home places and for care at home. In the current challenging financial climate, these population-based pressures are also increasing demand on acute hospital services, locally, with adverse impacts on admission, length of stay and discharge.

The Strategic Needs Assessment also highlights a significant demand on Children's Health and Care Services as a consequence of issues arising from child poverty, fuel poverty and other factors associated with deprivation. Need is localised and is most acute in particular localities, such as Ayr North and parts of Girvan and South Carrick.

2017-18 saw higher rates in terms of dementia, depression and learning disability in South Ayrshire than in Scotland as a whole, contributing to significant pressure for services. These are current areas of focus for the HSCP, as are issues relating to child and adult protection.

New strategies and action plans covering Looked After Children in South Ayrshire, Adult Community Mental Health and Adults with a Learning Disability were developed to address some of these issues within the limited resources that are currently available. In addition, eligibility criteria for the provision of services and support to carers and young carers, as required by the new Carers (Scotland) Act 2016 have been developed, agreed and published.

In response to the needs of children, young people and their families and carers, steps have been taken to implement the provisions of the Community Planning Partnership's Children's Services Plan for 2017-20 and a Champion's Board was created for looked after children and young people to give them a voice in their care

in South Ayrshire. Funding was approved by Leadership Panel in 2017 to develop an Intensive Family Support Service to support earlier intervention and prevention of accommodation for young people.

Additionally, staff in the HSCP have played a key role, working with others in partner organisations to improve services for children and young people, through the implementation of the recommendations from the Joint Inspection of Children's Services in 2016 and from which good progress was demonstrated and reported in 2017-18 after a follow-up inspection.

Further good progress has been made to transform health and social care services in South Ayrshire through on-going work to recommission services purchased from the Third and Independent Sectors in areas such as learning disability, mental health and day services for older people.

The HSCP has established good working relationships with partner organisations from across the sectors. Representatives from a number of these sit on the Integration Joint Board, contribute to the work of its Strategic Planning Advisory Group and are active participants in a number of provider and other forums.

### Key Achievements

- [Strategic Needs Assessment](#)
- [Locality Planning Framework](#)
- [South Ayrshire Locality Profiles](#)
- [Children's Services Plan](#)
- [Corporate Parenting Plan](#)
- [Adult Learning Disability Strategy](#)
- [Adult Community Mental Health Strategy](#)
- [South Ayrshire Locality Profiles – Summary Document](#)
- [New Commissioning Plans](#)

### Challenges

- Challenging financial climate
- Population based pressures
- Deprivation
- Higher rates for dementia, depression and learning disability than in Scotland as a whole
- High demand for acute hospital services
- Recruitment and retention difficulties for social work and social care staff

## 2. Partnership Working

### Governance and Accountability Arrangements

The principal governance body of the Health and Social Care Partnership (HSCP) is the South Ayrshire Integration Joint Board (IJB) which has put in place a governance framework and a range of governance policies. These governance responsibilities also include responsibility for delegated Justice functions relating to Social Work. A Performance and Audit Committee, Strategic Planning Advisory Group and Health and Care Governance Committee all support the work of the IJB.

The main developments in the governance framework during 2017-18 were:

1. Locality Planning in South Ayrshire continues to grow and provides a local focus within each of the six localities for local people and local professionals to consider and discuss local needs and how these might be addressed. A highlight of locality planning in 2017-18 were the local decision days organised in each of the six localities which saw a Participatory Budgeting based approach adopted in the support of local community groups. Other locality-based developments included the launch of a new Dementia Friendly Group in Troon.
2. A Risk Management Strategy was approved which includes the publication and approval of a Strategic Risk Register which is updated by the Board, normally on a six monthly basis.
3. A Health and Care Governance Committee has been established which provides assurance to the Integration Joint Board on the delivery of safe, effective, person centred care in line with the Integration Joint Board's statutory duty to oversee the quality of health and care services.
4. A new Social Work Complaints Procedure has been introduced to comply with the guidance produced by the Scottish Public Services Ombudsman. Complaints relating to health care are dealt with through NHS Ayrshire & Arran Health Board procedures.
5. Care Inspectorate Grades for registered services are monitored and reported to the IJB Performance and Audit Committee as part of the ongoing utilisation of performance information to drive continuous improvement. In 2017-18 grades were reported twice to the Performance and Audit Committee.
6. Ongoing quality assurance activities include random sampling and checking of cases, self-evaluation exercises, and performance and service reviews. This work includes partners from across the sectors.

### 3. The Social Services Delivery Landscape

South Ayrshire is set in the south west of Scotland, with a population (2016) of 112,470. Approximately 70% of the population live in Ayr, Prestwick and Troon, with the remainder spread over a large rural area of 422 square miles, extending from Troon and Symington in the North, to Ballantrae and Loch Ryan in the South. The distribution of the population is illustrated in the table below.

Locality	Total Population
Ayr North & Former Coalfield Communities	21,170
Ayr South & Coylton	30,454
Girvan & South Carrick Villages	9,504
Maybole & North Carrick Villages	10,697
Prestwick	22,028
Troon	18,547
<b>Total</b>	<b>112,400</b>

Locally the approach adopted in terms of health and social care services continues to be based on early intervention, prevention, anticipatory care planning, the innovative use of technology, choice and control for individuals over the way in which their care is provided and in joint working with communities.

As a Community Planning Partner, the approach in the HSCP in relation to support offered to children and young people is focussed on the development of early intervention approaches. As a Corporate Parent, the focus is on improving outcomes and the potential of looked after children and young people. Social Work Justice Services have adopted a pan-Ayrshire based approach to community justice.

The local needs of the people living in South Ayrshire are reflected in the Strategic needs assessment as described in [section 1](#).

## **The Carers (Scotland) Act 2016**

Implementation of the provisions of the new Carers Act took effect on 1<sup>st</sup> April 2018 and a range of activity took place in 2017-18 to prepare for implementation including:

- development of an Adult Carer Support Plan and Young Carers Statements;
- development of local operational guidance on the Act;
- development, agreement and publication of Local Eligibility Criteria on support for Carers;
- a variety of awareness raising and training sessions;
- the development of a Young Carers workstream with engagement from Education and other Council and Health colleagues;
- updating of information for Carers on the HSCP Website and a new 'Strictly Carers' publication was produced; and
- a Short Breaks Statement for Carers was published.

## **Self-Directed Support**

Self-Directed Support (SDS) continues to be embedded in South Ayrshire with a local work plan in place that reflects the Scottish Government National Work Plan for the period 2016-18. As well as being a key driver in the IJB Strategic Plan, SDS has also been incorporated as a key strategic objective in the development of the Learning Disability, Mental Health and Dementia Strategies.

The Director of Health and Social Care commissioned a review of the progress and implementation of Self-Directed Support in South Ayrshire. The review was carried out by 'In-Control Scotland' over a 5 month period from September 2017 - January 2018 and made the following four key recommendations:

### **Promoting Self-Directed Support**

In keeping with its strategic importance nationally, the Partnership should "reboot" self-directed support within South Ayrshire, building on existing strengths and providing it with a fresh impetus, an enhanced status, and stronger leadership.

### **Re-design of Systems and Processes**

In order to maximise the greatest levels of individual choice, control, and creativity in service design, the Partnership should phase out the current equivalency calculator model of resource allocation and replace it with a system that permits the allocation of individual budgets.

## **Developing, Cultivating and Encouraging New Ways of Working**

The current training provided in self-directed support by the Partnership should be reviewed and a refreshed training plan developed.

## **Engaging, sharing and celebrating Self-Directed Support**

Publicly available information should be reviewed to ensure that it provides information about the rights, responsibilities and opportunities intrinsic to self-directed support is easily available, including local stories and experiences.

The recommendations have been incorporated into an action plan designed to manage and monitor progress. This will be taken forward in 2018-19 with a particular focus on the replacement of the equivalency model with a Resource Allocation System.

## **Service Commissioning**

The HSCP works collaboratively with external service providers to develop and improve services designed to meet the outcomes of the people being supported. Provider Forums are the primary vehicle for this work and have been established across a wide range of service areas including Care Homes, Care at Home, Learning Disability, Mental Health and Day Services.

Commissioning Officers within the Partnership's Planning and Performance Team are responsible for commissioning and recommissioning services from external providers in conjunction with South Ayrshire Council's Corporate Procurement Service. These Third and Independent Sector Organisations provide a significant element of the day-to-day care provided to service users in South Ayrshire. On-going management of the relationship between external providers and the monitoring of contracts was carried out by the HSCPs Contracts and Commissioning Team in 2017-18.

Work to develop a new Commissioning Plan for externally provided Care at Home Services (around 70% of the total service) commenced in 2017-18. This will see in the order of £7.9m being spent per annum on this service area over the four-year period from 2019 - 23 providing over 9,600 hours of support each week. A new framework contract is expected to take effect from early in 2019- 20.

New commissioning plans have been developed for both Adult Learning Disability and Mental Health Services. Underpinning these plans is increased choice and control for individuals in receipt of services. The use of SDS throughout the commissioning of services will encourage more flexibility and increased choice and control for individuals.

Tenders for the two new framework contracts were invited in 2017-18 to come into effect during 2018-19. These are expected to lead to significant service modernisation in line with the short, medium and long-term service level outcomes set out in each of the Commissioning Plans. The new Commissioning Plans for Learning Disability and Mental Health will direct £15.2m of work in a full year and will directly cover the services provided to 579 individuals. The development of these new Commissioning Plans was as a result of much collaborative work across services and across the sectors.

A new framework contract for externally sourced Day Services for Older People came into effect in September 2017.

### **Review of Duty System and Audit and Quality Assurance**

Following a review of the Duty Systems referred to in last year's report, work was done to seek further improvement in professional practice within Adult Social Work Services through the development and publication of an Audit and Quality Assurance process. This also included revised process/procedures for reviewing each support package.

## 4. Resources

### Main financial pressure areas

A summary of key budget pressures and underspends is provided in the table below for the IJB (this includes social work and social care streams as well as health). This shows a small underspend of £968,000 or 0.45% against a total budget of £213,368,000 for 2017-18.

Whilst delivering a small underspend overall, the table highlights areas of overspend particularly in relation to older people's services. Early indications in 2018-19 show that this is continuing to grow and is likely to become a significant area of risk for the HSCP.

Another emerging challenge is in relation to Children and Families Social Work Services where a significant overspend has arisen in outwith-authority placements, creating another financial risk for the IJB Integrated Budget.

Financial risk is reflected in the Strategic Risk Register which is reported to IJB and financial risks are currently categorised as "high risk". Given the emerging scale of the projected overspend, mitigation within the existing resource base may be difficult to achieve.

South Ayrshire Health & Social Care Partnership									
Financial Report as at 31st March 2018									
	2017/18 Budget			2017/18 Budget			2017/18 Budget		
	Council			Health			Combined		
	Budget	M12	Variance	Budget	M12	Variance	Budget	M12	Variance
	£'000	£'000	£'000	£'000	Actual £'000	£'000	£'000	£'000	£'000
<b>Community Care &amp; Health</b>									
Older People	38,369	39,537	(1,168)	0	0	0	38,369	39,537	(1,168)
Physical Disabilities	3,535	3,558	(23)	0	0	0	3,535	3,558	(23)
Biggart Hospital	0	0	0	4,701	4,971	(270)	4,701	4,971	(270)
Girvan Hospital	0	0	0	1,161	1,157	3	1,161	1,157	3
Community Nursing	0	0	0	4,481	4,361	119	4,481	4,361	119
<b>Total Community Care &amp; Health</b>	<b>41,904</b>	<b>43,095</b>	<b>(1,191)</b>	<b>10,342</b>	<b>10,490</b>	<b>(148)</b>	<b>52,246</b>	<b>53,585</b>	<b>(1,339)</b>
<b>Primary Care</b>									
Prescribing	0	0	0	25,256	25,256	0	25,256	25,256	0
General Medical Services	0	0	0	14,721	14,617	104	14,721	14,617	104
<b>Total Primary Care</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>39,976</b>	<b>39,872</b>	<b>104</b>	<b>39,976</b>	<b>39,872</b>	<b>104</b>
<b>Mental Health Services</b>									
Learning Disabilities	18,905	18,826	79	448	416	32	19,353	19,242	111
Mental Health Community Teams	3,400	3,368	32	2,493	2,553	(59)	5,893	5,921	(27)
Addictions	868	790	78	892	870	22	1,760	1,660	100
<b>Total Mental Health Services</b>	<b>23,173</b>	<b>22,984</b>	<b>189</b>	<b>3,833</b>	<b>3,838</b>	<b>(5)</b>	<b>27,006</b>	<b>26,822</b>	<b>184</b>
<b>Hosted Services</b>									
Continence /Community Store	0	0	0	634	559	76	634	559	76
TEC	0	0	0	540	240	300	540	240	300
Family Nurse Partnership			0	528	518	10	528	518	10
AHPs	0	0	0	19,603	19,690	(87)	19,603	19,690	(87)
<b>Total Hosted Services</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>21,304</b>	<b>21,006</b>	<b>298</b>	<b>21,304</b>	<b>21,006</b>	<b>298</b>
<b>Children and Criminal Justice Services</b>									
C&F Social Work Services	20,547	20,458	89	0	0	0	20,547	20,458	89
Criminal Justice	1,859	1,837	22	0	0	0	1,859	1,837	22
Health Visiting	0	0	0	2,136	1,892	244	2,136	1,892	244
<b>Total Children and Criminal Justice Services</b>	<b>22,406</b>	<b>22,295</b>	<b>111</b>	<b>2,136</b>	<b>1,892</b>	<b>244</b>	<b>24,542</b>	<b>24,187</b>	<b>355</b>
<b>Integrated Care Fund/ Delayed Discharge</b>	<b>1,090</b>	<b>820</b>	<b>270</b>	<b>1,039</b>	<b>796</b>	<b>243</b>	<b>2,129</b>	<b>1,616</b>	<b>513</b>
<b>Support Services</b>									
Directorate	1,471	1,319	152	913	902	11	2,384	2,221	163
Other Services	2,171	1,820	351	0	0	0	2,171	1,820	351
Payroll management target	257	0	257	0	0	0	257	0	257
<b>Total Support Services</b>	<b>3,899</b>	<b>3,139</b>	<b>760</b>	<b>913</b>	<b>902</b>	<b>11</b>	<b>4,812</b>	<b>4,041</b>	<b>771</b>
Scheme of Assistance	721	640	81	0	0	0	721	640	81
Inter Agency Payments	(19,834)	(19,834)	0	19,834	19,834	(0)	0	0	(0)
<b>Partnership Total</b>	<b>73,359</b>	<b>73,139</b>	<b>220</b>	<b>99,378</b>	<b>98,630</b>	<b>748</b>	<b>172,737</b>	<b>171,769</b>	<b>968</b>
Recharges from other Partnerships				19,170	19,170		19,170	19,170	0
Acute Hospitals				21,461	21,461		21,461	21,461	0
<b>IJB Total</b>	<b>73,359</b>	<b>73,139</b>	<b>220</b>	<b>140,009</b>	<b>139,261</b>	<b>748</b>	<b>213,368</b>	<b>212,400</b>	<b>968</b>

## Early intervention and prevention

Additional funding received from the Scottish Government for the Integrated Care Fund (ICF) for 2017-18 was £2,340,000. Significant investment has been directed towards early intervention and prevention approaches, for example, self-management and rehabilitation work as shown in the table below:

Programme Theme	ICF investment	Actual Spend
Supporting Service Improvement, Redesign and Change	£388,700	£268,283
Developing Community and Locality based preventative programmes	£538,500	£505,573
Developing comprehensive clinical and care pathways	£303,000	£270,615
Developing Self-management and rehabilitation programmes	£305,071	£263,819
Developing Technology Enabled Care	£215,000	£188,448
Programme and Performance Support and Enablers	£114,400	£103,516
Additional Spend*	£475,329	£695,473
<b>Grand Total</b>	<b>£2,340,000</b>	<b>£2,295,727</b>

Note:\* The Additional Spend takes into account any underspend or funding discrepancy and is used to fund other projects in the financial year.

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.

## 5. Service Quality and Performance including delivery of statutory functions

### Care Inspectorate

The Partnership's internally provided care services such as Care at Home, Care Homes, Day Care, Respite, Fostering and Adoption Services and Children's Care Homes, are regulated and inspected by the Care Inspectorate. Most services provided and commissioned by the Partnership continue, in the main, to receive high grades by the Care Inspectorate. In 2017-18, overall, 87% of South Ayrshire Health and Social Care Partnership inspected services were graded 'good' (4) or above. For some services, it has been necessary to agree action plans for improvement with the Care Inspectorate where aspects of the service provided fell below the level deemed acceptable. This included South Lodge Residential Care Home and the In-House Care at Home Service. The IJB [Performance and Audit Committee](#) is actively monitoring improvement activity in these areas and improvements in performance are being made.

In 2017-18, nine in-house care services were inspected and the table below shows the evaluations awarded to each service. The table also indicates whether any recommendations and or requirements were made by the Care Inspectorate. Of these, 44% were graded 'good' (4) or above.

Base/ Care Inspectorate No.	Date	Quality Theme	Evaluation Grade (Out of 6)	No. of Recommendations	No. of Requirements
<b>Children and Families</b>					
Cunningham Place, Ayr/ CS2013316915	06.02.18	Care and Support	3	5	1
		Environment	Not Assessed		
		Staffing	3		
		Management/ Leadership	Not Assessed		
Sundrum View, Coylton/ <sup>1</sup> CS2003045401	21.02.18	Care and Support	2	2	3
		Environment	Not Assessed		
		Staffing	Not Assessed		
		Management/ Leadership	2		
<b>Older People's Services</b>					
Hillcrest Residential Unit, Girvan/ CS2003001298	06.06.17	Care and Support	6	0	0
		Environment	Not Assessed		
		Staffing	Not Assessed		
		Management/ Leadership	5		
South Lodge, Ayr/ CS2003001315	07.08.17	Care and Support	2	27	13
		Environment	2		
		Staffing	2		
		Management/ Leadership	2		
<b>Adult Services</b>					
Girvan Opportunities, Girvan/ CS2003049403	24.04.17	Care and Support	6	0	0
		Environment	Not Assessed		

<sup>1</sup> The Inspection related to a small "satellite" care facility at Glenriddel Road linked to the new Sundrum View Children's Home. This is now closed as part of streamlining our Children's Services to focus on prevention and early intervention approaches.

Base/ Care Inspectorate No.	Date	Quality Theme	Evaluation Grade (Out of 6)	No. of Recommendations	No. of Requirements
		Staffing	5		
		Management/ Leadership	Not Assessed		
Supported and Continuing Care Service, Ayr/ CS2007149662	07.06.17	Care and Support	4	1	0
		Environment	Not Assessed		
		Staffing	4		
		Management/ Leadership	5		
Chalmers Road/ Ayr CS2003001299	07.04.17	Care and Support	5	1	0
		Environment	Not Assessed		
		Staffing	Not Assessed		
		Management/ Leadership	5		
Kyle Support Service, Ayr/ CS2010272231	11.05.17	Care and Support	5	4	0
		Environment	3		
		Staffing	5		
		Management/ Leadership	4		
<b>Services for All</b>					
South Ayrshire Homecare, Ayr/ CS2006133677	28.12.17	Care and Support	3	13	5
		Environment	Not Assessed		
		Staffing	3		
		Management/ Leadership	2		

### Joint Inspection of Children's Services in South Ayrshire

The Care Inspectorate published the [Joint Inspection of Services for Young People in South Ayrshire](#) on 4<sup>th</sup> October 2016. In response to the Inspection Report, the HSCP and its partners prepared and agreed an Action Plan with the Care Inspectorate to address the five areas for improvement that had been identified.

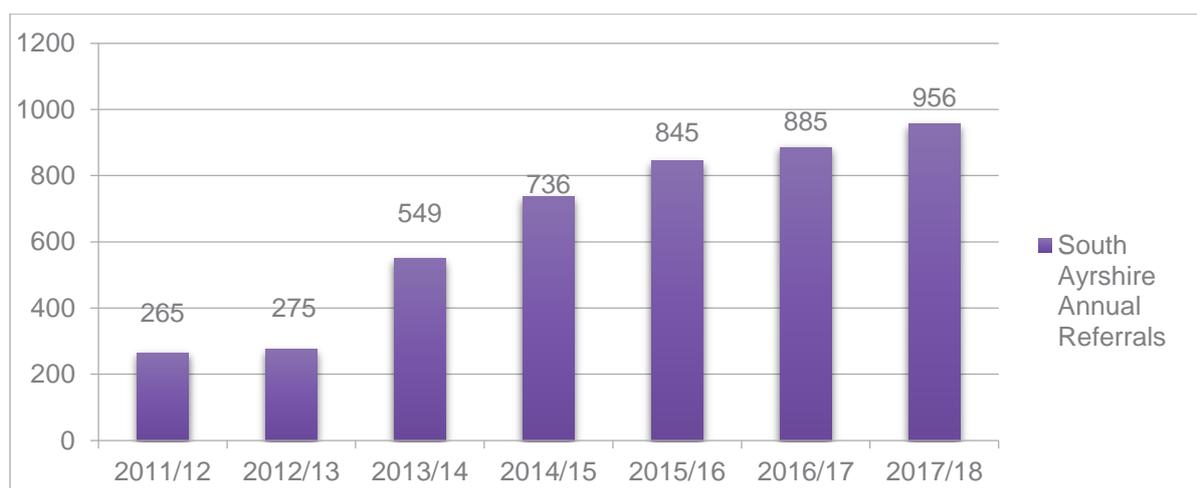
In January 2018, the Care Inspectorate returned to South Ayrshire to determine progress in addressing the issues raised. Feedback from this visit identified that improvements had been made in all areas and as a result, agreed that no further review work would be required in relation to the 2016 report. The formal report from this follow-up visit was published in May 2018 and will be reported in the Partnership's Annual Performance Report for 2018-19.

In 2017-18, in terms of the Scottish Government National Indicator on service quality, 65% of Independent Sector Care Homes in South Ayrshire received grades of "good" or above in the most recent Care Inspectorate inspections. 94% of other Third and Independent Sector provided services in South Ayrshire received grades of "good" or above.

### Adult Support and Protection

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

The Adult Protection service received 956 referrals in 2017-18 which was an increase compared with 885 referrals in 2016-17. Response rates to protection concerns have improved over the past year with 77% of referrals being completed within 5 working days in the last quarter of 2017-18 compared with 55% for the same quarter in 2016-17.



The proportion of overall referrals which have come through Police Scotland continues to fall. This reduction in the proportion of referrals which originate with Police Scotland is likely to be directly linked to the Adult Concern Initial Response Team (ACIRT) and the screening of reports/incidents prior to a referral being made.

The overall number of referrals from health services remains relatively small, but there has been a steady and significant increase over the reporting period. This is likely to be reflective of the various pieces of work that had been developed to raise awareness of ASP issues and encourage reporting amongst health service staff. This has included specific work to raise awareness of adult protection within the Emergency Departments at both Crosshouse and Ayr Hospitals.

The ACIRT Team continues to operate as an effective means of dealing with, and responding to, referrals originating from Police Scotland. With the Team having been in operation for just over a year, a formal review is to be carried out. Part of the purpose of this review will be to consider the evidence base for further expanding and developing this model of practice.

	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Adult Support and Protection Referrals	275	549	736	845	885	956
Adult Support and Protection Case Conferences	109	125	125	194	177	139
Adult Support and Protection Investigations	68	49	64	101	164	166

### Guidance and Procedures

Adult Support and Protection Local Operating Procedures and Staff Guidance documents have been revised and made available. The revision provides additional safeguards for adults at risk and clearer guidance for those who are working to protect them and to keep them safe. These new documents sit alongside the revised Adults with Incapacity procedures and guidance. Together, these revisions reflect an ongoing commitment to practice development and staff support.

### Learning and Development

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, although issues of capacity need to be addressed. The table below shows a breakdown of the training provided over the past year.

	Courses	Delegates	Private	Voluntary	Public
ASP Level 1	12	116	41	12	63
ASP Level 2	8	97	45	17	35
ASP Level 3	1	4	0	0	4
AWI	1	12	0	0	12
<b>Other</b>	1	17	0	0	17
<b>Total</b>	23	246	86	29	131
<b>NHS A&amp;A LearnPro</b>		1573			

In addition to the planned Interagency Training Calendar, tailored training is developed to meet the learning and development needs of individual agencies or services. One example of this was a training session designed and delivered for the Partnership District Nursing Team. In addition, Adult Support and Protection training has been incorporated into induction for new In-House Care at Home staff.

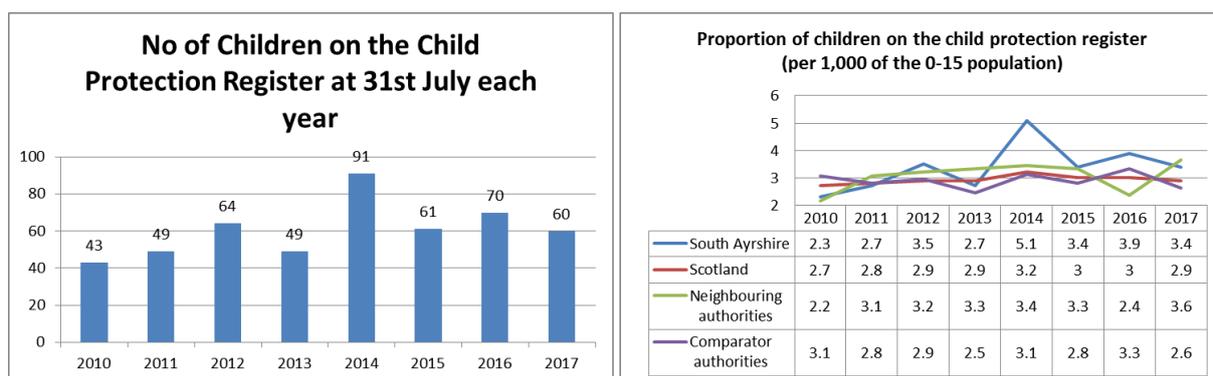
Working in partnership with colleagues in East and North Ayrshire HSCPs has enabled the sharing of resources and the joint planning of learning opportunities, including the statutorily required Council Officer training. This saw a redesign of the existing programme and the development of a more holistic experience for the candidates who undertook the training over a four-day period in November. The training has been well received and the feedback from participants included some recommendations for improvement, which have been incorporated into the design of future courses.

## Child Protection

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

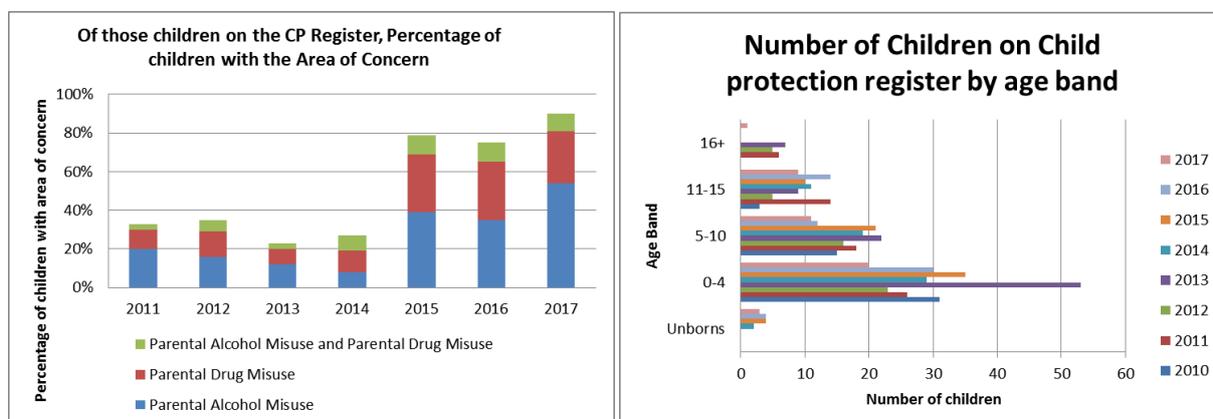
In working towards these goals, the approach to continuous improvement is being strengthened on a single and multi-agency basis. This helps to identify what is done

well and where improvements are necessary. It facilitates the prioritisation of improvement activities and a focus on those areas where the greatest difference can be made to improving outcomes for children and their families. These improvement activities are taken forward in individual agency service improvement plans and in the inter-agency Child Protection Improvement Plan. Although set for the period 2016-19, it is very much a 'living' document and is reviewed and updated as necessary. This permits a responsive approach and deals with emerging and other priority areas, while continuing to bring improvements across the wider spectrum of the CPC's activities.

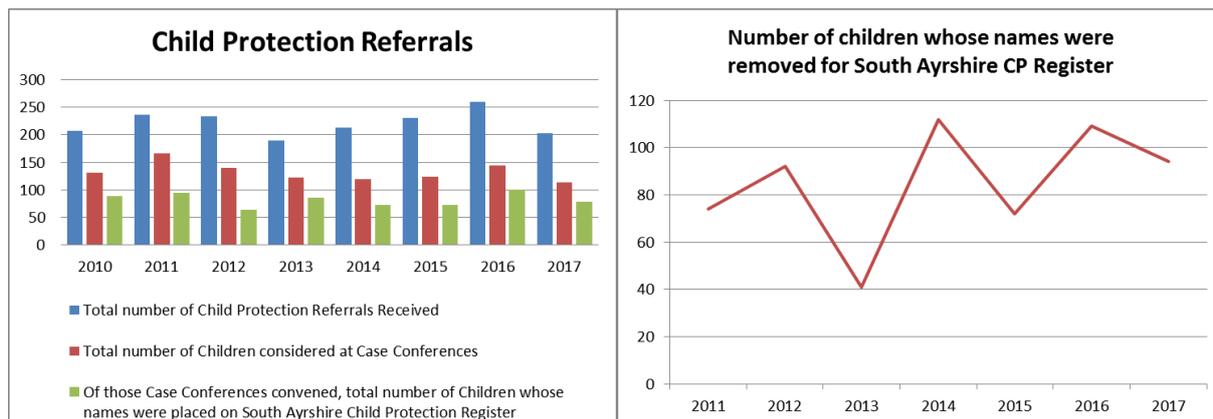


On 31 July 2017, in South Ayrshire, there were 60 children from 41 family groups on the child protection register. Sizeable family groups create spikes and dips as these children come on and off the register. This equates to 3.4 per 1,000 children.

The national average for Scotland on 31 July 2017 was 2.9 per 1,000 children. On the same snapshot date the position in comparator authorities ranged from 2.2 per 1,000 children (Scottish Borders) to 3.3 (Dumfries & Galloway). In neighbouring authorities the respective positions were: East Ayrshire 4.7 and North Ayrshire 2.6 per 1,000 children.



Parental alcohol misuse continues to be the main area of concern. Children under five years of age are the largest sub group, although this has reduced from a peak in 2013.



The percentage of children considered at case conferences has reduced over time from 70% in 2011 to 56% in 2017. Of those convened case conferences, the percentage of children subsequently placed on the child protection register ranges from 46% in 2012 to 70% in 2013 (currently 69% for 2017). The number of children whose names are removed from the child protection register is increasing over time as shown above. Since 2016, no children have been re-registered on the Child Protection Register within 12 months of being de-registered. This indicates that planning and decision making is improving to reduce risk, however, it is acknowledged that the above quantitative information, although helpful, does not provide a full evaluation of outcomes for children who are subject of registration. This is an area for further development.

### Looked After Children

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

	2013	2014	2015	2016	2017
New Secure Orders	3	2	3	3	4
New Permanence Orders	0	0	0	1	10
New Permanent Carers	5	0	0	1	2
New Temporary Carers	6	5	5	1	1
New Prospective Adopters	4	3	3	2	3
New Respite Carers	1	0	1	2	2

An Intensive Family Support Team and Functional Family Therapy is being developed which will work alongside existing teams to intervene and wherever possible avoid the need to escalate to a formal care setting and thus keep more families together.

	2013	2014	2015	2016	2017
South Ayrshire Foster Carers At 31 July each year	51	54	55	59	64

A key priority for Social Work Services has been the investment in modern high quality children's houses for our looked after children and there are now two local authority operated establishments in South Ayrshire.

The HSCP has invested in training and recruitment of residential staff thus ensuring that high quality care establishments are supported by trained and skilled staff to meet the needs of young people with complex needs. Sundrum View opened early 2018 providing six bedrooms, including one which is fully accessible and an independent flat. Work is being progressed with CELCIS to review residential service provision for young people in South Ayrshire aged 12 and over.

Looked After Children Status	2013	2014	2015	2016	2017
At Home with Parents	146	111	87	124	128
Kinship Care	57	58	66	77	93
With Foster Carers LA	82	85	95	97	80
With Foster Carers Private	47	44	42	48	36
With Prospective adopters	5	7	8	14	10
In other community	3	7	5	1	2
In LA Home	8	11	11	7	8
In Voluntary Home	0	0	0	0	0
In Residential School	9	8	7	7	8
In secure accommodation	1	3	2	0	1
Crisis Care	1	0	0	0	0
Other Residential	6	9	7	9	4
<b>Total</b>	<b>365</b>	<b>343</b>	<b>330</b>	<b>384</b>	<b>370</b>

As shown in the above table, work continues to reduce the use of external providers ensuring that more children can be placed within their local communities.

There are 290 looked after children and young people enrolled in South Ayrshire schools 2017-18 and South Ayrshire Council is the responsible authority for 69% of this number (200). 65% are looked after away from home, whilst 35% are looked after at home.

Since 2015, there have been annual improvements in the percentage of Looked After school leavers achieving Levels 3, 4 and 5 in numeracy. The gap in the percentage achieving Levels 3, 4 and 5 has reduced annually since 2015. The pass rate at Level 4 has more than doubled. However, in 2017 achievement at Level 4 and Level 5 was below the virtual comparator. The gap in attainment in numeracy remains greater than the gap in literacy, particularly at Levels 4, 5 and 6.

Staff from across Educational Services and Children's Health and Social Care Services are working in partnership with CELCIS on an Inclusion Project, which aims to improve outcomes for care experienced children and young people, focussing on the transition stage, 10 – 15 years, where there has been a risk of young people being accommodated. The Project recognises the links between attainment and health and wellbeing and is, therefore, taking a broad approach.

The Inclusion Project is adopting Improvement Science Methodology and is initially working in the Belmont Cluster which has the highest number of care-experienced children in the area. This will undertake small tests of change. CELCIS has been working with schools in the cluster and has undertaken a session with the Corporate Parenting Joint Improvement Group to undertake logic modelling aimed at identifying priorities for the project.

## Young People's Support and Transitions

The Young People's Support and Transition Team works with the most vulnerable young people aged over 14 years, offering a range of individual interventions and group work programmes to support them to remain in their own communities and live positive independent lives when leaving care. Co-located within the service is a mental health nurse offering drop in support and direct assessment and interventions to young people as part of their care plan. The recruitment of a mental health nurse has resulted in improved access to support for young people with emotional and mental health difficulties, enhanced opportunities for a shared understanding of roles for health and social work staff, and reduced the time for young people to access services.

In partnership with Children's First, a support worker is also co-located within the team, offering support to young people affected by substance misuse. The service offers support to young people throughout their experience of care and through to independence.

## Mental Health

The Mental Health Officer Service undertakes assessments in relation to the following pieces of legislation:

- The Mental Health (Care and Treatment) (Scotland) Act 2003
- The Criminal Procedure (Scotland) Act 1995
- The Adults with Incapacity (Scotland) Act 2001
- The Mental Health (Scotland) Act 2015

The following tables show the trend of activity under the above Acts:

### Mental health officer activities (mental health care and treatment) Scotland act 2003

	2015-16	2016-17	2017-18
CTO1 Compulsory Treatment Order Application	1	4	2
MH - Compulsion Order	2	0	1
MH - Compulsory Treatment Order	22	24	0
MH - Short Term Detention Certificate	15	10	5

### Mental health officer activities (criminal procedures) Scotland act 1995

	2015-16	2016-17	2017-18
MH - Assessment Order	5	0	4
MH - Section 86 Report	3	0	0
SCR1 Social Circumstances Report	26	37	30
MH - Compulsory Treatment Order	24	0	0
MH - Social Circumstances Report (Std)	34	0	0
MH - Compulsion Order With Restriction	0	0	2

**Adults with incapacity Scotland act 2001**

	2015-16	2016-17	2017-18
Guardianship Report	1	0	3
Guardianship Review Supervising	15	0	2
Guardianship Welfare Report	2	0	0
MH - Guardianship Renewal	14	0	0
MH - Intervention Order	3	3	7
MH - Intervention Order Application (LA)	1	2	2
MH - Welfare And Financial Guardianship Application (LA)	4	5	5
MH - Welfare And Financial Application (Private)	39	41	29
MH - Welfare Guardianship Application (LA)	13	9	11
MH - Welfare Guardianship Application (Private)	31	28	38
MH - Financial Application (Private)	0	1	2
MH - Financial Guardianship Application (LA)	0	1	
MH - Guardianship Renewal	0	12	29
AWI Review	0	0	1
Guardianship Order Application	0	0	3
<b>Total</b>	<b>123</b>	<b>102</b>	<b>132</b>

**Social Work Justice Services**

The Social Work Justice Service is part of the Ayrshire Justice Social Work Partnership.

2016-17 was the shadow year for new Community Justice arrangements which placed responsibility for Community Justice with Community Planning Partnerships. Ayrshire decided to build upon the good working relationships that exist in Community Justice and took a pan-Ayrshire approach. The new body called Community Justice Ayrshire was established to coordinate Community Justice planning on an Ayrshire basis, feeding into the three Community Planning Partnerships. It is believed that this model offers opportunities for improved partnership working, maximising partner attendance and achieving economies of scale.

The Justice Social Work Partnership in Ayrshire continues to go from strength to strength and has established a number of pan-Ayrshire groups to address reoffending and build resilience in our service users.

Within South Ayrshire Justice Service steps have been taken to continue to develop good practice in working with people who are involved in offending behaviour. Links have been established with community groups and unpaid work teams have carried out many hours helping projects get off the ground. A Service User Engagement Group - The People's Involvement Network Group (PING) – has been established to work directly with service users to improve the service and help engage local communities. Peer workers have also been employed to engage service users and improve outcomes for people on court orders.

The Caledonian System has recently undergone an audit and reaccreditation with the work with both male perpetrators of domestic violence and the victims being strengthened. MAPPA within South West Scotland is being reviewed and good practice across the multi-agency partnership is being identified and reported to increase public awareness of the MAPPA process.

To date there have been two offenders managed as Category 3 high risk violence. They are managed in a multi-agency way with statutory partners.

#### Number of MAPPA cases in South Ayrshire at 31 March 2018

Level 1	137 (109 in community & 28 in custody)
Level 2	3 (3 in community & 0 in custody)
Level 3	0
Total at 31.03.18	140

#### Number of MAPPA cases by MAPPA level between 01.04.17 and 31.03.18

Level 1	144
Level 2	11
Level 3	0
Total managed	155

Of these cases in the table above 12 left registration during this period and three transferred outwith South Ayrshire, to leave 140 cases at 31.03.18.

In 2017-18, 53 MAPPA notifications were received. Of these, 25 were for new offenders and 28 were for existing offenders who had returned to prison at some point during the reporting period. Thirteen MAPPA referrals were received in this year. Of these, Justice Services referred one, one came from the Offender Management Unit and the Scottish Prison Service referred eleven.

There has been a focus on women offenders with a specialist pan-Ayrshire Team being developed which delivers services targeted at meeting the needs of women. There have been focus groups established with Health which are trying to address specific issues relating to the effects on mental health of people being released from prison. Social Work Justice Services are currently creating resilience within Payback Orders in preparation for the introduction of presumption against the imposition of short sentences.

The Justice Service is continuing to work with the Police to develop a model of initial response to ensure early and effective decision making regarding referrals of concern, early and effective intervention and all domestic violence referrals received.

## **Key Achievements and Initiatives**

The Integration Joint Board has approved a significant programme of transformational change designed to deliver against Integration Planning Principles in a way that sees more people being looked after in their local communities by community based services, provided across the sectors, in a way that is preventative and focuses on the broader aspects of wellbeing, including targeting those that are isolated and lonely.

During 2017-18, several areas have reported positive progress, including the number of people receiving care and support who rate it as excellent or good; together with the number reporting that they have had a say in how their care is provided. Positive too were the high numbers of people supported at home who have reported that their support has had an impact on improving or maintaining their quality of life.

The Health and Social Care Partnership has funded a range of work locally to support self-management and to support people to look after their health at home or in a community setting. This has included investment in Community Led Support which is designed to complement statutory services where people's needs are not categorised as "critical or substantial" and alternative services and supports which exist within their local communities are offered to them.

To help in this, a number of new community based service access points (known as front doors) have been created. The first was opened by Voluntary Action South Ayrshire (VASA) in New Market Street in Ayr. The new service access points are integrated with "South Ayrshire Life" a community information system developed by Voluntary Action South Ayrshire with financial support from the South Ayrshire HSCP. This on-line tool which can also generate information in printed form provides details of the groups and activities that are on-going in each of South Ayrshire's six localities.

Both the number of approved applications on the list for medical adaptations to individual homes at the start of the reporting year and the number of approved applications completed between the start and end of the reporting year have decreased, resulting in a reduction in the total number of days taken to complete approved applications. The number of medical adaptations completed has reduced from 304 in 2016-17 to 275 in 2017-18.

New strategies and implementation plans were approved in 2017-18 by the IJB for Looked After Children, Adult Learning Disability and Adult Community Mental Health Services in South Ayrshire. Following the approval of these strategies, considerable work was undertaken in 2017-18 which saw the development of new Commissioning Plans for two new framework contracts and, at the time of writing, these new frameworks will come into effect during 2018-19. These are expected to lead to significant service modernisation in line with the short, medium and long-term service level outcomes set out in each of the Commissioning Plans. The development of these new Commissioning Plans was as a result of much collaborative work across services and across the sectors.

A new Commissioning Plan for externally sourced care at home provision has been developed with support from Evaluation Support Scotland, a third sector organisation, which has assisted commissioners and providers to collaboratively develop a range of service level outcomes and indicators designed to drive continuous improvement within the overall service.

A positive development has been the creation of a joint Housing Investment Plan with South Ayrshire Council to meet the needs of HSCP service users, including young people leaving the care system, people with mental health issues and learning disabled service users.

A draft Dementia Strategy for 2018 - 23 was developed through the Health and Social Care Partnership in 2017-18. This has subsequently been consulted on and been approved by the Integration Joint Board. The Strategy builds on the agenda set out in the recently published National Strategy and seeks to provide a SMART action plan to continuously improve services for Dementia sufferers in South Ayrshire.

Drug related deaths in South Ayrshire significantly reduced during 2017, however, it is too early to confirm if this will be longer term trend. The ADP (Alcohol and Drug Partnership) Drug Death Prevention Group continues to meet to develop partnership activities aimed at reducing DRDs in South Ayrshire. The "Everybody Matters: Preventing Drug Related Deaths: A Framework for Ayrshire & Arran, 2018 – 21" has been developed based on feedback from the 'Staying Alive in Ayrshire' conference in 2017.

South Ayrshire Corporate Parenting Plan 2017-20 has been developed in partnership with all corporate parents in South Ayrshire. The focus of the plan demonstrates how as Corporate Parents we intend to raise the expectations on care-experienced children and young people in South Ayrshire to achieve their potential.

Community Justice Ayrshire became fully established on 1 April 2017, as a result of the Community Justice (Scotland) Act 2016, which laid the basis for the dissolution of Scotland's eight Community Justice Authorities, in favour of a more local arrangement for community justice.

## Challenges

The operating environment for Social Care Services and for the wider Health and Social Care Partnership continues to be extremely challenging in terms of both demographic pressures and the current funding available to meet those demands. South Ayrshire has a higher proportion of older people in the population than is typical across Scotland as a whole and it is forecast to continue to rise in the period to 2039. In addition with the drive to improve the transfer of care process from acute hospitals to the community, the demand for care home places and care at home services is increasing significantly and will continue to increase.

The Health and Social Care Partnership has a philosophy of "home first" as part of its work to shift the balance of care from acute hospitals to the community. The IJB Strategic Needs Analysis has identified, based on the demographics of South Ayrshire alone, that an additional 30 care home places and 40 care at home places will be required each year in the period from 2017 to 2027. Whilst to date no additional funding has been provided or reallocated to meet this need, the redesign of the internal care at home service (around 30% of the total service) is continuing as are efforts to implement computerised work scheduling and call monitoring as an aid to greater efficiency. Work to develop a new Commissioning Plan for externally provided Care at Home Services (around 70% of the total service) commenced in 2017-18.

Whilst the number of days people aged 75+ who are delayed in hospital when they are ready to be discharged decreased from 1273 in 2016-17 to 991 in 2017-18, the rate in South Ayrshire is higher than the national rate of 772 and continues to be an area of challenge. This highlights the need for greater investment in community based services such as Home Care and Mobile Responder Services.

Readmissions to hospital within 28 days of discharge have shown a decrease from 116 to 115 over the past year however, they remain higher than the national average. This again highlights the requirement for additional investment in community based services in South Ayrshire as a way of addressing this.

In 2017-18, the proportion of people who spent the last 6 months of life at home or in a community setting has increased from 85% to 87% and is just slightly below the national average of 89%. This continues to be an area of challenge locally for social care and health services and steps are being taken locally to address this through the development of an End of Life Strategy.

The continuing utilisation of the SWIS (Social Work Information System) within the Health and Social Care Partnership continues to present on-going difficulty for management and staff in the administration and reporting of social work and social care services. The lack of functionality and essential data fields continues to impact negatively on efficiency in the provision of these services. The roll-out of the new Care First system has commenced, but because of the limited resources available for this purpose, implementation is unlikely to be completed until 2020.

## 6. Workforce

### a) Planning

A draft workforce strategy and plan is being produced for the Health and Social Care Partnership in conjunction with South Ayrshire Council and NHS Ayrshire and Arran. It is expected that this will be drafted by 31<sup>st</sup> March 2019. Integral to this has been efforts towards planning for the future. The HSCP has been the lead partnership working with the Scottish Social Services Council in the production of a [workforce development tool](#) that supports both workforce planning at all levels and strategic management activity. Work is now being carried out to utilise this tool locally.

An increasing number of staff employed within the scope of the Health and Social Care Partnership rated it as a good place to work in 2017 based on the information gained from the first Partnership wide i-Matter survey.

### Recruitment and Retention

There continue to be on-going challenges in South Ayrshire around the recruitment and retention of Social Work and Social Care staff at all levels. There have been particular difficulties encountered in Care at Home Services and in Children and Families Social Work. Funding constraints have resulted in a significant financial target for vacancy management. Early indications are that it may be necessary to further delay filling vacancies or, indeed, leave posts unfilled, particularly in support areas such as administration and planning.

### b) Development

#### Qualifying the workforce

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

<b>Adult Services Related Training</b>		
<b>Course Title</b>	<b>Number of Attendees</b>	<b>Service/Agency</b>
Medication	225	Adult and Community Care
Moving and Handling including Refresher, Observations and Driving Escorts	352	Adult and Community Care
Food Hygiene	195	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
<b>Child Services Related Training</b>		
<b>Course Title</b>	<b>Number of Attendees</b>	<b>Service/Agency</b>
Child Development and Trauma	16	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	14	All
Child Protection Roles and Responsibilities	27	All

## Scottish Social Services Council Registration

There is a requirement for staff in particular services to be registered with the Scottish Social Services Council (SSSC). There are six people in the Partnership undertaking SVQ courses of study to obtain or maintain SSSC Registration.

The following table shows the number of staff that completed an SVQ course in 2017-18:

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

## Practice Learning

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 2017-18, 19 placements were provided totalling 1,620 days, and as part of the process, students and educational providers were asked to evaluate their experience. Feedback included:

*"I thoroughly enjoyed my experience with the health and social care partnership. Everything was well planned and organised from the beginning which was very reassuring. The pan-Ayrshire student groups were helpful, informative and good fun, which is often lacking in formal, organised events."*

The HSCP has been working in partnership 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 on South Ayrshire's Social Work Degree Programme and the B.Sc. 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 main component of the programme has enabled students from Social Work to spend a proportion of their 2<sup>nd</sup> Year placement

in CAMHS. Nursing students who are in Year 2 or Year 3 and have CAMHS as their designated base placement have been able to spend a proportion of their time with the Children and Families Locality Team.

This has been a successful pilot and there is an aspiration to extend this approach through other service areas, to build on the experience across the Partnership as an aid to greater integration, and to support Workforce Planning.

## Equality in Provision

In recognition of the fact that South Ayrshire has increasingly diverse communities, the Health and Social Care Partnership has been engaged in developing models of collaborative working between the mainstream and race equality sectors for a more inclusive approach to health and social care implementation. The HSCP and the Council for Ethnic Minority Voluntary Sector Organisations (CEMVO) Scotland have identified a potential joint funding initiative that will focus on the following key themes:

- Continue to strengthen Ethnic Minority Community Engagement and Participation.
- Build capacity within the workforce through cultural awareness.
- Build capacity across services through cultural awareness.
- Build sustainable engagement with Ethnic Minority Communities through training and mentoring.

31<sup>st</sup> October 2018

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This information can be made available, on request, in braille, large print or audio formats and can be translated into a range of languages. Contact details are provided below.

درخواست کرنے پر یہ معلومات نابینا افراد کے لئے ابھرے حروف، بڑے حروف یا آڈیو میں مہیا کی جاسکتی ہے اور اس کا مختلف زبانوں میں ترجمہ بھی کیا جاسکتا ہے۔ رابطہ کی تفصیلات نیچے فراہم کی گئی ہیں۔

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Niniejsze informacje mogą zostać udostępnione na życzenie, w alfabecie Braille'a, w druku powiększonym lub w formie audio oraz mogą zostać przetłumaczone na wiele języków obcych. Dane kontaktowe znajdują się poniżej.

Faodar am fiosrachadh seo fhaighinn, le iartas, ann am braille, clò mòr no clàr fuaime agus tha e comasach eadar-theangachadh gu grunn chànanan. Tha fiosrachadh gu h-ìosal mu bhith a' cur fios a-steach.

## South Ayrshire Health and Social Care Partnership

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