

Annual Report by Moray Chief Social Work Officer

Introduction

I am pleased to present the Chief Social Work Officer (CSWO) report for the period spanning 1st April 2023 to 31st March 2024.

This year has brought about a different set of challenges, chiefly related to the financial position of Moray IJB and the continuing difficulties in recruitment across social work and social care. There has continued to be a lot of policy change across the wider system and staff wellbeing has come into much sharper focus as staffing levels and resources became scarce. That said, the staff across the health and social care partnership have been extraordinary and their commitment and relentless efforts are keenly felt by the members of our community who they are supporting.

This was the first year of children, families and justice services social work being in the Health and Social Care Partnership as a delegated service into Moray Integration Joint Board. This created a year of many changes and adjustments for everyone across the partnership but it has felt like a positive step forward in being able to work in an integrated way with adult social work and social care, amongst others.

Governance, accountability, and statutory functions

The CSWO chairs a Practice Governance Board both within children and justice and adult services. The CSWO reports into the Integration Joint Board and related Audit, Risk and Performance and Clinical and Care Governance Committees as well as the Education, Children's and Leisure Services Council Committee, as necessary. There is also requirement to attend and support both the Adult and Child Protection Committees. The CSWO chairs the GIRFEC Leadership Group and attends a wide range of partnership meetings across the health and social care partnership, children's services, wider NHS Grampian partnership and across adults and justice services. The CSWO also attends a regular national CSWO meeting, as well as linking into Social Work Scotland Standing Committee and related subgroups.

The governance and accountability arrangements for Moray remain chiefly unchanged throughout this period. Work will continue around trying to better align the governance structures across health and social care.

This year saw a joint inspection of children at risk of harm which created an amount of additional activity, between July 23 and January 24. The partnership worked well together to support the process and the inspection report was as expected, where partners were aware of the areas still requiring development.

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There was a Fostering, Adoption and Adult Placements inspection in July 2023 which resulted in an improved grading of Good. There was also a nationwide thematic inspection in relation to children's disability services which included Moray.

There were many challenges experienced across adult services, with the continued issue of delayed discharges and care at home and there have been transformational ideas and a high level of commitment from staff to find solutions to the situation.

Reducing resources and a requirement to find savings created opportunities to approach challenges in a different way and rethink the way people are provided with support to best meet their needs.

There have been challenges with recruitment of social workers and social care staff across this year and this has had an impact on staff who continue to work increasing caseloads. Although this is a national issue, it is felt keenly in Moray as a rural area as recruitment can be a challenge at any time, with this year being particularly difficult.

Within Health and Social Care Moray the CSWO is part of the Senior Management Team that meets on a weekly basis.

The Chief Social Work Officer relies on reporting from Service Managers, Consultant Practitioners and the development and performance staff to have oversight of the wider system and the quality of social work practice. Developments in this area are required to ensure that the right information is being collected and scrutinised.

The data dashboard using Microsoft Power BI has now been developed for children's and justice services and it is hoped that not only will this provide much more relevant reporting to stakeholders, but there may in the future be opportunities to publish recent data.

Children and families

This year has seen a number of significant challenges within children and families social work, mainly pertaining to recruitment and retention of staff, similar to many other areas. This led to increased workloads for staff and some failed recruitment drives. The recruitment of agency workers was also a challenge, as Moray can be a difficult place to attract people to, due to the rurality and geography of the authority, despite the fact that when people come here to work and live, they tend to remain.

Work is ongoing related to the partnership's efforts to progress with the Whole Family Wellbeing Fund and both staff absence and capacity impacted progress. The commitment shown to making improvements across the Children's Services Partnership has been inspiring and with everyone working together, the children's services plan came together cohesively.

Services across the partnership, in place to protect children and young people at risk of harm, were inspected between July and December 2023. Services were assessed as adequate and the key inspection findings were:

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- The partnership's approach to identification and initial response to risk was helping to keep children and young people safe.
- The majority of children and young people were benefitting from caring and trusting relationships with key staff, but not all felt that staff spent the time with them that they needed.
- Where available, specialist services were helping children and young people recover from abuse and neglect.
- Young people at risk of harm from themselves or to others, or from risk in the community did not always receive the help they needed to make a positive difference in their lives.
- Children and young people and parents and carers were contributing to decisions about their lives, though not all had access yet to independent advocacy.
- Children and young people at risk of harm were not yet routinely influencing service planning and delivery.
- The child protection committee had not yet fully developed the mechanisms necessary to understand and communicate the difference that services were making to the lives of children and young people at risk of harm.

Alongside partners, social work services are now engaged in an improvement plan to develop and improve the service and practice for children and young people at risk of harm.

Positively, the Children's Services Plan 2023-2026 was launched in October 2023, setting out the vision for children, young people and their families. The social work service has incorporated the aims of this plan into a Social Work Plan for 2024-2027. Central to this plan is reducing the number of children going into care, developing best practice and transforming our culture.

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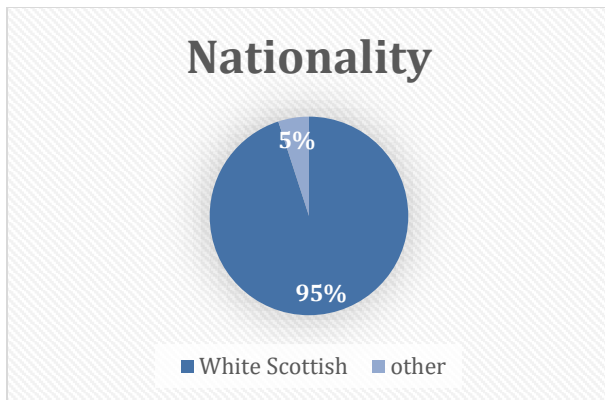
Population of approx.

94,280 (NRS Mid-Year Population Estimates data released on 26 March 24)

18.8% of those are under 18



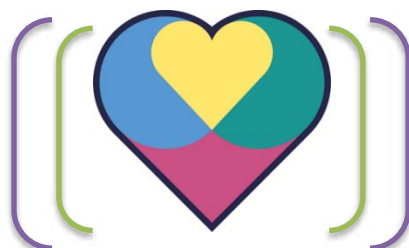
Approx. 95% of young people under 16 identify as White -Scottish



14% of families have two children or less



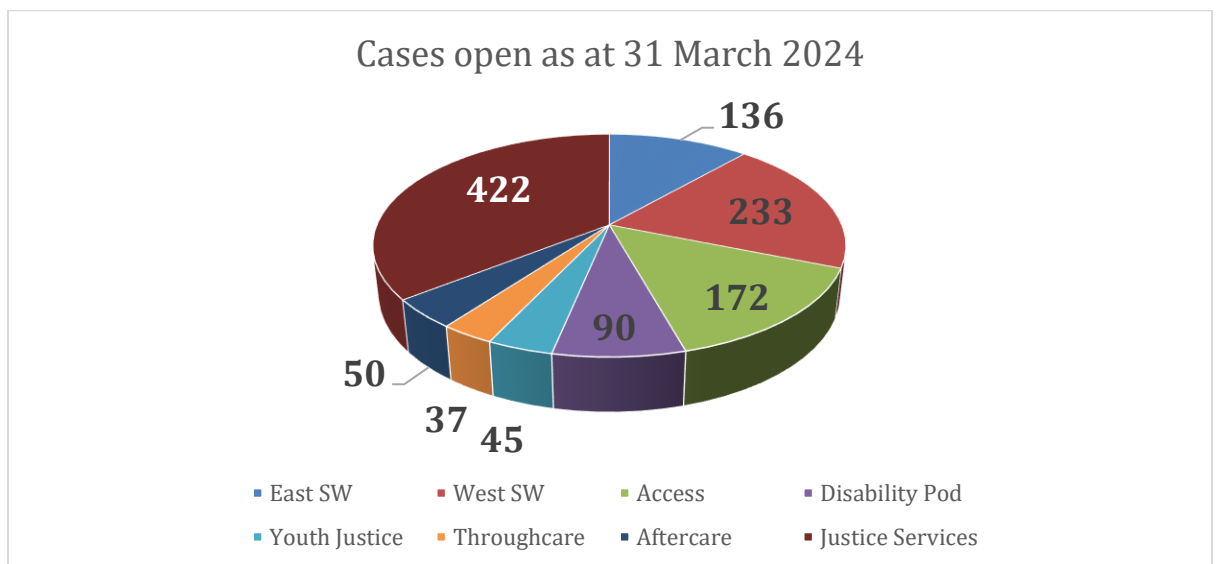
0.97% of children and young people have a 'looked after' status



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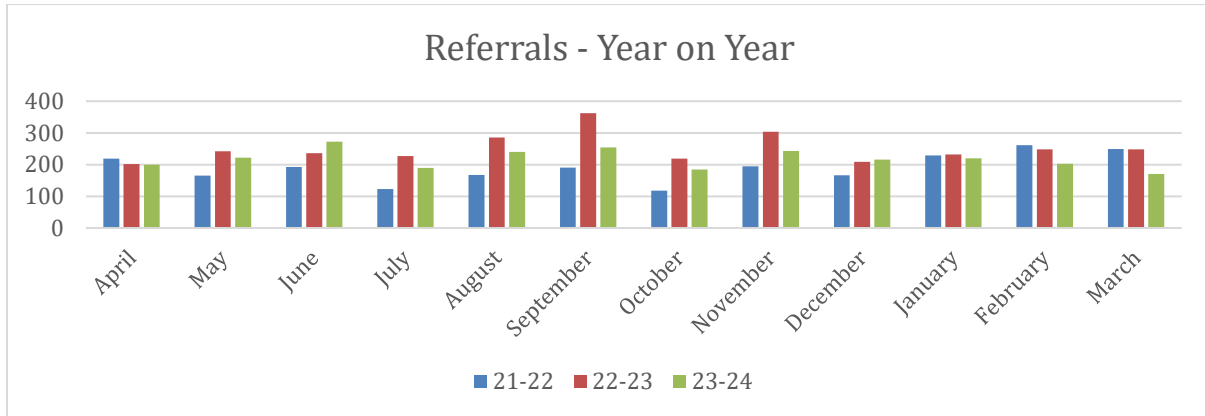
Overall at the end of March 2024 there were 1185 open cases to the Children and Families and Justice Social Work department. Excluding aftercare cases 23% of the people using all other services had previous care experience.

- Access Team 172
- West Area Team 233
- East Team 136
- Youth Justice 45
- Throughcare and Aftercare 87
- Disability Pod 90
- Justice Service 422



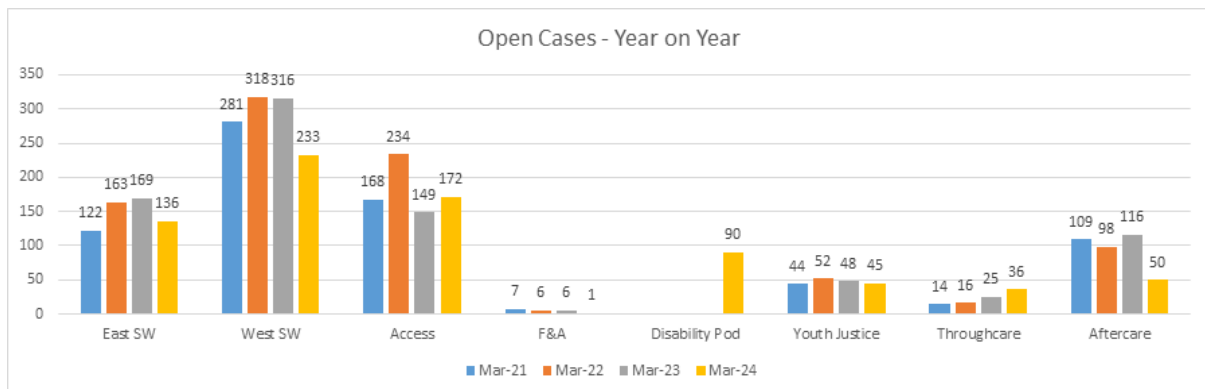
There were 2614 referrals into the Access Team in the year 23/24 which is an overall decrease of 13.27% on the previous year.

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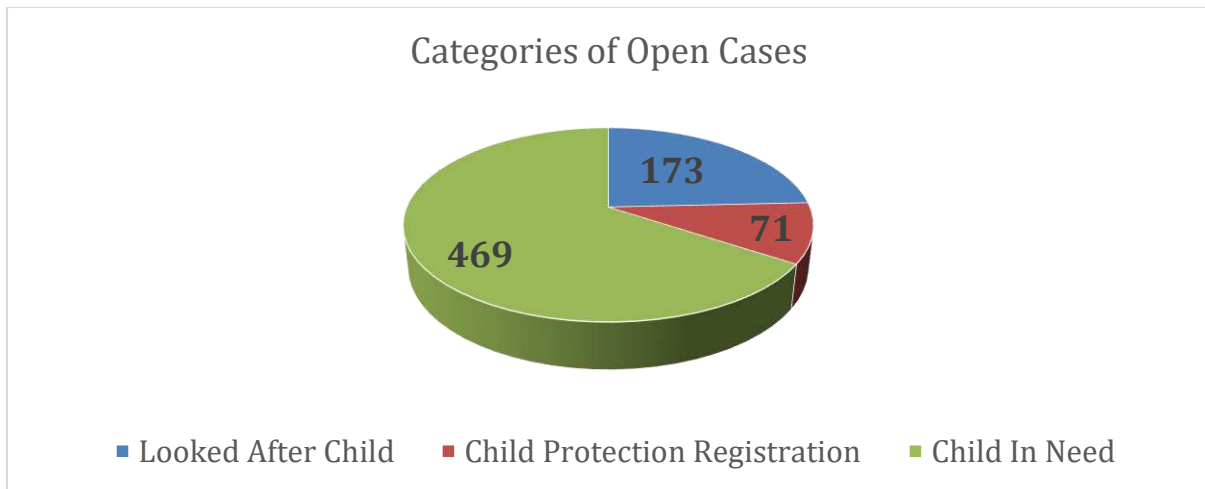
Of these 624 were Child Protection referrals which is a 14.4% decrease in Child Protection referrals on the previous year.

There was also a decrease of 26 referrals relating to domestic abuse which is a decrease 6.9%.



Area Teams

West and East Area Teams had an average of 18% child protection cases open across the services. Both area teams also struggled with similar staffing challenges putting the teams under additional pressure. There were 173 looked after and accommodated children. 71 children's names were placed on the North East Child Protection Register at the end of March 24.



*Numbers exclude justice services and aftercare services

Overall there was a slight increase in children being received into local authority care in Moray from March 23 until November 23, there is been evidence of social workers finding creative solutions to support families to stay together and keep children remaining within their families which resulted in an overall decrease in numbers at the end of March 24. Of the children and young people who were leaving care (no longer formally looked after) there were 58 who left care and this was also a decrease of 26.7% from the previous year.

The Promise

During this period developments were focussed on keeping The Promise to Moray's children and young people. Our Champion's Board was refreshed and we launched Moray's Children's Services Plan which incorporated the Promise Plan for Moray, Child Poverty plan and the Corporate Parenting Plan. Staff absences impacted our ability to progress the activity we hoped, but a new structure to support the priorities of the plan helped to continue towards our goals.

Bairn's hoose conversations took us to consider our current building at Hamilton Drive, which is a shared unit for police, social work and health colleagues and has the potential to become a format of Bairn's hoose. Those conversations will continue within the Child Protection Committee.

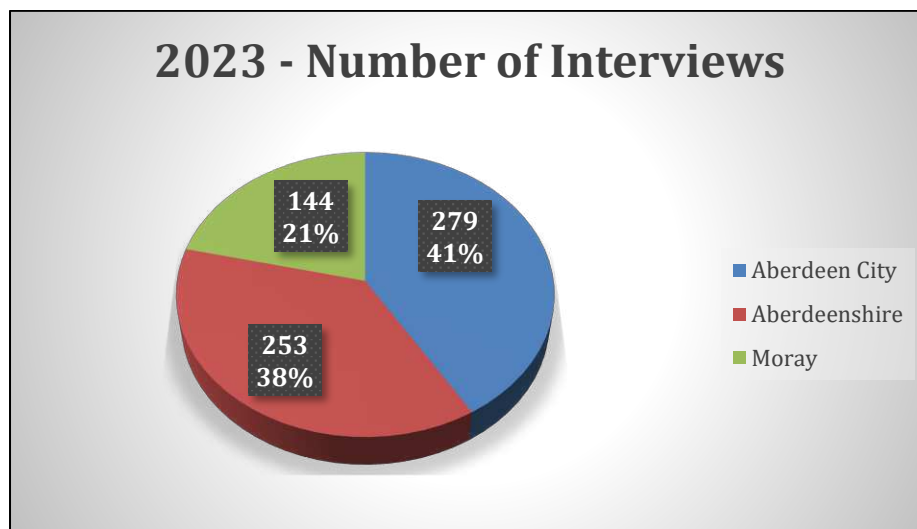
This year has seen the first annual review of the Scottish Child Interview Model (SCIM). The design and implementation of the model has brought accolade to the North East of Scotland with the model winning the Chief Constable's Excellence Award 2023 under category of Service Improvement.

The SCIM is now firmly embedded and well-established across the North East. The proposed hybrid model allowing central coordination supported by local management and structures has been implemented, along with the successful delivery of 'soft boundaries' and a single North East IRD process.

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The Implementation Group continues to provide oversight, support, and direction of the SCIM with quarterly reports developed and considered by the group and reported to the three associated CPCs.

Total Number of JIIs (SCIM)



During 2023, a total of 676 JIIs were completed by the SCIM team with an additional 108 requiring to be completed out with the team utilising the 5-Day model. As such, over the course of the review period, **87% of interviews were conducted under the SCIM**, far exceeding the team's initial commitment of 60%.

Children's Services Learning Reviews

—Child I (Irvine)

The circumstances pertaining to Irvine were felt to be similar in nature to the recent learning review the partnership undertook for Haddon. While the partnership agreed there would be benefit for a smaller review and support for practitioners the learning is reflected in the wider action plan from both reviews.

The Strategic Manager learning event held 22nd January 2024 and A practitioner Feedback Event held 5th February 2024.

Both reviews of Flora and Hadden were undertaken internally and were noted as excellent examples of learning reviews by the Care Inspectorate. As such both were presented to the Care Inspectorate Knowledge Hub to disseminate the wider learning, both presentations generated lots of interest and questions, we were thanked for sharing the learning widely.

Out of Area Placements

In April of 2024 there were 23 agency placements which was a decrease of 4 from the start of the financial year. For residential care the number of placements reduced from 18 to 15, there was 1 secure care placement and for foster care there was a decrease from 9 to 7.

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Reduction in the overall number of placements related to young people becoming adults or a change in the practice model.

In 2023/24 the Placement Oversight Meeting has continued to have oversight of agency placements and supports care planning. This is with a view to ensuring that high cost care options are only used when necessary and to support young people returning to placements in Moray. The carer recruitment campaign for foster care and supported lodgings has continued to broaden placement options and reducing the need for agency/out of area placements.

Placement Services

Placement Services comprises Fostering, Adoption, Kinship, Supported Lodgings, Continuing Care and Throughcare & Aftercare.

The Fostering Service experienced an increase in the number of foster carers from 34 to 37. This was an increase of 8.87% and followed increased activity with the Marketing Plan and a focus placed on recruitment within the Carer Recruitment Campaign.

The Adoption Service undertook one assessment which was due to be heard at panel in May 2024. Two young people from outwith Moray were placed with Moray Adopters where four young people achieved legal permanence by each being made subject to a Permanence Order with Authority to Adopt.

In Kinship Care the number of kinship household moved from 28 to 30 which was an increase of 7%. Linked with this, the number of kinship placements formalised via a legal order moved from 38 to 36 during the year which was a decrease of 5%. Two placements ended as the young people returned to parental care.

In Supported Lodgings the number of households moved from 4 to 7 where the number of being offered placements increased from 5 to 10. This reflected a move by Supported Lodgings carers to provide more than one placement. It also reflected some applicants wishing to provide a supported lodgings placement to unaccompanied asylum seeking children. As with the Fostering Service a Marketing Plan and Business Plan resulted in a more targeted recruitment campaign as part of the Carer Recruitment Campaign.

In Continuing Care the number of placements increased from 7 to 9, a rise of 28%, providing young people with placement stability and continuity as they transitioned into adulthood. This also reflected the effectiveness of the Continuing Care Policy and the degree to which it was embedded within practice.

Champion's Board

Moray Champions Board continues to thrive and during the last year has been the driving force behind events which have enabled young people to connect with their peers, develop

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new and valuable skills, and be involved in the co-production and decision making of services. Key achievements include-

- Care Leavers Event supported by 15 Corporate Parents from across the partnership.
- Care Day Celebrations hosted by 10 care experienced young people and attended by 50 Corporate Parents.
- Participation in Moray Council Recruitment Process.
- 8 young people hosted a Summer BBQ which provided peer support opportunities for young care experienced children.
- Co-produced a new Care Leavers Housing Protocol.
- 3 young people created and launched a video addressing stigma in Education.
- 8 young people supported the joint inspection of children's services by developing a welcome video for inspectors and hosting an engagement event with young inspectors from the Care Inspectorate.
- Moray Champions Board took a lead role in the commissioning including service design and delivery of the new advocacy provider for Moray.
- 5 young people worked with Morays Promise Team to co-produce and submit a successful funding bid to Corra, to develop a local maintaining relationships project.

During the last year 10 young people are active members of the Champions Board attending weekly sessions and have been supported by 4 multiagency facilitators including adults from the Through Care After Care Team, Morays Youth Team, and Police Scotland. The group has been supported regularly by 7 Corporate Parents from across the partnership. Next steps for the group include developing a care leavers drop in hub and a Champions Board weekly podcast.

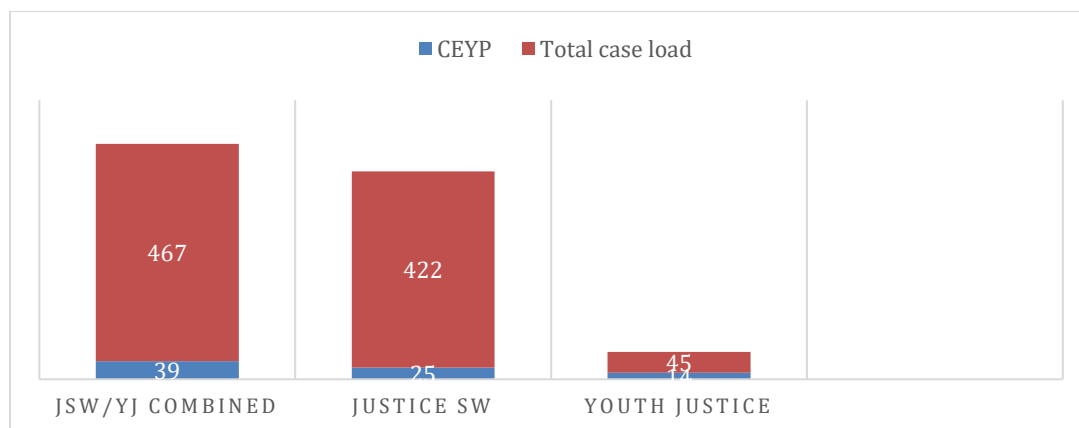
Unaccompanied children and young people seeking asylum

In 2023/24 there was a significant increase in the number of unaccompanied asylum seeking children (UASC) supported by Placement Services via the National Transfer Scheme. The number of young people increased from 6 to 10 UASC who were under 18 and for the over 18's, still being supported, increased from 3 to 7. They were placed in Supported Lodgings, college accommodation or Local Authority housing supported by staff from the Throughcare & Aftercare Team. This highlights the commitment by Moray Council to support those unaccompanied asylum seeking children via the National Transfer Scheme.

Youth Justice

There have been 67 referrals into Youth Justice over the last year, with 45 young people actively engaging with the team at the end of this reporting period. These numbers have remained fairly consistent throughout this period. At this time 8% of open cases within Justice Social work and Youth Justice are care experienced young people. This relates to 31% within Youth Justice and 6% in Justice Social Work.

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There remains a continued commitment to reducing the number of care experienced young people open to Justice Services and the early identification of individuals so that appropriate supports and early interventions can be offered.

There have been 61 children and young people referred to the Scottish Children's Reporter Administration during this period. 5 of those individuals were female indicating that it continues to be young males who require the highest level of support in respect of being in conflict with the law. The most common offence reported is vandalism with threatening or abusive behaviour next highest, it is evident that these behaviours have a significant impact on the local community and other young people. Targeted interventions are used to address these types of behaviour working with the young people and their care givers. Multi-agency working with education, police and fire service continues to address risks and provide information and safety advice to young people and their families.

Youth Justice staff have undertaken training in relation to criminal exploitation and young people which has enhanced their knowledge in relation to contextual safeguarding and particular risks faced by young people within the community. There has also been further training completed in relation to completing risk assessments for young people displaying sexually harmful behaviour which ensures that young people are provided with the right care and support alongside addressing behaviours that are of concern. The Youth Justice team carry out interventions for all 16 and 17 year olds who are assessed as suitable for diversion from prosecution and continue to provide a support role to young people who appear from Court. During this period the team have supported two individuals who have been remanded by the Court to a secure care placement and supported the Justice Social work team in ensuring that approaches when working with younger people within the criminal justice system are appropriate and upholding the rights of children.

Justice Services

Justice services supported 324 requests for a Justice Social Work Report which converted into 249 community payback orders over the reporting period. The service was able to provide some bespoke and creative supports to people who need it the most in the community, whilst also maintaining contact with individuals in custody who will be released

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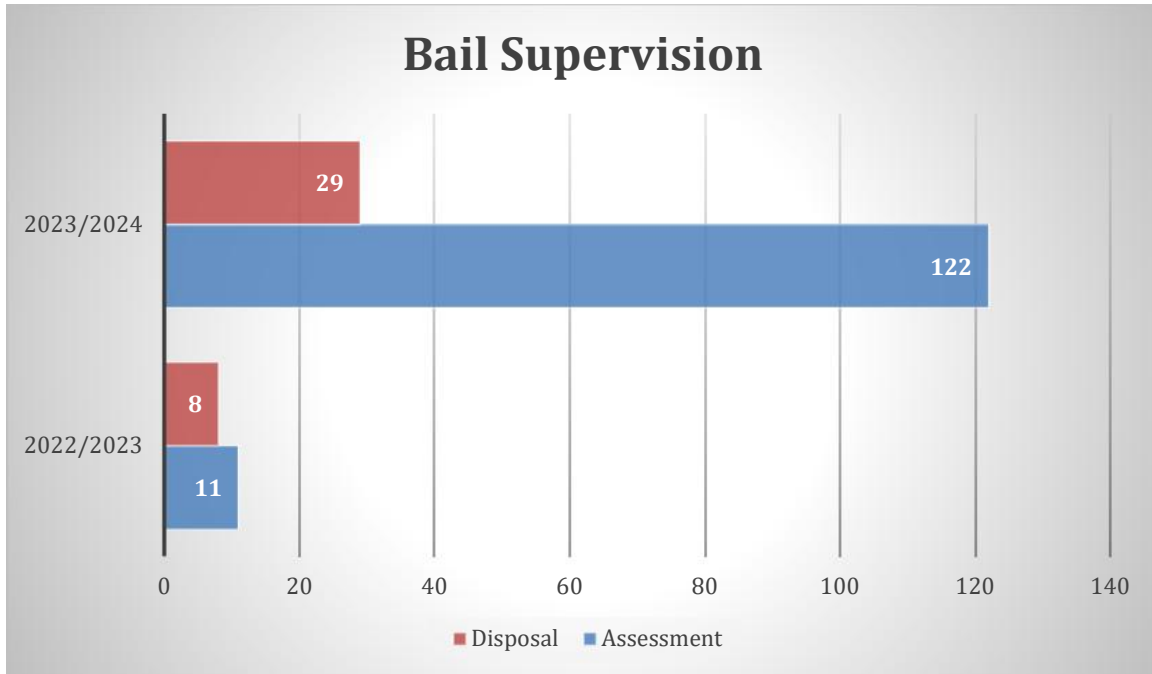
on statutory measures. During this period there were 6 individuals who were released from prison on statutory measures and 16 who were offered support through voluntary throughcare. Work has been undertaken through the Community Justice partnership to improve the voluntary provision offered with partners as the uptake on this support remains quite low.

At the end of reporting period there were 92 individuals being subject to MAPPA in the community, 2 of these were MAPPA level 2 and none at MAPPA level 3. During this period there was a CAT 3 referral into MAPPA which was managed until transfer of the case to another local authority area.

Stats as of 31 March 2024:

<u>Moray</u>	
Cat 1's	
Total:	126
In prison:	34
In hospital:	0
In community:	92
Police owned:	54
JSW owned:	38
NHS owned:	0
Cat 3's	
In community:	0
SPS - due for release	1
Restricted Patients	
Total:	2
In community:	0
In hospital:	2

Bail supervision and electronic monitoring assessments allow an opportunity for early intervention work to take place and early identification of support needs whilst offering a robust alternative to remand. Assessments are completed in all cases where bail is being opposed and there has been a significant increase in these over this period. Bail supervision clinics have now been set up by the support work team in Justice to ensure that contact levels meet the requirements, and practical and emotional support is available in addition to referrals to other agencies. We continue to prioritise women, parents or those with caring responsibilities, individuals who may be more vulnerable due to addiction or mental health issues and under 25's.



12551 hours of unpaid work have been completed over this reporting period covering the majority of areas in Moray. Whilst most of this work is undertaken by the unpaid work squads in the community, at the end of this period 14 individuals were being supported in individual placements. These placements include charity and third sector organisations which does not take away employment opportunities for other people. This has meant we have been able to support a female who was pregnant to complete her hours and has also resulted in on-going voluntary placements following individuals completing their hours.

Improved links have been made between Unpaid Work staff and Moray Pathways in order to link people with employment support at the earliest opportunity. This also allows the individuals to maximise the potential for 'other activity' hours that can make up to 30% of hours on an Order. This approach has resulted in increased access to funding for training courses for individuals alongside support to gain employment. The team also continue to work in partnership with Moray Food Plus in the growing and distribution of fresh produce to the local community from our polytunnel, we also utilise this space for group work activities.

During this reporting period we have continued to run a men and women's group which is open to anyone within the service. An 8-week health and wellbeing programme was run in partnership with the NHS Health Promotions team, with sessions also supported by Moray Arts Development Engagement. There are a number of other interventions used within the team aimed at reducing reoffending including structured programme work targeting particular offences i.e. sexual or domestic offending which is delivered in a group, 2:1 or 1:1 depending on the programme and individuals risks and needs.

Policy, Development and Commissioning

There was significant work undertaken by the Policy, Development and Commissioning team to develop and implement procedures and resources to support staff across the partnership in their practice. Procedures developed this year include:

- **Revised Multi-agency Child Protection Procedure incorporating Protection From Serious Harm**

The National Guidance for Child Protection 2023 is translated into the Moray context and the procedure ensures that our approach to safeguarding young people who may be at risk of significant harm is firmly anchored in child protection practice.

Further to this, where there is actual or potential risk of serious harm, the procedure introduces Protection for Serious Harm Planning to support the partnership manage risk.

- **Multiagency Reflective Case Discussion Procedure**

Reflective Case Discussions have been written into practice to support practitioners to reflect upon the barriers to positive outcomes for families

- **Multiagency Escalation Procedure**

Where there is a variance in, for example, the assessment of risk or approach to planning between partners to a plan, the Escalation Procedure will support practitioners to resolve the problem and make progress for children and their families.

- **Secure Care Procedure**

When secure care may be an option for a young person, to prevent risk of harm to themselves or others, the Secure Care Procedure outlines the potential routes to secure care and the efforts which must be made to prevent this options form being utilised.

- **Moray Support in Pregnancy Pathway**

A revision of the Moray Vulnerable Pregnancy Pathway, the Support in Pregnancy Pathway, sets out the duties, roles and responsibilities to women whose pregnancy is considered vulnerable.

- **Graded Care Profile 2 Procedure**

The Graded Care Profile 2 was introduced to Moray to support the assessment and response to neglect. This procedure sets out the response to the assessment to ensure that where neglect is assessed as present, children, young people and their families can rely on a consistent approach across the partnership.

- **Induction Procedure**

Mirroring the national picture, the recruitment and retention of qualified social work staff has been a challenge in Moray. The Induction Procedure was introduced to welcome new staff.

Child Protection materials:

A series of leaflets relating to child protection practice (Inter-agency Referrals Discussion, Child Protection Planning Meetings, Child Protection Investigations) were developed to support practitioners to help children, young people and their families understand the service and support their participation in planning.

Training and Development

In the dates between April 2023 and April 2024, the following training has been received by staff:

Safe and Together

The multi-agency roll out of Safe & Together has been ongoing during this period and over 60 staff members attended the four day CORE sessions. In total, 82% staff members are now licensed to use the tool with the remainder scheduled to be trained over summer 2024. This is a total increase of 54% over the period.

3 social work staff members are trained as trainers. In addition to this, a series of quarterly Practitioner Forums have been introduced to support trained staff.

Safer Sleep

The multi-agency Safer Sleep training delivered by the Cot Death Trust has now been attended by 71% of children and families social work staff. This training was specifically in relation to Sudden and Unexplained Death of an Infant and/or Child giving staff a good understanding of potential causes, as well as how to interact with families who may face this awful situation. This increase equates to a further 16% of staff receiving training.

Our Family Story

The assessment paperwork 'Our Family Story' introduced in the previous period was still being trained in the past 12 months and 76% of children & families staff have now received training in its use, an increase of 17%.

Solution-Orientated Practice/Meetings

Moray is continuing to embrace the multi-agency use of Solution Oriented Practice/Meetings. This way of working ties in directly with child protection planning meetings, the Our Family Story assessment and soon to be launch Child Planning paperwork suite. 76% of staff are familiar with this model, which is a 17% increase during this period.

Graded Care Profile 2

As of October 2023, 18 members of staff across the partnership were prepared to become Graded Care Profile 2 trainers, 5 of which are from the children & families social work department. To date, 11 training sessions have been scheduled and a total of 31 staff members becoming licensed practitioners, alongside multi-agency colleagues. This equates to 30% of the eligible workforce, with a further 40% to be captured over the remainder of the year.

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Short briefings have also been delivered to individuals who would have little use for the licensed tool, but would benefit from a general understanding. These have been well attended and attendees span across the HSP, Council employees and third sector staff.

In addition to the aforementioned sessions, the department has come together with the CSWO at multiple sessions to assist with the creation of a Social Work Plan. These are designed to work alongside the existing Children's Services Plan 23-26. These sessions have allowed for collaborative working, critical thinking, and the introduction of appropriate Team performance indicators. Furthermore, Senior Social Workers now have their own mentoring sessions with a representative from HR, covering staffing related issues, like the FARM process.

Parallel to the delivery of the above training, further learning opportunities have been being developed. Over the summer months, staff are due to receive training in newly developed topics such as: Child Criminal Exploitation, Child Sexual Exploitation, Contextual Safeguarding, and Court Skills.

Adult Services

Challenges were keenly felt across adult services, with the pressures of delayed hospital discharge continuing. There are many examples of staff pulling together to find creative solutions to support different parts of the system to enable support to be focussed in the correct areas.

Plans to progress the MRI scanner for Moray and the related decant of Ward 4, Mental Health services to complete necessary anti-ligature works was making good progress and many practitioners came together to carefully plan how the works could happen concurrently and in the least intrusive way possible both for patients of Ward 4 but also of Dr Grays Hospital. Unfortunately, despite making good progress towards finding an ultimate solution, Scottish Government advised that it was unlikely to be able to fund this project and so an alternative route to making support to people both safe and sustainable, with a focus on community supports and maintaining people at home where possible and in their best interests.

Community Care

Referrals to Community Care

	NHS24 Public Protection Referral - Adult	Police Concern Report - Adult	Referral to Community Care Team+	Scottish Ambulance Service Referral - Adult	Scottish Fire & Rescue Service Referral - Adult
2023/24	205	1332	2136	120	52
2022/23	187	1645	2042	74	16
2021/22	12	1333	2227	23	11

Need in the community continues to rise as the age of the population does in Moray with reducing resources across the board. This gives rise to a need to work relentlessly to support people in need to access family and community assets and third sector supports first and foremost, also supporting people to remain at home and be independent.

Care at Home

The Care at Home Service provides practical support and personal care, to people with an assessed need, to support them to live as independently as they can at home or in a homely setting in their community. Care at Home (CAH) provision is one of the most challenging sectors within Health and Social Care. Social Care staff provide services to some of the most vulnerable in our communities. Citizens regularly face social isolation, difficulty with everyday tasks and mobility, long term health concerns and financial worries.

Self-Directed Support (SDS) is the way that care and support is delivered, making the principles of choice and control central to care and support, and giving individuals full opportunity to take control of their support and their lives.

In Moray, option 3 CAH services are delivered by the Health and Social Care Partnership's own CAH or by our Partner, Care Quality Scotland (CQS). Weekly monitoring of the unmet need in CAH has been in place since August 2021. In Spring 2023, a strategic review of current CAH arrangements was commissioned by HSCM Senior Management Team.

There is an ongoing review of the current contract with a focus on service improvement and sustainability. As part of the review, a CAH Workshop was held on 4 March 2024 to revisit the vision "In Moray we want to empower people to live independent lives near the people and places that are important to them. We want to support people to regain their independence after a period of ill health or following a traumatic event."

Care at Home Position

Planned hours of care at home refers to the assessed package of care based on an assessment completed to assist individuals to meet their personal outcomes. As of 25th February 2024, the planned weekly hours of care were 4752.

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	Number of planned weekly hours (Feb 2023)	Number of planned weekly hours (Feb 2024)	Change	%
Internal Care at Home	3,550	3,871	+321	+9.04%
Partner Provider	1,446	881	-565	-39.07%
Total	4,996	4,752	-244	-4.88%

A weekly care at home hub meeting was established in January 2023 with the aim of better understanding challenges faced in each locality and keeping track of where and how care is being provided, to understand risks faced by the service users and providers and to assist in developing strategies for improvement across the service. Performance information from these meetings is submitted weekly to the Collaborative Care Home Support Team Meeting, which oversees provision of care at home and care homes by internal and external services.

A Strategic Care at Home Group was set up in 2023 to look at the commissioning element of CAH and how internal services can support progress in this area. This is managed and progressed by the Commissioning Team, supported by the Locality Managers.

Internal CAH underwent an unannounced inspection between the 9-15 November 2023. This was the first inspection since 2020 and all six actions identified had been met in full, with the service being awarded the grade of five (very good) in the following categories:

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

The service was commended for having several projects ongoing, looking at innovative solutions to difficulties facing the care sector and improving people's outcomes.

Recruitment/Retention/Training: Since April 2023, 58 new staff have started in the service as shown in *Figure 1*. It also shows 48 staff have left, the reasons for this are shown in figure 1 below.

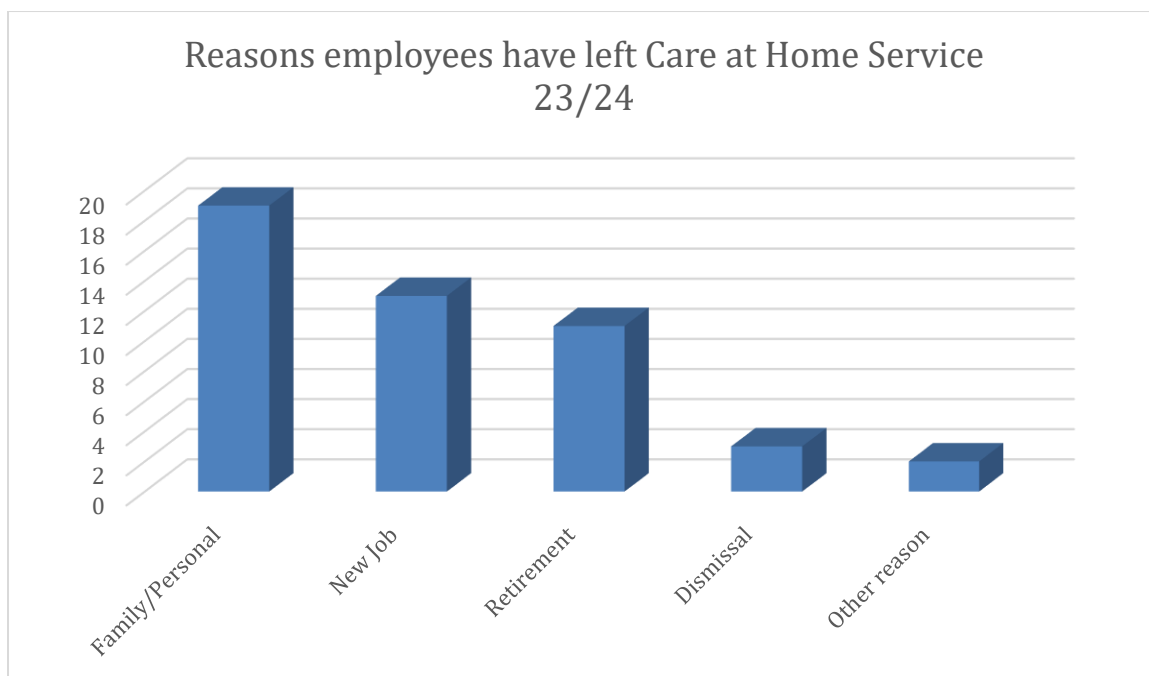


Figure 1

As a result of the CAH Practice Governance Forum, a new induction training programme has been developed, which is now held every 2 months, and has had excellent feedback from participants and CAH staff. This will continue to be collected after each course is completed, with a view to more formally reviewing the programme throughout 2024/25.

The retention rate in CAH remains high at 79% for staff that have joined the service since April 2023. Staff feedback gathered by the Care Inspectorate during the inspection was also incredibly positive about all aspects within the service.

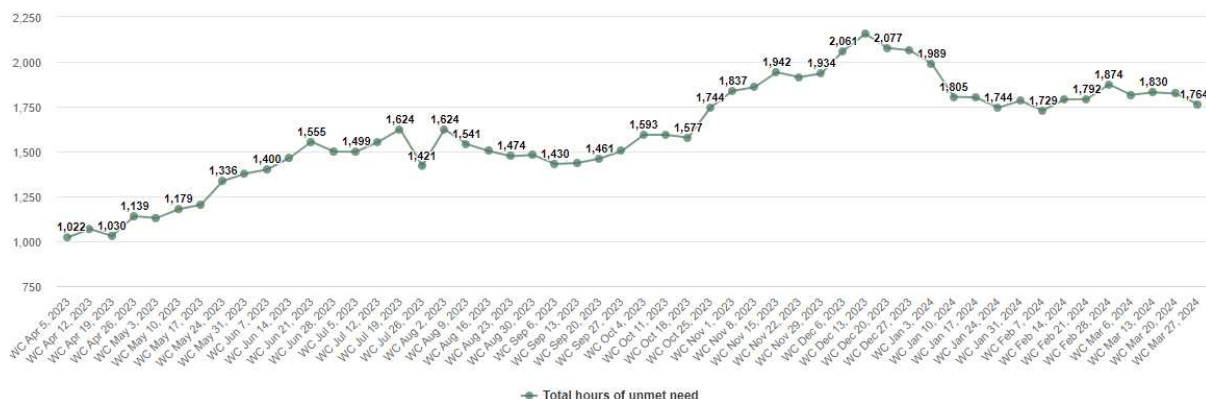
There has been significant work from Health and Social Care Moray with the help of internal services, to support the external partner. It was hoped that we will see substantial improvements during 2024. The partner provider had a moratorium placed upon the service leading to a reduction in almost 60 packages of care since September.

CAH have devised a Self-assessment tool based on the Care Inspectorate framework, which was highly commended as part of the Inspection process. A forum was established in 2023 for internal CAH services. This is held on a weekly basis and ensures consistency, best practices, staff development, manages service and user risk and supports CAH to meet legislative requirements.

From the Quarter 2 and 3 performance report, the number of delayed discharges at the December 2023 snapshot was 37, this was an increase from 26 at the end of quarter 2. It was noted that delayed discharges for the winter (October – March) period showed a common trend with previous years. Daily huddles and increased multi-disciplinary team working are prioritising delayed discharge reduction work.

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Total Number of hours of care not provided each week – those waiting in community and hospital



Mental Health

Mental Health Officer Workforce

There are currently 13.8FTE Mental Health Officers practicing in Moray. Only 1 MHO has a dedicated MHO role with the remaining having substantive posts. Two of the FTE work in Out of Hours Social Work. A recent workload measurement exercise indicated that daytime MHOs with substantive posts spend on average 1 day per week on MHO work. As with the situation throughout Scotland there are challenges in growing the MHO workforce to meet demand.

One Mental Health Officer (MHO) qualified in 2023. There are currently two MHO candidates in training who are expected to qualify towards the end of 2024. However, it is possible retirements will reduce the workforce in the near future given the age profile of MHOs, with 5 being over the age of 60 (see table 1) and some seriously considering retirement.

Table 1

MHOs	≤25	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65+
Female	0	0	0	0	4	2	2	1	3	0
Male	0	0	0	0	0	0	0	1	2	0
Total	0	0	0	0	4	2	2	2	5	0

Moray seconded an Advanced Practitioner in 2022 attached to the Mental Health Team to focus solely on Adults with Incapacity work to mirror the MHO who had a dedicated MHO role focussing largely on Mental Health Act work. Because the funding was a one-off payment with no further funding forthcoming we were only able to recruit for two years,

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starting in July 2022. The seconded post holder left that post early due to being recruited to a permanent post and the social work secondment post was ended on maternity leave. The AWI dedicated role was instrumental in almost clearing the MHO report waiting list but this has since grown again with 20 being on the waiting list as of 31st March 2024.

Mental Health Act

Comparative data 2021-2024

Table 2

Order	2021-2022	2022-2023	2023-2024
EDC	17(8)	23(10)	21(8)
STDC	66	60	85
CTO	18	11	26
CO	2	1	0

EDC = Emergency Detention Certificate; STDC= Short Term Detention Certificate; CTO = Compulsory Treatment Certificate; CTO6 = CTO extension; CO = Compulsion Order.

Numbers of EDCs in brackets show attributable to there being no MHO on duty Out of Hours.

There is an upward trend in both Short Term Detention Certificates (STDCs). This represents a 42% increase from previous year. For CTOs there has been an increase of 44% increase since 2021-2022. It is not possible to draw conclusions from this given the natural annual fluctuations and the small numbers involved. Data collection and reporting is an area for improvement in the coming year.

The gateway into Mental Health compulsory treatment is expected to be through Short Term Detention Certificates rather than Emergency Detention. In total in 2023-2024 there were 21 EDCs, 8 EDCs of which had no MHO consent were attributable to no MHO being available. All EDCs were converted to an STDC the following two days or revoked.

Scrutiny into the reason for EDCs in the past year indicated that some EDCs had been incorrectly attributed to there not being an MHO available and clarification of availability of MHOs was sent to the Clinical Director for distribution. The number of EDCs should decrease during the coming year when the remaining social worker in Out of Hours Social Work qualifies as an MHO in Autumn of 2024.

Adult's with Incapacity

In 2022-2023 referrals for an MHO Adults with Incapacity report was **79** which was more than a 100% increase compared to pre-pandemic levels. In 2023-2024 numbers of referrals fell to **62** after a 3-year trend of increasing referrals, a decrease of 27%. Unfortunately, the waiting list for an MHO report has increased to 20.

During 2023 -2024 there were 46 welfare guardianships granted in Moray.

Table 3

Applicant	Learning Disability	Dementia	Head injury	Mental Health	ARBD	Total
Private	24	12	2	0	0	38
CSWO	2	4	0	1	1	8

There are **50** CSWO welfare guardianships in existence, each overseen by a delegated guardian.

Adult Commissioning

In the last year the team have been focusing on the improvements identified in the external audit from KPMG in February 2023. This process has ensured that the governance surrounding commissioning decisions has been approved and the role that Commissioning has within Health and Social Care Moray has been strengthened.

To maintain the processes around commissioning, contracts and monitoring, the team has created a procedure with a number of process maps underpinning the content. These process maps identify governance routes, monitoring processes and internal ways of working. The team have also been working hard to ensure that contracts are current, and they have awarded 13 contracts and undertaken 5 letters of extension. The team is currently working on 12 contracts which are at various stages of the commissioning cycle. Within this, the voice of the citizens of Moray gets stronger as they are included in the commissioning cycle, from consultation stage to sitting on a tender panel.

A particular strength of the Adult Social Care Commissioning team is with the proactive and reactive monitoring of contracts. The proactive element of the monitoring of contracts involves a weekly submission of staffing absences, a monthly submission of Comments, Complaints and Incidents, an annual site visit by a Commissioning Co-ordinator, a 6 monthly finance meeting and an annual contract meeting. This ensures that relationships with providers are strong, and they are well supported. This information is then detailed to the Lead Officer.

The Commissioning Team also meet weekly with Social Work and Health colleagues as well as with the Care Inspectorate to identify any potential issues. Where there are issues, the Commissioning Team lead on reactive monitoring which is a three-tiered approach:

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Supportive Monitoring, Enhanced Monitoring and Social Work led Large Scale Investigations. The approach to be used is authorised through the Collaborative Care Meeting and is a well-received way of monitoring that is supportive, whilst also holding all internal and external colleagues to account for improvement actions. This way of monitoring has been praised by colleagues in the Care Inspectorate as it supports their inspections and any improvements that they agree with providers.

Over the next year, the Commissioning Team will be focussing largely on ensuring that Health and Social Care Moray have contracts that are current and appropriate.

They will also take the work on commissioning processes from the last year and undertake shared learning within Health and Social Care Moray to upskill and teach colleagues about ethical commissioning.

Learning Disability

Following the management changes in relation to the Service Manager and Social Work Team manager roles in 2023, there have been further changes in 2024 with the current Health Team Manager retiring from this position at the end of May 2024. Recruitment is ongoing in relation to this role.

Approximately 450 people with a Learning Disability are supported and receive a wide spectrum of services from a multi-disciplinary team, to promote their safety, health and wellbeing, and ensure that they have access to full and independent lives.

Implementing the Dynamic Support Register has been a significant area of development within the service over the last year. This is in line with the Coming Home Implementation Memorandum of Understanding between the Scottish Government and COSLA and aims to improve monitoring of the experiences of people with learning disabilities and complex care needs who are in hospital, who are in out-of-area placements and/or whose current support arrangements are at risk of breaking down. In the last year there have been 3 people supported through this process to return to their homes in Moray following discharge from a Learning Disability or Mental Health hospital bed, and 9 people supported to stabilise support arrangements which had been at risk of breaking down. There continue to be 5 people living out of area or in hospital and 7 people whose current support arrangements are at risk of breaking down that are being proactively supported through this process.

Housing has been an area of significant development within the service over recent years and it is imperative this momentum continues in order to meet the needs of those on the Dynamic Support Register and to proactively prevent people being added to the register. The service is working in partnership with Moray Council Housing Department as well as external providers to achieve this. This includes the continued plan to increase our provision

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within the Woodview service which offers independent living to some of the most vulnerable adults who have complex and challenging needs.

There has been significant progress over the last year in planning for implementation of Annual Health Checks for adults with Learning Disabilities. These checks have been introduced by the Scottish Government to address and reduce health inequalities experienced by those with a Learning Disability. Working in partnership with one GP practice, the service is soon to commence a pilot involving 20 people with Learning Disabilities with a view to rolling this out more widely thereafter.

The transition workers within the Health and Social Care Partnership continue to work closely with the children and families disability pod, ensuring that planning for young adults begins at the earliest possible opportunity.

Our Adult Learning Disability service has continued to experience challenges in recruiting into vacant posts, particularly within Social Work and Psychiatry however the team have worked exceptionally hard to provide continuous support to people despite the aforementioned challenges around Covid and recovery.

Unpaid Carers

Carers UK predicts 3 in 5 of us will be a carer at some point in our lives. There are approximately 800,00 carers in Scotland, with an estimated 16,200 unpaid carers in Moray. Not all unpaid carers in Moray require formal support from statutory services to assist them to meet the demand of the role, or to receive formal support for the person they care for, however, carers rights are enshrined in the Carers (Scotland) Act 2016, and alongside the national Carers Strategy, our local Moray Carers strategy 2023-2026 "*Recognised, Valued and Supported*" for both adult and young carers was launched on 1st April 2023. Our strategy has three key priorities:

Priority 1 Recognition for Carers

Priority 2 Valuing Carers

Priority 3 Supporting Carers

A local action plan has been developed to support us to embed our key priorities over the coming years, with work underway in line with our strategic aims.

We have a commissioned service who provide information, support, advice and to offer both Adult Carer Support Plans and Young Carer Statements. Our Carers team is working alongside the Carers Support Service and our Commissioning team to ensure that the key outcomes are delivered in line with strategy.

We are continuing to support unpaid carers through the work undertaken by the Day Opportunities team, with the SDS Enablers focussing on building relationships, taking a strength based, asset-based approach, and acknowledging the need for place-based support in people's own communities. Through the team ensuring that the support delivered

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is focussed on meeting the needs of the unpaid carer, but also providing a meaningful outcome for the cared for person, short breaks and respite can be a positive experience for both individuals. The work of the team supports Strategic Outcome Three, Supporting Carers.

Adult Protection Committee

The adult protection committee continues to be an effective meeting and meets each quarter – chaired by the Independent Chair of both adult and child protection committees.

Several developments have taken place in the last year within Adult Support and Protection. These have included:

- Trauma informed approach to Case Conferences
- Multi-agency training events
- Multi-Agency Quality Assurance
- The embedding of the Moray Integrated Vulnerable Adults process (MIVA)
- ASP National Implementation Subgroup – Chronologies

The trauma informed approach to Case Conferences is highlighted as a particular area of good practice with the team working alongside multi-agency practitioners and supported individuals to ensure that the Adult Support and Protection Case Conference Agenda and flow of the meeting was mindful of the trauma experienced by the people they support. One such example of the changes that have taken place included the support provided prior, during and after the meeting to individuals as well as ensuring that the meeting was as person-centred as possible, with professionals entering only after the individual and their representatives had arrived and had time with the Chair. This has proved successful, and we have seen a rise in individuals attending and contributing to their Case Conference.

In relation to training the APC agreed a subgroup for ASP Learning and Development. The subgroup links to the Grampian Learning and Development ASP Group. The multi-agency group will work to support developments and awareness on local issues relating to ASP work. Including

- Hoarding and Self-Neglect
- Referrals and local threshold awareness
- Identifying areas of interest and further development
- Undertaking a training needs analysis (TNA)

Following the revision of the Adult Support and Protection Codes of Practice in 2022 a National Implementation Group was formed supported by the Scottish Government to support the embedding of the codes and changes to practise. A series of smaller Subgroups were then created to support this with participants from a breadth of services and organisations across Scotland (SWS, IRISS, Scottish Government, Care Inspectorate, Police, NHS, Health Improvement Scotland, Local Authorities, and the 3rd Sector). These subgroups cover 4 areas.

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- Chronologies
- Self-Evaluation
- Advocacy and Voice of the Service User
- Inquiry, investigative powers, and the role of the Council Officer

The Adult Support and Protection Lead Officer for Moray currently facilitates the Chronology Group, with representation on a Grampian basis to all four of the Subgroups from the Pan Grampian Partnership.

Following discussion, further presentation and partnership working, as well as agreement and interest from several Scottish Government Ministers who are responsible for Public Protection areas and workstreams the remit of the Chronology Subgroup will now be widened to include all areas across the lifespan.

This is an exciting development in which can lead to real transformational change in relation to Chronologies across the Lifespan and how we move forward collaboratively in tackling this challenging subject.

The Subgroup will now work to

- Develop and amend the draft tools alongside Iriss to ensure its relevance across the life span of an individual.
- Discuss and plan communication and learning and development messaging.
- Move forward to Championing Chronologies within Partnerships and Organisations
- Plan involvement and consultation with lived experienced individuals in their information and what this means for them.
- Agree governance and oversight on a national basis (currently this is via the National Adult Protection Strategic Forum)
- Test the agreed draft tools within Pilot areas across Scotland.

Throughout the period 2023 – 2024 Moray has received 2 requests for Learning Review. One referral progressed to Adverse Event Review (AER). The further referral resulted in decision by the Learning Review Subgroup to not proceed with Learning Review but hold a Practitioners Event in relation to the case to enable any learning to be extracted and shared. The Practitioner Event is due to take place in May 2024.

Moving forward into 2023/2024 the APC are revising their Multi-Agency Improvement Plan in consultation with front-line practitioners as well as revision of the Lead Agency Operational Guidance which will assist in bringing further clarity and support the embedding of this workstream.

Adult Support and Protection

A total of 920 Adult Support and Protection referrals have been received from April 2023 – March 2024. It is apparent that the significant rise we observed in 2022/2023 appears to have reached a plateau. The table below gives a further insight into this and shows the unprecedented rise in referrals witnessed last year and over the last 3 years.

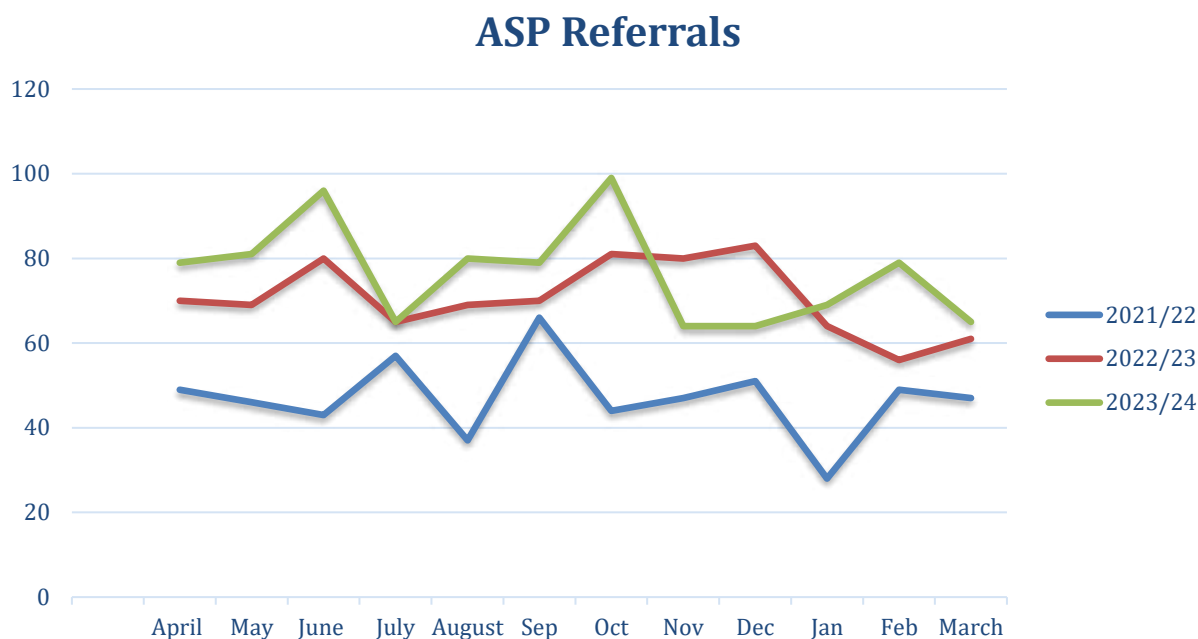


Figure 1 – number of ASP referrals received.

Following receipt of an ASP referral a formal ‘screening’ process takes place to ascertain if the individual concerned could be at risk of harm. Instances where a screening is not required include should the referral be a duplicate; individual is already open to ASP process, or the referral is an ‘update’ of information already known for example. Below is a breakdown of the outcome of the ASP referrals received.

Screening outcome	Number of Screenings	Percentage of all screenings
Further Social Work Intervention	379	52.20%
No Support Required	154	21.21%
Proceed to IRD	131	18.04%
Referral to External Agencies	26	3.58%
Social Work Team Referral	32	4.41%
No outcome recorded	3	0.41%
Outcome overdue	1	0.14%

Figure 2: Screening outcomes

Between April 2023 and March 2024 there have been 726 screenings completed, with 379 (52.2%) requiring further social work intervention. 154 (21.2%) did not require support, and a further 131 (18.0%) proceeded to IRD. The remaining 62 (8.54%) were referred to external agencies or social work team or have no outcome recorded.

The use of an Inter-Agency Referral Discussion (IRD) for ASP has been in place in Moray since December 2021. Since commencement this process has provided better working

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relationships between partners, and feedback provided from practitioners has been favourable. The number of IRD's held during the period April 2023 and March 2024 averaged 10 adults per month with 74 progressing to Adult Support and Protection Investigation compared to 58 the year prior.

The advent of the Adult Support and Protection Minimum Dataset in conjunction with Iriss, who led the project alongside five learning partners commenced in April 2023. This mandatory dataset was welcomed in Moray and a step in the right direction in relation to generating meaningful and comparable data nationally. The implementation of this has not been without challenge for Moray in aligning our CareFirst System to capture the data required, but one that we see value in.

Challenges and improvements

We have faced a number of challenges across this year, getting used to the addition to the HSCP of children and justice social work. There were also challenges around reducing resources, increases in need in the community and staffing issues, both retention and recruitment and staff sickness.

Staff have been extremely resilient this year when there have been a number of vacancies across the system but no let-up in need.

There has been high levels of commitment to providing quality services to individuals who need support across the board and an improvement in how people consider the views of those they are supporting.

Undoubtedly, there is an increased need for justice social work and increasing prison population and recognition that community based sentences are most likely to allow the right conditions for change but this creates additional pressure on justice services and this has been an extremely busy year for the team.

The cost of care is increasing along with the cost of living, so third sector partners, commissioned services and the general public have all been impacted by this and it creates unmet need at a time where we have an aging population and families are living under stressful conditions, particularly related to poverty. We have had to work closely with providers to recognise where they require additional support, and where we have had to look creatively at service provision to ensure we are helping the right people at the right time.

There has been a significant increase in young people arriving in Moray through the UASC scheme and our teams have done an amazing job in helping the young people settle and have opportunities to reach their potential.

Our mental health officers are declining in numbers and this creates additional requests for support from the officers we have in place, with less interest from staff in completing their

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mental health certificate, which perhaps reflects the pressures on the social work roles across the system.

Delayed discharges continue to be a wicked issue but teams have worked relentlessly to shift the position related to this and to allow people to get home from hospital at the soonest opportunity, in line with our priority of home first. This has to be done in a way that balances people's need for protection and support with being discharged from a disempowering hospital setting.

Resources

The Health and Social Care Partnership in Moray faced the same financial challenges as many other areas of the country. There is an increasing overspend and need to pull back in line with reducing budgets. Work has been ongoing throughout the year to identify where savings can be made and where efficiencies can be created by doing things differently.

Children's services commissioned a prevention of care service to work with families whose children were on the edge of care to enable more young people to remain at home with support on an intensive basis. Functional Family Therapy are now embedded and form part of the children's services resource panel, to ensure the correct children and young people are given this service as a priority.

The Whole Family Wellbeing Fund has allowed for continuation of some key posts, not least the Wellbeing Co-ordinators whose function it is to work with universal services to ensure that the GIRFEC process is working well in Moray, with the child's plan being developed by universal services to reduce the pressures on social work's front door and to ensure that families are not elevated to third tier services unnecessarily. Plans are now in place to develop services that will help whole family support and reduce some of the difficulties that young people are experiencing within education, by providing a multi-agency team to pool all skills together to wrap around families.

The resources to support children and young people is in high demand, with numbers of foster carers not meeting demand and the use of Out of Area placements continues to be a challenge as a number of social work departments compete for the same few placements available at times.

There are also challenges around resources within care at home and care homes, as well as community care and the pressures of providing safe bespoke care on tightening purse strings is ever present and continues to be a source of stress for social workers.

Moray also has a limited number of third sector and community organisations and there is a low presence of social care agencies to enable good competitive and ethical commissioning practices. We continue to try and find creative ways to ensure our commissioning processes allow us the best possible services for our communities.

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Adult Social Work and Social Care	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m
Total Budget	49.6	58.5	60.4	63.9
Services for Children, Young People & Families	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m
Total Budget	19.383	19.791	18.334	16.147
Justice Services	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m
Total Budget	-0.106	-0.106	-0.109	-0.109

Workforce

Number of front line social work posts:

Adult Services: 46.8 FTE

Children and Families: 57.08 FTE

Justice: 13.5 FTE

There continues to be a number of vacancies across social work, in particular around children and families, as with other parts of the country, with work happening alongside HR to try and find creative ways to fill posts and support succession planning.

Looking ahead

Moray will see the introduction of a new CSWO and Head of Service this year, as I will be leaving the post in June. This coincides with the departure of the Chief Nurse and the Chief Officer at the same time as a new Chief Executive comes into the council.

This will create some change for the workforce, it will be important to ensure services remain as stable as possible during this time of transition, with an opportunity for a fresh look at how we are doing and where we need to go.

This next year should see the development of the Youth Pod within children's services, bringing together our throughcare and youth justice services into one specialised team. This helps us meet the requirements of our improvement plan which followed the joint inspection of children at risk of harm.

There should also be an improved performance reporting within children's services as we have set out KPIs and developed the data dashboard to provide a better sense of how children's and justice social work is performing.

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Overall the key feature of the next year will be realising challenging savings plans and ensuring that services to our most vulnerable citizen's remain appropriate, proportionate and that we are upholding the rights and best interests of those we are charged with supporting.

Tracy Stephen
Moray Health and Social Care Partnership
Chief Social Work Officer and Head of Service
May 2024