DATA LABEL: Public

Social Policy, Policy Development and Scrutiny Panel

West Lothian Civic Centre
Howden South Road
LIVINGSTON
EH54 6FF

23 June 2017

A meeting of the **Social Policy, Policy Development and Scrutiny Panel** of West Lothian Council will be held within **Council Chambers, West Lothian Civic Centre** on **Thursday 29 June 2017** at **2:00 p.m**.

For Chief Executive

BUSINESS

Public Session

1. Apologies for Absence

2. Declarations of Interest - Members should declare any financial and non-financial interests they have in the items of business for consideration at the meeting, identifying the relevant agenda item and the nature of their interest.

3. Order of Business, including notice of urgent business and declarations of interest in any urgent business

4. Confirm Draft Minute of Meeting of the Social Policy, Policy Development and Scrutiny Panel held on Thursday 16 March 2017 (herewith).

5. West Lothian Children's Services Plan 2017-2020 and The West Lothian Corporate Parenting Report and Plan 2017-2018

   (a) Presentation

   (b) Report by Head of Social Policy (herewith)

6. Social Policy Management Plan 2017-2018 - Report by Head of Social Policy (herewith)

7. Care Inspectorate Inspection of Community Care Services - Report by Head of Social Policy (herewith)

8. Social Policy Contract Activity Update - Report by Head of Social Policy (herewith)

9. Workplan (herewith)

NOTE **For further information please contact Elaine Dow on 01506 281594 or email elaine.dow@westlothian.gov.uk**

MINUTE of MEETING of the SOCIAL POLICY, POLICY DEVELOPMENT AND SCRUTINY PANEL of WEST LOTHIAN COUNCIL held within COUNCIL CHAMBERS, WEST LOTHIAN CIVIC CENTRE, on 16 MARCH 2017.

Present – Councillors Danny Logue (Chair), Tony Boyle, Diane Calder, Jim Dixon, and Sarah King

Absent – Frank Toner

Apologies – Maureen Finlay, Senior People's Forum Representative

In attendance
Isabella de Wit, Realigning Children's Services Programme Manager
Simon Anderson, Realigning Children's Services Data and Evidence Adviser

1. DECLARATIONS OF INTEREST

Agenda Item 7 – Lothian and Borders Community Justice Authority Minutes

Councillor Boyle declared a non-financial interest in that he was the council appointee to the Community Justice Authority Board.

Councillor Logue declared a non-financial interest in that he was an employee of NHS Lothian.

2. MINUTE

The panel confirmed the Minute of its meeting held on 12 January 2017 as a correct record. The Minute was thereafter signed by the Chair.

3. REALIGNING CHILDREN'S SERVICES PROGRAMME

The Panel welcomed Isabella de Wit, Programme Manager, and Simon Anderson, Data and Evidence Adviser, from Realigning Children's Services (RCS) to the meeting. A presentation was then given on the Scottish Government funded programme, Realigning Children's Services, which aimed to drive prevention and early engagement through locally led changes, working collaboratively to use the total available resources to best meet the needs of and improve outcomes for children and families.

Key aspects of the programme included a shared understanding of tasks focusing on evidence obtained from children's wellbeing surveys, service mapping, data linkage and local data. The RCS survey programme gathered information relating to whole population data and aggregate analysis comparing data linkage to education services and post code information. Examples of RCS survey measures included the following:

- Self-reported general health in primary and secondary schools;

- Use of cigarettes/drugs/alcohol in secondary schools only;
- Engagement with schools in primary and secondary schools;
- Pressure of school work in primary and secondary schools;
- Level of physical activity in primary and secondary schools;
- Number of close friends in primary and secondary schools; and
- Bullying and harassment in primary and secondary schools.

The Panel was then provided with examples of analysis from the RCS survey programme, which was for illustrative purposes only.

The Head of Social Policy informed the members of the Panel that the RCS programme and West Lothian's engagement in the programme formed part of the range of activities being undertaken by the new Children's Services Plan.

The Chair, on behalf of the Panel, thanked Ms de Wit and Mr Anderson for attending the meeting and providing a very informative presentation.

Decision

Noted the presentation.

4. WEST LOTHIAN CHAMPIONS BOARD

The Panel considered a report (copies of which had been circulated) by the Head of Social Policy providing details of the funding received by West Lothian Council from the Life Changes Trust.

The report advised that the funding became available from the Life Changes Trust, an independent charity established with a Big Lottery Fund endowment of £50 million to improve the lives of two key groups in Scotland: care experienced young people and people affected by dementia. West Lothian was one of eight local authority areas to receive funding. The £209,043 funding received would be used throughout 2017 to 2019 to support West Lothian to establish a local 'Champions Board'.

The Senior Manager advised the Panel that the Champions Board in West Lothian would not replace the existing methods of engaging and involving care experienced young people but would help to build the capacity to develop confidence in their abilities and potential, giving them the platform to flourish and grow.

The award of the Life Changes Trust would fund both participation worker and development worker for the three year period. These posts would support the development of a Champions Board approach in West Lothian and facilitate a range of training and awareness activities to build the capacity of Corporate Parents and enhance their knowledge and

understanding of their duties and responsibilities.

The Champions Board was an exciting development which offered real opportunity to put the council's care experienced young people in the driving seat, where their views, opinions and aspirations were central to influence improvement in how services were delivered and developed.

It was recommended that the Panel note the funding received from the Life Changes Trust and the intended work which would be undertaken during the allocated period.

Decision

To note the contents of the report.

5. LOTHIAN AND BORDERS COMMUNITY JUSTICE AUTHORITY - MINUTES

A report was circulated by the Head of Social Policy to which was attached minutes of the meetings of the Lothian and Borders Community Justice Authority (CJA) held on 18 August and 17 November 2016. The report ensured that members were kept updated on the activities of Lothian and Borders Community Justice Authority as part of the council's Code of Corporate Governance.

The Panel was asked to note the terms of the minutes of the meetings of the Lothian and Borders Community Justice Authority held on 18 August and 17 November 2016.

Decision

Noted the contents of the report.

6. REVIEW OF SOCIAL WORK SUPPORT SERVICES TO VULNERABLE CHILDREN AND YOUNG PEOPLE

The Panel considered a report (copies of which had been circulated) by the Head of Social Policy providing details of the proposed improvements to social work support services for vulnerable children and young people.

The report recalled that a comprehensive service review was carried out of front line social work support for young people aged over fifteen years who were looked after and also for care leavers who were entitled to aftercare support with the purpose of recommending improvements in line with current policy and legislation. The review identified the potential for improving the service and making better use of the council's resources.

The service redesign was in line with corporate parenting legislation ensuring that social work services were better prepared to meet the needs of the council's looked after children and those at risk of being looked after away from home, improving their outcomes and those of care leavers.

It was recommended that the Panel notes the plan to redesign current service provision and notes the intention to improve services for young people and families.

Decision

To note the contents of the report.

7. REVIEW OF CHILDREN'S RESIDENTIAL CARE

The Panel considered a report (copies of which had been circulated) by the Head of Social Policy providing details of the intention to review the model of residential child care in West Lothian.

The report recalled that the current model of residential care in West Lothian had been in place for a long period of time. Significant changes have been made during this period in the level and complexity of need experienced by looked after young people. As a consequence of this, the service intended to commence a review of the council's arrangements for residentially caring for looked after children within West Lothian. The review process would include listening to the voices of children and young people and consulting with staff at all levels involved in the provision of residential care, in addition to other key stakeholders.

The Panel was advised that providing the highest quality care for the council's looked after children and young people was a key priority for the social policy service. Young people who were residentially cared for in West Lothian tended to have highly complex needs. To ensure the most appropriate model of care was available to meet the needs and support better outcomes for young people, the service planned to review the children's residential care service in consultation with key stakeholders. The review would consider what worked well within the residential houses and also what improvements could be made to how residential care was delivered and managed to improve outcomes for young people.

The Senior Manager then responded to questions from members of the panel. It was noted that it was important that the council's system of residential care had the capacity to meet need and reduce reliance on external provision to ensure the most effective use of council resources.

It was recommended that the Panel notes the intention to review the model of residential care with the purpose of improving the outcomes for young people requiring residential care.

Decision

To note the contents of the report.

8. REPORT ON WEST LOTHIAN COUNCIL'S COMMUNITY PAYBACK ANNUAL REPORT 2015-16

The Panel considered a report (copies of which had been circulated) by the Head of Social Policy providing details of the development and content of the Annual Report submitted by West Lothian Council to the Scottish Government on the operation of the Community Payback by Offenders scheme. West Lothian Council's Community Payback Order Annual Report for 2015-16 was attached at appendix 2 to the report. Additional statistical information relating to the financial year 2015-16 was attached at appendix 1 to the report.

The report explained that consultation was an integral part of the process of Community Payback, which the council contributed to through its officers and input by councillors. The success of the Community Payback Unpaid Work scheme continues to depend on referrals of work for offenders to undertake. Councillors, through their engagement with community-based projects of all types, were important in promoting referrals.

The Senior Manager, Young People and Public Protection advised that during the year a total of 42,370 hours of Community Payback Unpaid Work were carried out in West Lothian. While this showed a 13% decrease from the previous year it was noted that the 2015-16 figure was 15% higher than the average for the preceding three financial years. Details of the bicycle re-use project was also provided which has proved to be a very successful project. During 2015-16, 3,256 bikes were acquired from Community Recycling Centres and by direct donation, with approximately 8% of these emerging for further use. Almost 43 tonnes of metal was recycled during the year and as a result the Unpaid Work Team made donations totalling £2,000 to local charities.

The report concluded that Community Payback legislation continued to provide some challenges for all justice services in West Lothian. The Criminal & Youth Justice Service had effective strategies in place to manage the volume of this work. Courts were benefitting from the range of opportunities offered by the use of additional requirements of Orders. CPOs remained both an important tool in West Lothian's inter-agency focus on Reducing Re-offending and a key component in developing the concept of Community Justice for which West Lothian CPP would formally take responsibility on 1 April 2017. The Criminal & Youth Justice Service would continue to report to appropriate committees on progress in respect of all of these factors following submission of the next CPO Annual report.

The Panel acknowledged the excellent work carried out by West Lothian's Community Payback Unpaid Work team and noted the range of activities and projects undertaken.

The Panel was invited to note the terms of the report.

Decision

To note the contents of the report.

9. JOINT INSPECTION OF SERVICES FOR CHILDREN AND YOUNG PEOPLE

The Panel considered a report (copies of which had been circulated) by the Head of Social Policy providing details of the joint inspection of services for children and young people which was being carried out in West Lothian.

The report explained that the Care Inspectorate was asked by Scottish Ministers to develop a new model for the scrutiny of and improvement of services for children and young people. The report then outlined the aims and the approach taken to ensure that all of the services in a local authority area were working together to make a positive difference to the lives of children, young people and their families. The Community Planning Partnership was responsible for providing effective services for children and young people and focused on how well services were working together to improve outcomes for children and young people.

West Lothian Council received formal notification of the inspection on 14 December 2016. The Panel was advised that the joint inspection would take place over a 35 week period from notification to the publication of the inspection report. The process would take account of the full range of work that was undertaken with children, young people and families locally and would ultimately report on the difference that services were collectively making to the lives of children, young people and families in West Lothian. Following the publication of the final inspection report the partnership would be required to prepare a plan detailing the actions that would be taken in response to the report. This action plan must be submitted to the Care Inspectorate within six weeks of publication of the inspection report.

The Senior Manager, Children & Early Intervention, then responded to questions from members of the Panel.

Members of the Panel then acknowledged the excellent support provided by staff during the inspection process and noted the number of focus groups set up.

It was recommended that the Panel notes that a joint inspection of services for children and young people was underway in West Lothian.

Decision

To note the contents of the report.

10. WORKPLAN

The Panel noted the contents of the workplan that would form the basis of the panel's work over the coming months.

Decision

To note the contents of the workplan.

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West Lothian Council

SOCIAL POLICY - POLICY DEVELOPMENT AND SCRUTINY PANEL

WEST LOTHIAN CHILDREN'S SERVICES PLAN 2017-2020 AND THE WEST LOTHIAN CORPORATE PARENTING REPORT AND PLAN 2017-2018

REPORT BY HEAD OF SOCIAL POLICY

A. PURPOSE OF REPORT

The purpose of the report is to inform the Social Policy Policy Development and Scrutiny Panel of the work that has been undertaken to ensure compliance with the requirements of Parts 3 and 9 of the Children and Young People (Scotland) Act 2014.

B. RECOMMENDATIONS

It is recommended that the Panel notes:

1. the progress made with regards to the development and launch of the West Lothian Children's Services Plan 2017-2020 in compliance with Part 3 of the Act and
2. the development of the West Lothian Corporate Parenting Report and Plan 2017-2018 in compliance with Part 9 of the Act.

C. SUMMARY OF IMPLICATIONS

I	**Council Values**	Focusing on our customers' needs. Being honest, open and accountable. Making best use of our resources. Working in partnership.
II	**Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)**	Children and Young People (Scotland) Act 2014 Looked After Children (Scotland) Regulations 2009 United Nations Convention on the Rights of the Child
III	**Implications for Scheme of Delegations to Officers**	No implications.
IV	**Impact on performance and performance Indicators**	None
V	**Relevance to Single Outcome Agreement**	Our children have the best start in life and are ready to succeed

		We live in resilient, cohesive and safe communities People most at risk are protected and supported to achieve improved life chances
VI	**Resources - (Financial, Staffing and Property)**	Existing budgets for the delivery of services for Children and Young People
VII	**Consideration at PDSP**	None
VIII	**Other consultations**	A partnership approach has been taken to the development of both plans through the Children and Families Strategic Planning Group and the Corporate Parenting Strategic Group, both of which have mult-agency membership. A staff and pubic consultation exercise is also underway.

D. TERMS OF REPORT

Overview

Part 3 of the Children and Young People (Scotland) Act 2014 seeks to improve outcomes for all children and young people in Scotland by ensuring that local planning and delivery of services is:

- integrated,
- focused on securing quality and value through preventative approaches and
- dedicated to safeguarding, supporting and promoting child wellbeing.

In West Lothian we recognise that in order to effectively plan our services for children and young people a range of processes need to be undertaken, including:

I. Carrying out a detailed assessment of the current position (population needs, community assets, service resources, etc.)
II. Establishing a clear vision of what will be achieved by the end of the plan (i.e. the outcomes), identifying priorities, objectives and indicators (i.e. how progress will be measured).
III. Agreeing what activities (services, interventions, etc.) will be delivered in order to realise that vision.
IV. Deciding, through a coherent and transparent process, how those activities will be resourced over the course of the plan (including what areas will see disinvestment in order to shift resources towards prevention).
V. Holding persons to account for delivery of activities, with governance over implementation of the plan embedded in existing structures (elected councillors, etc.).
VI. Monitoring progress through a structured process of review and refinement, making sure the plan (with its outcomes and deliverables) continues to fit the context (needs, resources, etc.) which it seeks to affect.

West Lothian Children's Services Plan 2017-2020

West Lothian had a children's services plan in place prior to the commencement of Part 3 of the Act. In accordance with Section 8 of the Statutory Guidance, the West Lothian Integrated Children's Services Plan 2012-2018 was reviewed to ensure that it was compliant with the requirements of the Act.

The West Lothian Children's Services Plan 2017-2020 (Appendix 1) outlines the work of the West Lothian Children and Families Strategic Planning Group and follows an outcome based approach to planning as led by the West Lothian Community Planning Partnership. The Plan has been developed to encompass the following principles:

- Getting the right balance between universal and targeted services
- Re-distributing resources towards targeted activities with individuals, groups and communities
- Improved integrated working
- Improving outcomes for the individual child and their family
- Focusing on early intervention by shifting resources from managing crisis to building resilience.

The key priorities identified in the Plan are:

- Early Intervention and Prevention
- Corporate Parenting
- Child Protection
- Violence Against Women
- Youth Justice
- Transition
- Alcohol and Drugs

The West Lothian Corporate Parenting Report and Plan 2017-2018
Part 9 of the Children and Young People (Scotland) Act 2014 Act puts the concept and policy of 'Corporate Parenting' onto a statutory basis in Scotland and came into force in April 2015. Corporate Parenting is defined as:

> "An organisation's performance of actions necessary to promote and support the wellbeing of a looked after child or care leaver, including their physical, emotional, spiritual, social and cognitive development."

The purpose of Part 9 of the Act is to establish a common understanding of the principles and duties which constitute Corporate Parenting, and to oblige a range of publicly funded bodies to consider what more they each can do to improve the lives of looked after children and care leavers.

The Act also places a duty on all Corporate Parents to work collaboratively and to develop a Corporate Parenting Plan detailing how they will meet their corporate parenting responsibilities.

The West Lothian Corporate Parenting Report and Plan 2017-2018 is provided as an appendix to this report (Appendix 2). The Plan highlights the commitment of Corporate Parents in West Lothian to facilitate positive practice to ensure that looked after children are supported to achieve the best possible outcomes and identifies the following areas for improvement:

1. Improving the quality of our care and care planning;
2. Improving health and wellbeing;
3. Supporting learning and raising attainment
4. Supporting employment, training and positive destinations
5. Providing high quality through, continuing and after-care.

Strategic Needs Assessments
Strategic Needs Assessments have been commissioned to focus on:

- Looked After Children and Young People
- Early Intervention and Prevention and
- Community Justice.

Consultants have been appointed and it is expected that this exercise will provide detailed information that will inform service planning going forward.

Consultation
A public consultation process commenced on 18th April, the key elements of the process are:

- Electronic Survey
- Email box
- Staff Roadshows
- Focus Groups

The engagement of children, young people, parents, kinship carers and foster carers, in the broadest sense across both plans is being considered by the Engagement Work Stream of the Corporate Parenting Strategic Group and an outline report is being prepared to inform the process.

Review and Reporting
It should be noted that children's services planning is an ongoing process, within which the plan is only a component, not the end in itself. By keeping the plan under structured review services will be able to meet the needs of children, young people and families in West Lothian while ensuring that collective responses can be put in place to respond to emerging needs. Part 3 Section 13 of the Act places a duty on partners to report annually detailing the extent to which services have been delivered in accordance to the Plan.

Children's Rights
Part 1 Section 2 of the Act places a duty on partners to report, on the steps taken to secure better or further effect of the requirements of the United Nations Convention on the Rights of the Child (UNCRC). This section of the Act came into force on 1st April 2017 and the first report is due to be submitted to Scottish Minsters as soon as is practical after 31st March 2020.

E. CONCLUSION

The West Lothian Children's Services Plan 2017-2020 and The West Lothian Joint Corporate Parenting Report and Plan 2017-2018 focus on how to provide children's services in West Lothian in a way which: best safeguards, supports or promotes the wellbeing of children; ensures that any action to meet needs is taken at the earliest appropriate time and that, where appropriate, action is taken to prevent needs arising.

F. BACKGROUND REFERENCES

Appendices/Attachments:	Appendix 1	West Lothian Children's Services Plan 2017-2020
	Appendix 2	West Lothian Corporate Parenting Report and Plan 2017-2018

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Date: 29th June 2017

Children's Services Plan
2017-2020

Getting it Right for West Lothian's Children & Families

West Lothian
Community Planning Partnership
www.westlothianchcp.org.uk

NHS Lothian

West Lothian Council

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Foreword

In West Lothian we recognise that investment in our children and young people is one of the most valuable long-term investments that we can make. By investing our shared resources in the delivery and development of services that focus on prevention and early intervention we can ensure that children's needs are met at the earliest opportunity and are supported to achieve their potential.

Planning Services for Children, Young People and Families

Our aim is to tackle inequalities and give children and young people in West Lothian the best possible start in life. We want all children to be safe, healthy, achieving, nurtured, active, respected, responsible and included. Children and young people are the future of West Lothian. We need to listen to the voices of children, ensure their views are valued and respected and include them in the planning process.

This joint Children's Services Plan outlines the work of the West Lothian Children and Families Strategic Planning Group and follows an outcome based approach to planning as led by the West Lothian Community Planning Partnership.

The plan is a continuation of the previous Integrated Children's Services Plan 2012- 18, revised to take account of new requirements under parts 1 and 3 of the Children and Young People (Scotland) Act 2014. We have also developed a separate joint West Lothian Corporate Parenting Plan in accordance with part 9 of the Act.

The publication of these two plans marks the start of a comprehensive review of partnership service planning and delivery for children's services which will result in further refinement to the plan and the development of a strategic commissioning plan for children's services.

Participating in the planning process

During Spring 2017, we are holding a public consultation about the plans. We would like to hear the views of children, young people, families and staff about the approach that we are taking and about the priorities we have identified so far.

The consultation will be published on the West Lothian Council website and publicised widely across West Lothian.

As well as taking part in an online survey, there will be a number of focus groups for children and families, and roadshows for staff during May and June 2017. You can also make your views known at any time by emailing:
Childrensplan.Consultation@westlothian.gov.uk

Summer and Autumn 2017 will see the production of a Strategic Needs Assessment for children and families, including a focus on the needs of Looked After Children, Early Intervention and Prevention, and Community Justice.

During the process, we will engage with children, young people and their families, and with staff and service providers from across the Community Planning Partnership.

We look forward to hearing your views!

Jane Kellock
Head of Social Policy,
Chair of the Children and Families Strategic Planning Group

Introduction

Our Vision for Children and Young People in West Lothian

In West Lothian we believe that every child should have the best start in life to enable them to: have high aspirations, build the foundations for living well in the future and realise their potential This underpins the national programmes of Curriculum for Excellence and Getting It Right For Every Child with desired outcomes that all children become successful learners, confident individuals, effective contributors and responsible citizens through being safe, nurtured, healthy, active, included, achieving, respected and responsible.

We are committed to providing services that are child-centred, and developed with families themselves and partner agencies; that tackle inequalities, and focus on improved outcomes for children. To ensure that children and young people in need have a head start in life, we are now re-focusing on the importance of preventative work with families to help them cope with the pressures of parenting, as well as providing statutory early intervention and child protection services.

Principles

The underpinning principles of how we plan and deliver services for children revolve around how we target support to children and their families at an early enough point whilst recognising that there will always be a need to provide services for the ongoing problems that families may experience.

In order to achieve the best outcomes for our children, we are committed to working in partnership across the West Lothian Community Planning Partnership (CPP), aligning our collective resources to support children and families with a range of needs.

The Children's Services Plan has been developed to encompass the following principles:

- Getting the right balance between universal and targeted services
- Re-distributing resources towards targeted activities with individuals, groups and communities
- Improved integrated working
- Improving outcomes for the individual child and their family
- Focusing on early intervention by shifting resources from managing crisis to building resilience.

The West Lothian Children's Services Plan:

- highlights partners' commitment to delivering outcomes for children and young people in West Lothian through active participation in joint planning and delivery structures.
- defines the approaches and mechanisms which partners use in West Lothian to plan and deliver those joint services, initiatives and activities geared towards the delivery of outcomes for children, young people and their families.
- defines the key outcomes which have been agreed by partners as priorities for multi-agency action.
- explains the way in which activity relating to each of these themes will be linked to key outcomes, will be monitored through the use of meaningful performance indicators and will be driven by challenging targets.

It confirms the commitment of partners to:

- actively participate in well-established joint service planning in West Lothian, through the Children and Families Strategic Planning Group, Safer Communities Strategic Planning Group, Integration Strategic Planning Group and the Public Protection Committee.
- investigate best practice in early intervention and preventative approaches, and implement such approaches across West Lothian.
- build on previous successes and further demonstrate the added value from cooperative approaches to planning and delivering services and activity.

Children's Rights

Partners in West Lothian are committed to upholding and embedding the Articles of the United Nations Convention on the Rights of the Child (UNCRC) at every level of our services. The UNCRC has 54 articles in all, each outlining in detail the basic rights of every child. These can be summarised into four core principles:

- Non-discrimination
- Devotion to the best interests of the child
- The right to life, survival and development
- Respect for the views of the child.

In compliance with Part 1 (section 2) of the Children and Young People (Scotland) Act 2014, partners in West Lothian will report in 2020 on the steps that we have taken to further children's rights in West Lothian.

Advocacy is key to enabling children to exercise their rights. We are commit to providing advocacy services and promoting self-advocacy.

Engagement and Participation

To ensure that all of our stakeholders have the opportunity to have a meaningful input into the way that our services are developed and delivered, a Children's Services Participation and Engagement Strategy will be developed. We will build on the existing good practice in engagement and participation approaches across West Lothian to develop structures that provide opportunities for our children, young people, families and other stakeholder to get involved at the level they want. This strategy will be based on the National Standards for Community Engagement. The ten National Standards are:

1. We will identify and involve the people and organisations with an interest in the focus of the engagement.
2. We will identify and overcome any barriers to involvement.
3. We will gather evidence of the needs and available resources and use this to agree the purpose, scope and timescale of the engagement and the actions to be taken.
4. We will agree and use the methods of engagement that are fit for purpose.
5. We will agree and use clear procedures to enable the participants to work with one another efficiently and effectively.
6. We will ensure necessary information is communicated between the participants.
7. We will work effectively with others with an interest in the engagement.
8. We will develop actively the skills, knowledge and confidence of all the participants.
9. We will feedback the results of the engagement to the wider community and agencies affected.
10. We will monitor and evaluate whether the engagement meets its purposes and the national standards for community engagement.

The strategy will outline the approach that will be implemented to ensure that all stakeholders are kept up-to-date on service developments and, crucially, are able to influence changes to services.

West Lothian Overview

Each Local Authority has developed a Single Outcome Agreement (SOA) with the Scottish Government. The purpose of the Single Outcome Agreement is to identify priority outcomes for the people of West Lothian and set out targets to maintain and improve those outcomes directed by West Lothian's Community Planning Partners.

There is a general recognition that those agencies involved in the delivery of Children's Services have a role to play in the delivery of many of the National Outcomes. Within the Children's Services Plan the relevant outcomes are:

- **Our children have the best start in life and are ready to succeed**

  For our children to have the best start in life we need to focus on key outcomes i.e. healthy pregnancies, nurturing and consistent parenting and be able to offer a suite of early intervention approaches. Getting It Right for Every Child (GIRFEC) is founded on the principles of early intervention, which are appropriate, proportionate and timely. The practice development model puts these principles into action for all children and young people at the individual level. Early years (including pre-birth) is a national priority as laid out in Early Years Framework (2008); Early Years Collaborative (now part of the Children and Young People Improvement Collaborative); The Best Start: A Five Year Forward Plan for Maternity and Neonatal Care in Scotland (2017); Universal Pathway Pre-Birth to Preschool (2016). All of these national policies are driving transformational change towards prevention and early intervention in the early years.

  In West Lothian, prevention and early intervention is supported through multi-agency working. Early access to maternity care, positive pregnancy outcomes, increased home visiting support to all families through the new universal pre-birth to preschool pathway, early learning and childcare and a range of support for parenting and early intervention programmes are all part of West Lothian's approach to ensuring our children have the best start in life.

- **We are better educated and have access to increased and better quality learning and employment opportunities**

  Good educational qualifications are essential for improving young people's employment prospects and life chances and for the economy in general. In 1996 West Lothian was below the national average for educational attainment and was the lowest performer among the former Lothian councils. In recent years, West Lothian has consistently outperformed or equaled the attainment of comparator authorities. The challenge remains to maintain high performance where it exists and to continue to raise performance in areas where deprivation is a major factor.

- **People most at risk are protected and supported to achieve improved life chances**

  This outcome focusses on those in our society who are most at risk e.g. looked after young people, vulnerable adults, children, and women and children experiencing domestic violence. Various partnership arrangements are in place to ensure that we protect these vulnerable groups through child protection, adult protection and Multi-Agency Public Protection Arrangements (MAPPA).

- **We live in resilient, cohesive and safe communities**

  Partners have come together to address crime, disorder and danger using the Joint Tasking and Co-ordination model utilised by the Police. This new way of working has led to greater co-ordination and better use of resources.

West Lothian's Children

In planning for the development and delivery of services for children, young people and their families, the profile of West Lothian's children and families has been considered.

West Lothian has a population of about 178,550 (2015), accounting for 3.3% of Scotland's total population, and is one of the fastest growing and youngest in the country, with an average age of 39 compared with 41 across Scotland.

Of particular significance is the projected increase in West Lothian's population, by 2039 it is projected to rise to 192,523, an increase of 8.6% compared to 2014. Based on 2015 mid-year population estimates 19.6% of West Lothian's population is aged 0-15 years.

The impact of the demographic increase is significant as it will bring an increase in demand for services which is likely to exceed available resources if services are not fundamentally redesigned.

Key Facts about West Lothian's Population:

- 1865 babies were born from West Lothian families in 2016 (the average per annum over the last 6 years is 1,964).
- 7.3% of these babies were low birth weight compared with 6.4% for Lothian as a whole.
- In 2016, 2.8% of West Lothian pregnancies resulted in midwifery maternity alerts for high levels of vulnerability, with drug issues being an issue in 30.6% of these cases .
- West Lothian had the lowest rate of under 16 and under 18 teenage pregnancies in local authority statistics for 2012-14 ; and second lowest rate of under 20's pregnancies.
- Almost 9,000 people in West Lothian (5% of the county's population) live within some of the most deprived areas in Scotland.
- The most recent child poverty statistics (Oct-Dec 2015) show that 22.8% of West Lothian children are living in poverty.
- Youth unemployment in West Lothian stands at 3.6%, which is greater than the Scotland rate of 3.5% and the Great Britain rate of 2.8% .
- 1.1 % of the total 0-17 years population in West Lothian were Looked After as at 31 July 2016. The Scottish average for the same period was 1.5%.

There are also challenges to providing services for children and families at particular stages of their lives:

Early Years

- 14.3% of pregnant women in 2016 in West Lothian smoked and this continues to be an area for improvement for health and financial outcomes
- Breast feeding trends in West Lothian have not improved in the last decade
- Only 77.6% of eligible 27-30 month old children have their developmental and wellbeing assessment carried out by their Health Visiting team (compared to 86.7% in Scotland)
- 41.5% of children aged 0-2 years are registered with a dentist. The Scottish average is 48.1%.

School Age

- 21.9% of primary 1 children are at risk of being overweight or obese.
- The gap between the Annual P1 End of Year Performance in Primary Schools (PIPS) Scores of the lowest 20% and the highest 20% based on their Scottish Index of Multiple Deprivation is 7.5 compared to a target of 6.
- The attendance rate for Looked After Children and Young People is lower than for children and young people who are not care experienced.

Young People in Transition

- 64% of care experienced school leavers in 2014-15 were in positive destinations nine months after leaving school compared to the Scottish Average of 69%.
- At the end of January 2017, 83 children and young people were waiting over 18 week from referral for treatment by Child and Adolescent Mental Health Services (CAMHS).

The demographic profile of West Lothian coupled with the life-stage specific challenges indicates that there will be an increase in the demand for services for children and families with additional needs. This means that we need to ensure that services are appropriately targeted, delivered and planned in partnership and focused on improved outcomes for children and their families.

Strategic context: **Scotland**

National overview

All services and activities identified within this Children's Services Plan have been planned and developed with regard to the following pieces of legislation, strategic policies and approaches:

- Getting it Right for Every Child
- Education (Additional Support for Learning) (Scotland) Act 2004 as amended
- Higher Aspirations, Brighter Futures Report compiled by the National Residential Child Care Initiative (2009)
- Christie Commission on the Future Delivery of Public Services (2011)
- Social Care (Self-directed Support) (Scotland) Act 2013
- Children and Young People (Scotland) Act 2014
- Guidance on Health Assessments for Looked After Children in Scotland
- Getting it Right for Our Looked After Children
- Universal Health Visiting Pathway in Scotland - Pre Birth to Pre School
- Community Empowerment (Scotland) Act 2015
- Community Justice (Scotland) Act 2016
- Welfare Reform
- Scottish Attainment Challenge
- Pupil Equity Funding
- Scottish Child Abuse Inquiry
- Child Protection Improvement Programme
- Children in Care Review
- The Children and Young People Improvement Collaborative (CYPIC)
- Education Governance Review
- The Carers (Scotland) Act 2016
- The Best Start – A Five-Year Forward Plan for Maternity and Neonatal Care in Scotland

Getting it Right for Every Child

The Getting It Right for Every Child (GIRFEC) approach is founded on the principles of early intervention, that is, appropriate, proportionate and timely intervention and provides a framework for putting them into action for all children and young people at an individual level.

Getting it Right for Every Child underpins the Early Years Framework, Curriculum for Excellence and the Developing the Young Workforce agenda. It is central to the delivery of the activities detailed within the Children's Services Plan with the aim of improving outcomes for all children and young people.

As part of the Community Planning Process in West Lothian we will work together to improve outcomes for children and young people by embedding the GIRFEC approach throughout our partnership.

The Education (Additional Support for Learning) (Scotland) Act 2004 as amended

Whilst most of our children and young people respond well to the opportunities for learning provided by our schools, some will not benefit fully from education without extra help. The Education (Additional Support for Learning) (Scotland) Act 2004, as amended, aims to create a stronger, better system for supporting children's learning, ensuring that all children and young people receive additional support required to meet their individual needs and help them to become successful learners.

The Act requires local authorities and NHS Boards to establish clear arrangements for joint working so that they can work together effectively in order to benefit from their shared knowledge to improve outcomes for children and young people.

Higher Aspirations, Brighter Futures Report compiled by the National Residential Child Care Initiative (2009)

The National Residential Child Care Initiative (NRCCI) was established to deliver on the Government's commitment to work with partners to make residential care the first and best placement of choice for those children whose needs it serves.

Christie Commission on the Future Delivery of Public Services (2011)

The Commission was established to develop recommendations of the future delivery of public services in Scotland. The resulting report identified the need for public sector reform requiring a clear shift in service provision to a more preventative, collaborative and outcome-based approach, and demanded firmer strategies to tackle inequality.

Social Care (Self-directed Support) (Scotland) Act 2013

Self-directed Support (SDS) is an approach to assessing, designing and delivering social care services based on the principles of choice and control. It is a way of empowering people who need care and support to have more control in their lives.

In West Lothian, the SDS approach has been implemented with disabled children and their families. This approach is supporting a positive shift in the relationships and conversations with families and young people, enabling us to be more creative and innovative about how support is provided, balancing our need to protect children whilst ensuring support provided makes sense to them.

The SDS approach will continue to be reviewed within disabled children's services and the lessons learned will inform how the approach can be implemented across other areas of children's services.

The Children and Young People (Scotland) Act 2014

The Act aims to put children and young people at the heart of service planning and encourages a shift towards early intervention and prevention rather than crisis response. The Act strengthens children's rights and ensures that public services work together to design, plan and deliver services for children and families in Scotland.

Guidance on Health Assessments for Looked After Children in Scotland

The guidance was produced on behalf of the national Looked After Children Strategic Implementation Group to assist those involved in carrying out health assessments of our looked after children and young people. The document sets out the minimum standardised elements of a health care pathway that Health Boards are expected to implement in collaboration with local authorities and other organisations.

Getting it Right for Our Looked After Children

The strategy identifies three priority areas for work to improve outcomes for Looked After Children and Young People, these are:

- Early engagement
- Early permanence and
- Improving the quality of care.

These priority areas focus on:

- Building on the assets within families and communities to prevent children from becoming looked after where possible
- High quality support and assessment for families
- Delivering permanence without drift and delay - while taking account of the needs, rights and views of the child
- High quality care and support for those children who need to be looked after, including those who are looked after at home
- A planned and supported transition to interdependent living which meets the needs of each child and young person.

Universal Health Visiting Pathway in Scotland - Pre Birth to Pre School

The Universal Pre-Birth to Preschool Pathway sets out the minimum core home visiting programme to be offered to all families by Health Visitors and Family Nurses. The Pathway commences for babies being born from May 2017 onwards. A new national development and wellbeing assessment at 13 – 15 months of age will be introduced from May 2017 onwards. A new 4-5 year developmental and wellbeing assessment will be also introduced further into the implementation plan. In the interim, all vulnerable children will be reviewed in the preschool period from transfer from health visiting services to education services.

Community Empowerment (Scotland) Act 2015

The Community Empowerment Act aims to empower community bodies through the ownership of land and buildings, and by strengthening their voices in the decisions that matter to them.

Community Justice (Scotland) Act 2016

The Community Justice (Scotland) Act 2016 provides the legislative framework for the establishment of the new Community Justice model in Scotland. From 2017/18 Community Planning Partnerships will have the responsibility for taking forward Community Justice activities. In West Lothian Community Justice governance is provided by the Safer Communities Strategic Partnership, the Partnership is underpinned by four sub-groups – Youth Justice, Reducing Re-offending, Joint Tasking and Serious Organised Crime.

Welfare Reform

The last few years have seen profound changes to the welfare system in the UK. To a large extent, the changes are aimed at making expenditure savings, but the Government has also set in train radical reforms which change the whole landscape of welfare provision.

The changes that impact most significantly on children and families are:

- Child Benefit freeze for four years
- Housing Benefit cap
- the replacement of means tested benefits and tax credits by Universal credit
- localisation of the Social Fund
- abolition of the Child Trust Fund
- the household benefit cap.

Families with children are undoubtedly one of the key groups significantly affected by the changes in welfare provision.

The West Lothian Anti-Poverty Strategy has the overall purpose of helping to minimise the impact of poverty on the people of West Lothian. Its object is to ensure that people are equipped to cope with the challenges they currently face; those of the current economic situation and welfare reforms.

Scottish Attainment Challenge

The Scottish Attainment Challenge is about achieving greater equity in educational outcomes. Equity can be achieved by ensuring every child has the same opportunity to succeed, with a particular focus on closing the poverty-related attainment gap.
The Challenge is focused on accelerating targeted improvement activity in literacy, numeracy and health and wellbeing in specific areas of Scotland. It is expected that the Challenge will support and complement the broader range of initiatives and programmes to ensure that all of Scotland's children and young people reach their full potential.

Pupil Equity Funding

The Pupil Equity Funding is additional funding allocated directly to schools and targeted at closing the poverty related attainment gap. The Scottish Government has committed to this funding as part of the Scottish Attainment Challenge programme from 2017-18. The Pupil Equity Funding forms part of the £750m Attainment Scotland Fund. Of this funding, £5,052,000 has been allocated to West Lothian schools, this has been based on Free Meal entitlement in primary and S1 – S3 in secondary.

Scottish Child Abuse Inquiry

The Scottish Child Abuse Inquiry was set up on 1 October 2015. The overall aim of this Inquiry is to raise public awareness of the abuse of children in care. The Inquiry is expected to report within four years of its start date.

Child Protection Improvement Programme

The core objective of the programme was to identify where recommendations for sustainable improvement could be made, in practice. The Child Protection Improvement Programme Report was published in March 2017 and makes 12 recommendations, covering Initial and Significant Case Reviews, Child Protection Committees, the Child Protection Register, and matters of leadership, governance and accountability.

Children in Care Review

The review will look at the underpinning legislation, practices, culture and ethos of the care system. It will be driven and shaped by the evidence of care experienced young people and propose changes to the care system that will

improve both the quality of life and outcomes of young people in care.

The Children and Young People Improvement Collaborative (CYPIC)

The Children and Young People Improvement Collaborative (CYPIC) brings together the Early Years Collaborative (EYC) and the Raising Attainment for All programme to deliver quality improvement throughout the child's journey. The purpose of the CYPIC is to support schools and services for children, young people and families to be as good as they can be, based on evidence of what works in improving outcomes and life chances. The CYPIC is closely aligned with the Maternity and Children Quality Improvement Collaborative where the focus is on maternity, neonatal and paediatric healthcare settings.

Education Governance Review

This governance review was launched in September 2016 and seeks views on how education in Scotland is run including, who should take decisions in relation to the education of children and young people and how funding can be made fairer. It also asks about the support teachers and practitioners need to do their jobs well and how this can be improved.

The Carers (Scotland) Act 2016

The Act places a duty on local authorities to prepare a Young Carers Statement (YCS) setting out a young carer's personal outcomes, identified needs and the support to be provided to meet these needs. Young carers are identified as being under 18 years old and still pupils at school.

Young carers do not need to have a Child's Plan to have a YCS but, where one exists, their YCS can be appended to the plan. The local authority responsible for carrying out the YCS will be the local authority where the young carer lives. (note: the Act will be implemented from 1st April 2018).

The Act also places a duty on every local authority and relevant health board to jointly prepare a local carers strategy which must contain information relating to the particular needs and circumstances of young carers.

The Best Start – A Five-Year Forward Plan for Maternity and Neonatal Care in Scotland

The Best Start – A Five-Year Forward Plan for Maternity and Neonatal Care in Scotland was launched in January 2017 and sets out a vision for the future planning, design and safe delivery of high quality maternity and neonatal services in Scotland. It puts the family at the centre of decisions so that all women, babies and their families get the highest quality of care according to their needs. The model is built around a continuity of carer model to ensure families are supported through the maternity and neonatal period.

Strategic context: **West Lothian**

Local overview

This Plan is intended to align with existing plans and strategies across the West Lothian Community Planning Partnership (CPP) area, in particular:

- **Community Planning Partnership's Local Outcomes Improvement Plan**
- **West Lothian Prevention Plan**
- **West Lothian Corporate Parenting Plan**
- **NHS Lothian's Strategy for Children and Young People**
- **West Lothian Play Strategy**
- **West Lothian Raising Attainment Strategy**
- **Reducing Re-offending Strategic Plan**
- **Youth Justice Development Plan**
- **Universal Pathway for Pre-Birth to Preschool children**

Community Planning Partnership's Local Outcomes Improvement Plan

The West Lothian CPP's Local Outcomes Improvement Plan is a converged Single Outcome Agreement and Community Plan. It sets out the CPP's long term vision for West Lothian, details the local outcomes that the CPP will prioritise and how the partnership will deliver on these.

West Lothian Prevention Plan

The Prevention Plan brings together a number of strategies and projects, outlining the collective approach across the CPP to early intervention and prevention. It outlines how progress will be monitored, outcomes measured, and how the evidence generated will be used to inform future funding decisions and prioritisation of resources.

West Lothian Corporate Parenting Plan

The Plan outlines the vision that Corporate Parents in West Lothian have for Looked After Children and Young People. It identifies the key priorities that the Corporate Parenting Strategic Group will take forward collectively to make a difference and deliver improvements to our looked after children's wellbeing and outcomes.

NHS Lothian's Strategy for Children and Young People 2014 – 2020

The vision of the Strategy is that every child should have the best start in life and grow up being healthy, confident and resilient. This strategy sets out a clear vision, principles and approach for how NHS Lothian will work with children and young people, their families, the public, the voluntary sector and local authorities to improve the physical and emotional health and wellbeing of children and young people across Lothians.

The West Lothian Play Strategy

The West Lothian Play Strategy aims to improve and widen quality play opportunities for all our children and young people and establish links between local and national policies relating to play and take action within each service, responsible for children young people and their families.

The strategy identifies West Lothian as a place where play is valued as an essential, life enhancing daily experience for all our children and young people. The strategy demonstrates a commitment, across all areas in the Community Planning Partnership, to deliver the best play opportunities for all children and young people. It prioritises children's needs to play freely, in a variety of ways and settings, to achieve their full potential, valuing the benefits that play brings to individuals and communities.

Raising Attainment Strategy

The Raising Attainment Strategy is designed to:

- increase attainment across all West Lothian Schools and for all West Lothian learners, and
- increase equity, based on socio-economic factors, in educational outcomes across all West Lothian schools and for all West Lothian learners.

Raised educational attainment increases personal, social, cultural and economic opportunities, ensuring that young people are in a position to fulfil their potential and contributes to the improved social and economic well-being of the community.

The Raising Attainment Strategy has two outcomes: raising attainment and closing the attainment gap.

Reducing Re-offending Strategic Plan

The West Lothian Reducing Re-offending Strategic Plan set out the ways in which we will plan our activities and work collectively to reduce re- offending. The plan has a clear focus

on earlier intervention to reduce the risk of young people engaging in crime. The Reducing Re-offending Strategic Plan has been developed to:

- improve outcomes for people who offend, helping them to take on fuller responsibility as members of our communities
- increase the confidence of victims and the community in the services provided
- make our communities safer and better places to live.

Youth Justice Development Plan

The Youth Justice Development Plan incorporates the main priorities of the Scottish Government's Preventing Offending Getting it Right for Children and Young People strategy and builds on recent progress made in the Youth Justice. The key priorities are:

- Advancing the Whole System approach
- Improving life chances for young people and
- Developing capacity and improvement in the youth justice sector.

Universal Pathway for Pre-Birth to Preschool children

Babies born from May 2017 onwards will move onto the new universal pathway which introduces an increased home visiting programme from the health visiting service and further national developmental and wellbeing assessment across the 0-5 years. Health visiting numbers have been based on historical budgets and are now being planned on a new weighting tool based on SIMD spread.

For West Lothian this means that there will be an increase in health visiting number between 2017-2020, an increase of 15.32 whole time equivalents. This is a significant redesign for health visiting services and performance measures for the implementation of the pathway will be carried out within this plan.

Our Priorities

Early Intervention and Prevention

Evidence strongly indicates that early intervention measures are critical to preventing negative social outcomes in later life. Key to this transformation is prevention, early intervention and providing better outcomes for people and communities. This approach is consistent with the transformative change agenda promoted by Getting It Right For Every Child.

In West Lothian, we continue to build on our strong record of a preventative and early intervention approach. In 2008 the West Lothian Community Planning Partnership (CPP) pioneered the development of a preventative outcomes based approach to service delivery through the Life Stages model, and this holistic approach continues to underpin our planning. A Strategic Needs Assessment will be undertaken in summer 2017 to further inform our planning and development of early intervention and prevention services going forward.

We recognise that children growing up in secure, safe and loving environments will have better long-term outcomes and have invested in a wide range of early years services and parenting supports to ensure that our children have the best possible start in life.

These initiatives are wide ranging and varied; they include child/parent attachment, family learning, rebalancing how children and parents access and are supported to play, intensive Parenting Programmes and Sure Start services.

In West Lothian, we have embedded a model of whole family support which engages with families with very complex needs and with the most entrenched social issues using asset-based, co- production ways of working. This has the benefit of working with families on their own terms, addressing issues that are live and important for the family by building strong and persistent relationships between professionals and families, supporting them to navigate and negotiate services and release the strengths already present within the family.

Improving the mental health of children and young people has a proven impact on their ability to form positive relationships with peers and adults, their success at school and a whole range of outcomes as adults. We have a range of approaches to meeting the mental wellbeing needs of children including:

Child and Adolescent Mental Health Services

The national waiting times standard for CAMHS is that 90% of all children and young people accepted for treatment, commence treatment within 18 weeks of referral. At present the CAMHS service in Lothian is not meeting this target. In September 2016 the CAMHS Recovery Plan was put in place. In West Lothian the overall number of children and young people waiting for treatment over 18 weeks decreased from 123 in September to 83 at end of January 2017.

Mental Health and Wellbeing Screening Group

The Mental Health and Wellbeing Screening Group is a multi-agency group which provides a triage function to ensure that the needs of children and young people are met, that resources are allocated effectively, that duplication is avoided and that services gaps are identified. The screening group provides single referral route and facilitates creative multi-agency responses to need. In 2016 the screening group received 493 referrals for support.

School Nurses

The role of school nurses will change from 2018 onwards, with an increased role in nine priority areas of support to school age children. One key areas mental health and wellbeing. School nurses will take referrals for early mental health support. We will introduce this service and measure the impact and demand.

West Lothian CEDAR Project

The West Lothian CEDAR Project provides a therapeutic 12 week group-work programme for children and young people who have experienced domestic abuse. This runs alongside a concurrent group work programme for their mothers. The programmes are designed to encourage both mothers and children to work together towards recovery from their experiences. In 2016, the programme supported 31 children who had experienced domestic abuse.

Anti-Poverty Approaches

There will be a continued focus on reducing the impact of poverty on families, children and young people. Partnership approaches to maximizing income through welfare benefits uptake are already helping locally, but will continue to be a focus linked to initiatives such as Prevention and Intervention Money Advice (PIMAP) accessed from West Lothian Citizens Advice Bureau.

We will work together to:

- ensure that there is an effective portfolio of group and 1-1 interventions for early years designed to reach all vulnerable parents (including teenage parents, parents that are or have been looked-after, substance misusing parents, parents with additional support needs)
- support children to reach their developmental milestones
- extend early years capacity building to additional vulnerable communities and ensuring access for all
- continue to promote and support attendance at nursery and school across vulnerable groups
- build capacity to support the mental and emotional wellbeing of parents, children and young people
- address healthy weight
- provide a menu of services to support children and young people with a disability
- continue to promote healthy relationships
- tackle child poverty
- ensure that children and families have access to appropriate accommodation.

Our Priorities

Corporate Parenting

Part 9 of the Children and Young People (Scotland) Act 2014 Act puts Corporate Parenting onto a statutory basis in Scotland and establishes a framework of duties and responsibilities for public bodies, requiring them to be more proactive in their efforts to meet the needs of looked after children and care leavers.

The Act defines Corporate Parenting as:

> *"An organisation's performance of actions necessary to promote and support the wellbeing of a looked after child or care leaver, including their physical, emotional, spiritual, social and cognitive development."*

Part 9 of the Act aims to improve the availability of opportunities, services and support for looked after children and care leavers and it is the duty of every Corporate Parent to:

a) be alert to matters which affect their wellbeing,
b) assess their needs for services and support,
c) promote their interests,
d) seek to provide them with opportunities to participate in activities designed to promote their wellbeing,
e) help them to:
   (i) access opportunities to improve their wellbeing,
   (ii) make use of services, and access support.

As of 31 July 2016 there were 449 looked after children and young people in West Lothian. These children and young people represent one of the most vulnerable groups in our society and that we have a responsibility, in conjunction with our partners, to act in the best interests of these children or young person to ensure their wellbeing.

The Multi-Agency Corporate Parenting Strategic Group has undertaken a range of activities to inform the development of the West Lothian Corporate Parenting Report and Plan 2017 – 2018 to facilitate positive practice and ensure that looked after children and care leavers are supported to achieve the best possible outcomes.

A Strategic Needs Assessment will be undertaken in summer 2017 which will focus on looked after children and young people. It will consider the nature of our looked after population, consider demographic projections, look at current service activity and demand. This exercise will provide the basis for future service planning.

The key priorities identified in West Lothian Corporate Parenting Report and Plan 2017-2018 are:

- Improving the quality of our care and care planning
- Improving health and wellbeing
- Supporting learning and raising attainment
- Supporting employment, training and positive destinations
- Providing high quality through, continuing and after-care.

Our Priorities

Child Protection

Safeguarding children and protecting them from harm is everyone's responsibility. All agencies, professional and public bodies and services that deliver adult and/or child services and work with children and their families have a responsibility to recognise and actively consider potential risks to a child, irrespective of whether the child is the main focus of their involvement.

Child protection is the responsibility of all who work with children, families and adults, regardless of whether that work brings them into direct contact with children.

Child protection must be seen within the wider context of supporting families and meeting children's needs through the principles of Getting It Right for Every Child by:

- putting children's needs first,
- ensuring that they are listened to,
- supporting them to understand decisions that affect them.
- ensuring that they get the appropriate co-ordinated support needed to promoted support and safeguard their wellbeing.

Partnership working is at the heart of everything we do and plays a vital role in ensuring the protection of West Lothian's children and young people.

The West Lothian Public Protection Committee (WLPPC) was established in April 2016 and encompasses the pre-existing governance arrangements for Child Protection, Adult Support & Protection and Offender Management (MAPPA).

The Public Protection Committee is underpinned by six sub-committees, one of which is the Child Protection/Corporate Parenting Quality Assurance and Self Evaluation sub-committee.

The Quality Assurance and Self-Evaluation sub -committee ensure that there is an ongoing process of multi-agency self-evaluation and quality assurance in place to support continuous improvement.

Key child protection priorities are:

- improving responses to neglect.
- acting in partnership to prevent and address Child Sexual Exploitation.
- ensuring that Visually Recorded Interviews (VRI) are of a high and consistent standard.
- considering practice in light of lessons learned from Initial Case Reviews and Significant Case Reviews.
- reflecting on practice and reviewing progress where children's names have been on the Child Protection Register (CPR) for over 2 years or pre-birth registrations have continued for over 1 year.
- exploring cases where children's names have been re-registered on the CPR.
- reviewing the quality of information provided to Looked After Children Reviews and Plans.
- checking connections and patterns where young people are frequently missing and act to keep young people safe.
- improving working in cases where mental health is a significant factor.
- reviewing whether the introduction of Safe and Together has made a difference to practice.
- ensuring that there is a confident and competent workforce that understands its role and responsibility in the area of child protection.
- childhood disability and child protection.

Our Priorities

Violence Against Women and Girls

In West Lothian we recognise that violence against women and girls damages health and wellbeing, limits freedom and potential, and is a violation of the most fundamental human rights.

West Lothian Violence against Women and Girls Sub-committee was established to promote a strategic multi-agency response to violence against women and girls in West Lothian. In line with the Scottish Government's Equally Safe Strategy prevention is a key focus of the sub- committee's work. There are four priorities that underpin the West Lothian approach:

1. Scottish Society embraces equality and mutual respect, and rejects all forms of violence against women and girls
2. Women and girls thrive as equal citizens: socially, culturally, economically and politically
3. Interventions are early and effective, preventing violence and maximising the safety and wellbeing of women, children and young people.
4. Men desist from all forms of violence against women and girls and perpetrators of such violence receive a robust and effective response

The West Lothian approach focusses primarily on priorities 3 and 4 and aims to meet the needs of individuals earlier, providing long-term support and achieving sustainable positive outcomes for women and children. Our approach aims to achieve a 'whole system approach' to domestic abuse involving the three strands of women, children and perpetrator. The focus on prevention and early intervention is reflected in our local framework of services.

In 2015/16:

- **2,435 referral were made to the Domestic Abuse and Sexual Assault Service and**
- **1,621 children were referred to the Domestic Abuse Screening Group.**

The co-location of the Domestic Abuse and Sexual Assault Team, Police Scotland, the Criminal and Youth Justice Service, Crown Office and Procurator Fiscal Service, the Courts, Scottish Children's Reporter Administration (SCRA), and Council services in the West Lothian Civic Centre has greatly contributed to breaking sector barriers, allowing us to join up services whilst increasing flexibility, efficient communication and effective working practices.

We will work together to:

- identify gaps and progress priorities which encompass the wider violence against women agenda and take account of national priorities and initiatives;
- collect violence against women data and statistics and develop information, knowledge and evidence base;
- ensure appropriate training on all forms of violence against women is mainstreamed across key services;
- ensure policy, service provision/development takes account of the views of women, children and young people.
- ensure accommodation outcomes for women and families are improved
- further develop close working between the Criminal and Youth Justice Service and the Domestic and Sexual Assault Team
- strengthen the response to women and children who have been subjected to sexual violence and abuse
- introduce a structured individual programme for perpetrators of domestic abuse that are subject to Community Payback Orders
- continue to embed the Safe and Together Model to ensure robust and safe outcomes for women and children
- with West Lothian Women's Aid to ensure a strong model of support is in place for women and their families.
- ensure the earliest possible intervention is provided in schools by providing consistent programmes of intervention around healthier relationships.

Our Priorities

Youth Justice

Preventing offending is integral to West Lothian's vision to help make Scotland the best place to grow up. No one agency has sole responsibility for supporting young people to make positive lifestyle choices. For those young people who do become involved in offending each must be adequately supported by a range of agencies working effectively together with the ultimate aim to reduce the level of offending and antisocial behaviour in West Lothian.

The introduction of the Whole System Approach (WSA) in West Lothian in 2011 has developed to ensure that partners work together to put in place a streamlined and consistent planning, assessment and decision-making process for all young people under 21 who offend, ensuring they receive the right help at the right time. The ambition to have a WSA up to 21 and not be restricted to 18 has placed West Lothian at the forefront of good practice in Scotland.

The WSA covers six core areas:

- Early and Effective Intervention (EEI)
- Opportunities to divert young people from prosecution
- Court Support
- Community Alternatives to residential school, secure care and custody
- Managing high risk including changing behaviour of those in residential school, secure care and custody
- Improving reintegration back into the community

The main ethos of the Whole System Approach is that many young people could and should be diverted from statutory measures, prosecution and custody through early intervention and robust community alternatives.

The Youth Justice Development Plan is aligned to the key priority themes detailed within the National Youth Justice Strategy for Scotland – Preventing Offending - Getting it Right for Children and Young People.

These themes are:

- Advancing the Whole System Approach
- Improving life chances for young people
- Developing capacity and improvement in the youth justice sector.

We will work together to:

- advance Early and Effective Intervention
- divert young people from prosecution
- develop alternatives to residential school, secure care and custody
- assist young people in court
- manage Risk of Serious Harm including young people who are sexual offenders
- ensure that robust processes for reintegration and transitions are in place
- divert children and young people from Serious Organised Crime
- equip practitioners with appropriate skills to recognise and work with those at risk of Child Sexual Exploitation
- ensure timely and effective services to respond to mental health and well-being needs
- minimise risk in relation to the impact of New Psychoactive Substances (NPS) on children and young people
- improve victims and community confidence
- support vulnerable girls and young women
- plan and improve performance.

Our Priorities

Transition

In West Lothian we want to ensure that all of our young people are supported to make the best possible transition to adulthood. For many young people growing up, moving out, getting a job and becoming more independent happens naturally, while other young people, including young people with additional needs and Care Leavers, may need some additional support.

To ensure that our young people are supported to achieve their potential we recognise that:

- planning and decision making should be carried out in a person-centred way
- support should be co-ordinated across all services
- planning should start early and continue up to age 25.

We have high aspirations for all of our young people and are working closely with our partners to ensure young people develop ambitious life goals. We recognise that across Scotland, outcomes for young people with additional need and care leavers are worse than the general populations and in West Lothian we want to close the gap through effective transition planning and the development of local opportunities.

To reduce the opportunity gap we have:

- Invested in the Youth Inclusion Project which provide a holistic pre-employablity service to address the barriers that prevent care leavers from moving into employment, education and or training.
- Employed a graduate trainee to map the current transition arrangements to identify gaps and will revise transition pathways for young people with additional needs
- Worked with West Lothian College to develop learning programmes ensure opportunities for progression are maximised.

In going forward we will continue to work together and build on our approaches to ensure that all of our young people have the opportunity to reach their potential.

We will work together to:

- improve access to services to support the health and wellbeing of our most vulnerable young people
- ensure provision of appropriate housing and supported accommodation
- post-school education and training
- support all young people into sustained employment.

Our Priorities

Alcohol and Drugs

In West Lothian we recognise that substance misuse damages lives, families and communities, and can contribute to violence and crime. Many of those affected will have experienced difficult life circumstances, and are among the most vulnerable and marginalised in society.

Improving outcomes for children affected by parental substance misuse (CAPSM), is a priority for us in West Lothian. Children who live with substance-misusing parents are among the most vulnerable in society and require particular care and support. Support to these families is provided in range of ways through services identified in the Alcohol and Drugs Partnership Commissioning Plan and delivered by Circle and the Social Work Addictions Team.

We recognise that some young people are at high risk of developing addiction issues in adulthood if not supported, these young people are generally already known to services and engaging in other risk taking behaviours.

In West Lothian in 2015/16 there was an increase in the number of alcohol related hospital admissions for young people to 27 compared with 17 for the period 2014/15.

Evidence shows that young people at risk of addiction do not engage well with intervention models currently used for adults. They do however engage in services which offer them a persistent key working relationship, meaningful activities and assistance to improve their employability.

In West Lothian we have therefore invested in a range of holistic interventions including:

- The Young Almond Project which offers support to young women who are engaged in risk taking behaviour including substance misuse.
- The Youth Inclusion Project which offers a consistent resource and support for vulnerable young people aged 16-25 and aims to break down and overcome barriers which can prevent them moving on.

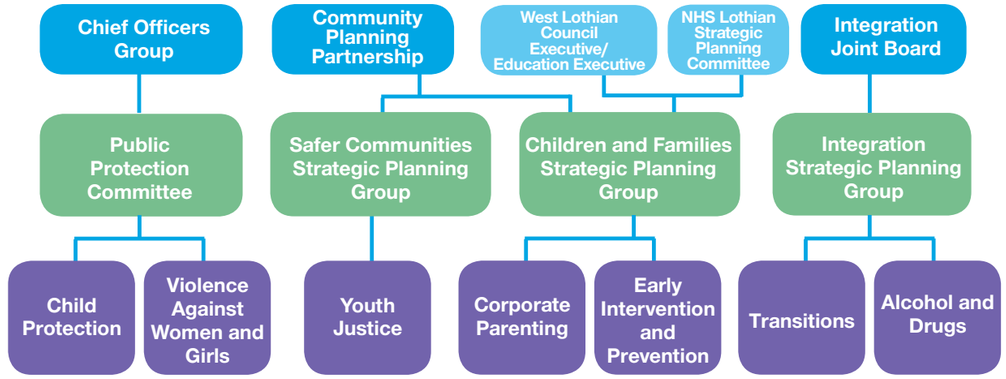
We will work together to:

- ensure that young people referred to Early and Effective Interventions Screening Group, who affected by substance misuse have access to appropriate services.
- continue to take forward a whole family approach to supporting and reducing the number of children affected by substance misuse (CAPSM).
- continue to raise awareness of the issues associated with substance misuse.

How we work together

The governance arrangements for the planning and delivery of services for children, young people and their families were reviewed in 2015 in light of the implementation of The Public Bodies (Joint Working) (Scotland) Act 2014 and The Children and Young People (Scotland) Act 2014. Services for children, young people and families are planned and monitored at a West Lothian wide level by the Children and Families Strategic Planning Group (CFSPG) along with other partnership groups. We recognised that the planning landscape is complicated however our arrangements provide clear linkages to:

- Community Planning Partnership
- West Lothian Council Executive/Education Executive
- NHS Lothian Strategic Planning Committee
- Public Protection Committee for Child Protection and Violence Against Women and Girls
- IJB for transition to adult services and the Alcohol and Drugs Partnership
- Safer Communities for Youth Justice.



Children and Families Strategic Planning Group

The Children and Families Strategic Planning Group is responsible for integrated children's service planning in West Lothian and reports to the Community Planning Partnership.

Members are senior officers from each of the key community planning partners (Social Policy, Education, NHS Lothian, Police Scotland, Children's Reporter, Housing, Third Sector) with collective responsibility for:

- Monitoring key plans to take forward the vision and priorities of the Children and Families Strategic Planning Group
- Overseeing the progress of the Corporate Parenting Plan
- Developing Strategic Commissioning for children and families services
- Ensuring that progress towards achieving key outcomes is monitored and reported through the Community Planning process
- Identifying cross cutting issues and develop integrated multi-agency solutions
- Identifying process improvements
- Promoting joint staff training and development and engaging with staff groups across the partnership.

Our Workforce

We recognise that the quality and effectiveness of our services rely on the commitment, dedication and ability of staff across West Lothian. On a daily basis they make a difference to the lives of children, young people and their families. As a partnership we are committed to ensuring that our collective workforce has the necessary skills and knowledge to provide high quality services in this challenging environment.

Strategic Commissioning

Strategic Commissioning Is the term used for all of the activities involved in assessing and forecasting needs, linking investment to agreed outcomes, considering options, planning the nature, range and quality of future services and working in partnership to put these in place.

Children's Services Strategic Commissioning Plan

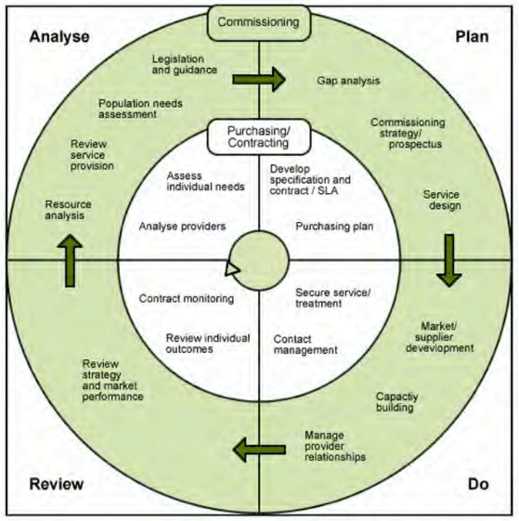
A Strategic Commissioning Plan is being developed to ensure that partners plan services which meet the needs of and improve the quality of life for children and families in West Lothian by:

- having the vision and commitment to improve services
- connecting with the needs and aspirations of users and carers
- making the best use of all available resources understanding demand and supply
- linking financial planning and service planning making relationships and working in partnership
- ensuring Best Value
- placing the equalities agenda at the centre of our service planning and delivery.

Our aim is to deliver high quality, appropriate and accessible services to meet current demand and to anticipate and identify future needs and expectations.

This is achieved through the completion of comprehensive Strategic Needs Assessments being undertaken for the whole population of children, for Looked After Children, for Youth Justice and for Early Intervention and Prevention.

Commissioning is an ongoing and evolving process and our approach in developing the Children's Services Commissioning plans is based on an annual Analyse, Plan, Do and Review cycle.



Performance management

The Children and Families Strategic Planning Group has identified its specific contribution to the delivery of the outcomes detailed within the Single Outcome Agreement.

A robust suite of indicators, aligned to the wellbeing indicators – safe, nurtured, active, responsible and respected, healthy, achieving and included, is being developed to build on those detailed below.

To ensure that we make a positive difference in the lives of children and young people across West Lothian these indicators will be tracked through partner's performance information systems e.g. Covalent, Tableau. Performance reports on the suite of indicators will be submitted to the Children and Families Strategic Planning Group on a quarterly basis.

	Improving Trends through prevention and early intervention	Improvements in outcomes for children and young people	Improvements in the life chances of vulnerable children and young people
Safe	Percentage of children re-referred to the Domestic and Sexual Assault team Number of staff attending Child sexual exploitation briefings	Percentage of young people missing from Local Authority care who have been offered a return interview within agreed timescales.	Percentage of children looked after at home who have been subject to a compulsory supervision order for 12 months or less Percentage of cases that have progressed to a Child Protection Case Conference (CPCC) where there has been a reduction in risk to the child at the point of each review.
Healthy and Active	Percentage of women attending for antenatal booking by 12th week of pregnancy will continue to rise above the national target across the SIMD quintiles Percentage of pregnant women who are smokers Percentage of eligible children receiving a 13-15 month assessment Percentage of 27-30 month children receiving a developmental and wellbeing assessment Percentage of Looked After Children offered a comprehensive health assessment and mental health screen Percentage of Dental registrations 0-2 year olds and 3-5 year olds	Percentage of overweight and obese children in Primary 1 Percentage of infants exclusively breastfed at 11 days and 6-8 weeks	Percentage of young mothers referred to Sure Start who engage antenatally. Percentage of children and young people waiting over 18 weeks for treatment (CAMHS) Percentage uptake of Looked After child health assessments and mental health screening

	Improving Trends through prevention and early intervention	Improvements in outcomes for children and young people	Improvements in the life chances of vulnerable children and young people
Nurtured	Sure start, parenting programmes, PoPP programme will continue to measure impact to ensure that children are nurtured by strong attachment and positive parenting in the early years.	Percentage of children feeling better as a result of intervention by the DASAT children's service Balance of Care for Looked After Children: Percentage of Children being Looked After in the Community	Average length of time taken from becoming looked after to a decision on permanency being made. Percentage of looked after children with 3 or more placement moves
Achieving	Percentage of children and young people referred to AIMS due to school attendance issues who have been diverted from statutory measures.	Percentage of pupils gaining 5+ awards at level 5 or higher Percentage of school leavers entering a positive destination	Percentage of school leavers (Looked After Children) entering a positive destination
Included	Percentage of parents involved with Positive Steps programme who demonstrate an improvement in mental health. Percentage of children in Family Centres achieving progress in areas of development identified by the schedule of growing skills questionnaire. Percentage of families living in poverty (post housing costs) Welfare benefit uptake for those eligible will be maximized	Number of 2 year old children utilising early learning and childcare" Gap between the Annual P1 End of Year Performance in Primary Schools (PIPS) Scores of the Lowest 20% and the Highest 20% by SIMD Rank Percentage of Pupils Living in the 20% most Deprived Areas Gaining 5+ Awards at Level 5	Percentage of eligible Looked After Children 2 year olds attending family centres. Percentage of looked after children in full time education Percentage of homeless presentations that are aged 16-25 years Percentage of young people receiving an Aftercare service with one or more episodes of homelessness
Respected and Responsible	Percentage of Early and Effective Intervention cases 8 to 15 years who do not reoffend within 12 months of initial referral	Percentage of school aged children reporting that they are treated fairly by school staff and pupils	Percentage of young people under the age of 22 who were previously looked after who go on to receive a custodial sentence

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Published by West Lothian Council

Corporate Parenting Report and Plan 2017-2018

Getting it Right for West Lothian's Children & Families

West Lothian Community Planning Partnership
www.westlothianchcp.org.uk

NHS Lothian

West Lothian Council

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Foreword

As Corporate Parents we are committed to getting it right for every looked after child, young person and care leaver in West Lothian. The Children and Young People (Scotland) Act 2014 puts Corporate Parenting on a statutory footing and is defined as "the formal and local partnerships between all services responsible for working together to meet the needs of looked after children, young people and care leavers".

We are committed and determined to improve the life experiences of our looked after children by narrowing the gap in outcomes between looked after children and young people and their peers.

This is West Lothian's first Corporate Parenting Plan and it is focussed on how partners will work together to tackle the identified outcomes gap.

The plan outlines the work of the Corporate Parenting Strategic Group, sets out partners' commitment to making positive change and highlights five areas of priority to be taken forward. The strength of our partnership will be a key driver in making the needed changes happen, alongside clear detailed action planning, robust scrutiny and measurement of progress.

Corporate parenting is not new and has been embraced for some time in West Lothian. We have made positive progress which we will build upon to realise our ambitions for our looked after children and care leavers.

Our commitment to becoming better corporate parents is underpinned by a long and active tradition of engagement with children and young people. In going forward this will be further strengthened by the establishment of the West Lothian Champions Board. This will provide the structures and processes for our looked after children and young people to hold us, as Corporate Parents, to account for the progress that we make on delivering the commitments detailed within this plan.

We look forward as a partnership of corporate parents to working together to ensure that we improve the lives of West Lothian's looked after children, young people and care leavers.

Consultation on the plan will take place during Spring 2017. We would like to hear the views of children, young people, families and staff about the approach that we are taking and the priorities we have identified so far. Details of the consultation which will include online survey and focus groups will be published widely across West Lothian.

You can also make your views known at any time by emailing:

Childrensplan.Consultation@westlothian.gov.uk

Jo MacPherson
Chair
Corporate Parenting Strategic Group

Vision

In West Lothian we believe that every child should have the best start in life to enable them to realise their potential and achieve their aspirations. We want all children to become successful learners, confident individuals, effective contributors and responsible citizens. We will work to ensure that children are safe, nurtured, healthy, active, included, achieving, respected and responsible.

We have an additional responsibility to children and young people who are looked after and who have left care. We are determined to look after them as we look after our own children. Like any good parent, we want our children and young people to be healthy and happy, to enjoy school, do well there and to be secure and confident individuals.

We are ambitious and aspirational for our looked after children, young people and care leavers and are determined to support them to maximise their potential. We want our children and young people to have loving, respectful relationships and happy lives; to have stable and nurturing homes; have the opportunity to go to college, university or into apprenticeships; find good jobs and have their achievement and successes celebrated.

We want them to be fully included and effective members of our communities and, in the fullness of time, to be good parents themselves.

Listening to our looked after children and carers

In West Lothian we want to ensure that all looked after children, care leavers, parents and carers have the opportunity to have a real say in matters that affect them.

We currently have a range of ways of engaging and involving our looked after children and carers including:

- Having Your Say forum
- Viewpoint
- Advocacy services and Children's Rights service
- Residential House Activities
- Carers Consultative Forum
- Kinship Care Group

Looked after children and carers are also actively encouraged to attend all meetings where their needs and outcomes are to be discussed. If they choose not to attend, we ensure their views and voices are heard at their meetings and ensure they receive feedback on what was discussed after the meeting.

We recognise that while there is a range of activities taking place to promote the participation of our children and young people our approach could be streamlined and we are committed to making improvements. In particular we will find more effective ways of engaging with our older care-experienced young people and our looked after children who are cared for at home.

An engagement working group has been established. This work will review the way we currently communicate and listen to our looked after children and carers. The working group will develop a clear structure and framework for our future activities.

West Lothian has also been successful in receiving funding from the Life Changes Trust to develop a Champions Board. This will provide a way for care experienced young people to talk directly to corporate parents, including senior officers, elected members and service providers. Through our Champions Board, care-experienced young people themselves will influence improvements in the services and support available to them.

What is Corporate Parenting?

"Corporate parenting refers to an organisation's performance of actions necessary to uphold the rights and secure the wellbeing of a looked after child or care leaver, and through which their physical, emotional, spiritual, social and educational development is promoted, from infancy through to adultdhood" (Scottish Government, 2015)

This includes children, young people and care leavers who are:

- in residential care, including secure care
- in foster care
- in kinship care, who live with a family member other than a parent
- looked after at home
- disabled and who receive overnight respite
- left care – up to the age of 26 years

In simple terms, a corporate parent will carry out many of the roles a parent would and will be able to provide the children and young people they're responsible for with the best possible support and care to maximise their potential and achieve the best possible life outcomes.

The following organisations have been identified within the Children and Young People (Scotland) Act 2014 as Corporate parents:

1. The Scottish Ministers
2. A local authority
3. The National Convener of Children's Hearings Scotland
4. Children's Hearings Scotland
5. The Principal Reporter
6. The Scottish Children's Reporter Administration
7. A health board
8. A board constituted under section 2(1)(b) of the National Health Service (Scotland) Act 1978
9. Healthcare Improvement Scotland
10. The Scottish Qualifications Authority
11. Skills Development Scotland
12. Social Care and Social Work Improvement Scotland (The Care Inspectorate)
13. The Scottish Social Services Council
14. The Scottish Sports Council
15. The chief constable of the Police Service of Scotland
16. The Scottish Police Authority
17. The Scottish Fire and Rescue Service
18. The Scottish Legal Aid Board
19. The Commissioner for Children and Young People in Scotland
20. The Mental Welfare Commission for Scotland
21. The Scottish Housing Regulator
22. Bòrd na Gàidhlig
23. Creative Scotland
24. A body which is a "post-16 education body"

Duties and responsibilities of corporate parents

The duties and responsibilities of corporate parents are outlined in Part 9, Section 58 of the Children and Young People (Scotland) Act 2014.

Corporate parents need to make sure the rights of the children and young people in their care are respected. They should do this by:

- being alert to matters that affect their wellbeing
- assessing their needs
- promoting their best interests and listening to them
- providing and enabling access to opportunities
- making sure services are easy to access
- continuous improvement

Corporate parents should work together to support looked after children and care leavers and share responsibility for acting on behalf of the children and young people in their care. This includes:

- Sharing relevant information with each other
- Making sure their services are properly coordinated
- Funding sports, cultural and leisure activities on behalf of children and young people in their care
- Publishing plans about how to get better at helping children and young people in their care.

What do we know about West Lothian's Looked after Children?

The number of our children looked after in West Lothian has remained at around the same level since 2012, showing only small changes. On 31 July 2015 there were 434 looked after children and this figure increased slightly to 449 on 31 July 2016. This generally equates to around 1.1% of the total 0-17 years population in West Lothian being looked after, with the Scottish average being 1.5%.

These figures do not take into account other looked after children who in 2015/16 included:

- around an additional 80 looked after children placed in West Lothian by other local authorities
- 25 children and young people considered looked after as a result of accessing overnight respite.

The following information provides more detail on what we know about our looked after children. This includes comparisons to the Scottish figures for 2015 and 2016.

Characteristics of our looked after children:

	Gender			Children aged under 5		Children aged 16 or over		Minority Ethnic Group		Additional Support Needs	
	Male	Female	% Male	Number	%	Number	%	Number	%	Number	%
Scotland 2015	8,297	7,107	54	3,153	20	1,880	12	567	4	2,032	13
West Lothian 2015	233	201	54	90	23	29	7	8	2	24	6
Scotland 2016	8,280	7,037	54	3,065	20	1,895	12	466	3	1,797	12
West Lothian 2016	252	197	56	94	21	28	6	6	2	27	6

Our looked after children are accommodated in a range of placements:

	At Home		With friends/ relatives		With foster carers provided by LA		With foster carers purchased by LA		In other community		In LA residential care		In other residential care	
Scotland 2015	3,927	25%	4,158	27%	3,891	25%	1,587	10%	312	2%	697	5%	832	6%
West Lothian 2015	126	29%	108	25%	140	32%	10	2%	5	1%	12	3%	33	8%
Scotland 2016	3,870	25%	4,279	28%	3,826	25%	1,566	10%	299	2%	717	5%	760	5%
West Lothian 2016	117	26%	124	28%	137	31%	17	4%	9	2%	13	3%	32	7%

At 31 July 2016 the following was also relevant in relation to our looked after children:

- 35 of our looked after children were placed outwith West Lothian
- There was an increase in our children and young people being looked after in Kinship placements
- There was an increase in the number of local authority foster care placements
- One third of the children looked after away from home had been accommodated for over 3 years
- We have cared for a small number of victims of human trafficking.

A number of our looked after children have experienced moves of care placement during the past 12 months. The number of care placement moves in West Lothian is slightly higher than that of the national average of 5.4%.

Of the children who have experienced 3+ placement moves 25% were under the age of 5 years.

Educational attainment and positive destinations

Across Scotland educational attainments for looked after children are improving. However, there are still gaps in comparison with the general school leaver population. Our looked after children tend to have lower levels of educational attainment than their peers. These differences are, in part, linked to our looked after children tending to leave school at a younger age than their peers.

The following figures relate to 2014/15. The figures for 2015/16 have yet to be published.

- National figures indicate almost 73% of looked after school leavers were aged 16 and under (i.e. they left at the earliest point they could)
- Attainment figures for 11 looked after school leavers in West Lothian were higher than the National average;
  - 1 or more qualifications at SCQF level 3
    - West Lothian 100%: National average of 86%
  - 1 or more qualification at SCQF level 4
    - West Lothian 82%: National average of 73%
- Attendance at school can impact on attainment, however, in West Lothian figures indicate a slightly higher looked after child attendance rate of 93% compared with the National average rate of 92%.

During the same period, 2014/15, 91% of our looked after school leavers (5 young people) were in positive destinations directly after leaving school compared to the National average of 77%. This is positive, but a follow up survey 9 months later, shows only 64% remained in a positive destination compared to 69% nationally.

Aftercare Services and access to employment, education or training

In July 2016 173 looked after young people were eligible for after care service in West Lothian. Whilst this was an increase since 2015, we have seen a reduction in the number of those accessing the service, with 115 young people taking up the service in July 2016.

	Eligible for aftercare service	% receiving aftercare services	% of those with known economic activity
Scotland 2015	3,599	69	40
West Lothian 2015	145	75	38
Scotland 2016	4,602	66	41
West Lothian 2016	173	67	38

The 115 young people accessing aftercare service go on to live in a range of accommodation. On 31 July 2016 this included:

	At Home	With friends/ relatives	Own tenancy/ independent living	Supported accommodation/ semi-independent living	Former foster carers	Homelessness	In custody
Number	5	1	70	14	6	18	1
Percentage	4%	1%	61%	12%	5%	16%	1%

A number of our young people have experienced one or more spells of homelessness and the 18 (16%) young people who were homeless during 2015/16 were aged between 16 - 21 years.

Development of opportunities to ensure our care leavers have access to employment, education or training are being progressed with 38 young people securing opportunities through the StepsN2 Work programme.

What do our looked after children tell us?

In West Lothian Viewpoint is currently used to gather the views of looked after children. A total of 66 questionnaires were completed during the period July to December 2016. The information below provides a snapshot of some of the responses which are presented in the full report.

8 – children looked after away from home who were aged 5 - 7 years

Wellbeing Indicators	Question	Response	% Indicated a positive response
SAFE	Do you feel safe where you live?	Yes	100%
HEALTHY	Do you wake up much at night?	No	29%
ACHIEVING	Are you happy at school?	Yes	86%
NURTURED	Do you have a book or memory box with pictures or photos of you and your family?	Yes	57%
ACTIVE	Do you play the sports or games you like?	Yes	100%
RESPECTED	Do people ask you what you want to happen in the future?	Yes	71%
RESPONSIBLE	Do you know how to get help if you are not happy?	Yes	86%
INCLUDED	Do you get to visit or talk to your family you use to live with?	Yes	100%

58 – young people looked after away from home who were aged 8 - 17 years

Wellbeing Indicators	Question	Response	% Indicated a positive response
SAFE	Do you feel safe where you live now?	Yes completely	93%
HEALTHY	Do you have any worries or concerns about your health?	Not at all	83%
ACHIEVING	Do you get the help that you need at school?	Yes definitely	93%
NURTURED	Are you able to keep in touch with your family as much as you want to?	All the time	58%
ACTIVE	Can you do your hobbies or sports as often as you like?	Yes definitely	75%
RESPECTED	Do you think your views and opinions are listened to?	Yes, most of the time	82%
RESPONSIBLE	Have things that you have asked for been included in your child's plan?	Yes definitely	60%
INCLUDED	Can your friends visit where you live now?	Yes definitely	64%

This information is based on a relatively low number of responses. Increasing the use of Viewpoint will over time enable us to compare the information gathered and begin to identify any themes or issues arising for looked after children. Feedback from looked after children informs our planning, service delivery and policy development.

Our Planning

A wide range of legislation, regulation and guidance provides the framework for our work with looked after children and their families.

A wide range of legislation, regulation and guidance provides the framework for our work with looked after children and their families, including "Getting it Right for Looked After Children and Young People" and "Guidance on Health Assessments for Looked After Children in Scotland". The concept of corporate parenting is not new. In 2008, the 'These Are Our Bairns' report identified key aspects of being a good corporate parent, including: early intervention, partnership working, improving outcomes and listening to the voices of children and young people. Work has been ongoing in West Lothian over years to improve the life experience of our looked after children. We have seen improvements to education outcomes, the length of time children are looked after before they are adopted and we have seen a steady rise in the numbers of our looked after children who are placed within their kinship network.

In West Lothian our Corporate Parenting Plan has been developed by the multi-agency Corporate Parenting Strategic Group (CPSG). The CPSG has representation from: NHS Lothian; Police Scotland; the Foster Carer Consultative Forum; Scottish Children's Reporter Administration; West Lothian College; Children's Rights Officer; Having Your Say Forum representative; Third Sector Representative (from Barnardo's Scotland); Social Policy; Education Services; Economic Development and Planning; and Housing, Customer and Building Services.

A range of activities has been undertaken by the CPSG to inform our priorities and subsequent plan. These have included a service mapping exercise, analysing both national and local information about looked after children; taking into account children and young people's voices though a Children's Rights Worker and Advocacy Worker; Viewpoint reports and finally through an initial training and engagement event supported by Who Cares? Scotland.

From this activity, the CPSG are committed to delivering a Corporate Parenting plan which facilitates positive practice and ensures looked after children are supported to achieve the best possible outcomes.

West Lothian Corporate Parenting Planning will be a live process with a clear action plan that will be reviewed regularly to ensure that we are targeting priority areas and meet the changing needs of our looked after children.

Future planning will be informed by a Strategic Needs Assessment which will be undertaken during the course of 2017/18.

Governance Structure

The Children and Families Strategic Planning Group has the responsibility of taking forward the key priorities detailed within the Children's Services Plan of which corporate parenting in one. Lead responsibility for the Corporate Parenting Plan and wider children's services rests with the Children and Families Strategic Planning Group which reports directly to the Community Planning Partnership on performance and progress. The Corporate Parenting Strategic Group reports through this structure. The planning activities carried out identified priority areas for improvement and five workstreams were formed to focus on this improvement work. Each of the workstreams has a detailed action plan in place which sets out specific actions and activities to drive these improvements forward. Engagement and partnership work also supports this improvement work and the Quality Assurance Self Evaluation (QASE) sub-committee will undertake self-evaluation activity in support of this.

West Lothian Priorities

Five priority areas for improvement have been identified by the CPSG and these form the basis of our initial corporate parenting plan.

West Lothian's five areas of priority are:

1) Improving the quality of our care and care planning

- Reduce the amount of time taken to make a decision on children returning home or having an alternative permanent placement plan in place
- Improving the quality of individual child planning including a focus on reducing the length of time children are on home-based supervision
- Reducing the number of placement moves experienced by children and young people

2) Improving health and wellbeing

- Improving timely access to assessment and effective health interventions for care experienced young people
- Increasing the numbers of looked after children and young people given opportunities to pursue sports, cultural and leisure activities

3) Supporting learning and raising attainment

- Improving attainment levels for looked after children and young people and ensuring that their learning needs are identified and addressed
- Increasing the number of children residentially looked after who are engaging meaningfully with their education and who are routinely attending school
- Supporting more looked after young people to remain at school beyond the statutory school leaving age

4) Supporting employment, training and positive destinations

- Increasing the number of looked after young people who are sustaining a positive destination after leaving school
- Increasing training and employment opportunities for looked after young people and care-experienced young people

5) Providing high quality through, continuing and after-care

- Increasing the number of looked after children remaining in their existing care placements beyond the ages of 16 and 18
- Reducing the number of care-experienced young people who experience homelessness

The five priority areas for improvement form the basis of West Lothian's first Corporate Parenting Plan. Improvements in these areas will enhance the overarching outcomes we have for our looked after children. West Lothian corporate parents will work together to ensure we:

- Put the voices of looked after children and carers at the heart of service design and delivery.
- Deliver services that are tailored to the individual and diverse needs of looked after children by ensuring effective joint commissioning and integrated professional working.
- Develop services that address health and wellbeing needs and promote high-quality care.
- Encourage the development of warm, caring relationships that nurture attachment and create a sense of belonging between looked after children and their carers so that the child or young person feels safe, valued and protected.
- Help looked after children to develop a strong sense of personal identity and maintain the cultural and religious beliefs they choose.
- Ensure looked after young people are prepared for and supported in their transition to young adulthood.
- Support looked after children to participate in the wider network of peer, school and community activities to help build resilience and a sense of belonging.
- Ensure looked after children have a stable experience of education that encourages high aspirations and support them to achieve their potential.
- Ensure local plans and strategies for children and young people's health and wellbeing fully reflect the needs of looked-after children and set out how these needs will be met.
- Ensure the professionals working with looked after children have an increased understanding of their diverse needs, improving their knowledge and skills.

Additional activities will also be progressed and form part of the wider CPSG action plan, these will include:

- Development of an Engagement Plan to ensure we have a clear framework for engaging with our looked after children and carers
- Development of a Champions Board to ensure looked after children are at the heart of our decision making
- Enhancing the quality of performance data on our looked after children to inform our planning and decision making
- Ensuring our looked after children have access to advocacy and support from the Children's Rights Officer service and Who Care's (Scotland)
- Develop and enhance training for professionals working with looked after children

We expect the strength of our collaborative partnership working in West Lothian to make a difference and deliver improvements to our looked after children's wellbeing and outcomes.

Conclusion

We, as Corporate Parents, are ambitious and aspirational for our looked after children, young people and care leavers and are determined to support them to maximise their potential. This Corporate Parenting Report and Plan sets out our priorities and commitments to improve outcomes for our looked after children and care leavers.

Workstreams will take forward our priorities. These are led by senior responsible officers who will drive forward the implementation of the plan. Progress reports and performance information will be submitted to the Corporate Parenting Strategic Group on a quarterly basis. An annual report reflecting the progress we have made in improving outcomes for our looked after children and young people will be produced.

The Plan will be kept under review and from 2018 onwards it will benefit from the development of the Champions Board and from a Strategic Needs Assessment which will be undertaken to inform our strategic commissioning. This will ensure that our children and young people have access to a range of support services which meets their needs.

We recognise that the delivery and implementation of the changes identified in the Plan will be challenging. We will work together as Corporate Parents to make these changes happen to ensure that we get it right for our looked after children and young people, to give them the best start in life and support them to achieve their aspirations.

Action Plan

IMPROVING THE QUALITY OF CARE AND CARE PLANNING

Effective care planning promotes permanence and reduces the need for emergency placements and placement changes. Good care planning supports the quality of the relationship between the child or young person and carer by minimising disruption, increasing attachment and providing greater placement stability.

Outcomes	• Our Children have the best start in life and are ready to succeed • People most at risk are protected and supported to achieve improved life chances
Wellbeing Indicators	• Safe, Nurtured, Included and Respected
Key Priorities	• Reduce the amount of time taken to make a decision on children returning home or having an alternative permanent plan in place • Improve the quality of individual child planning including a focus on reducing the length of time children are on home-based supervision • Reduce the number of placement moves experienced by children and young people
Action We Will Take	• Reduce the length of time from first being placed away from home to final decision being made • Continue to invest in a concurrency planning approach • Improve the formal reviewing process for children looked after at home • Increase the number of short breaks for disabled children • Develop the use of Viewpoint and other methods of gathering the views of children looked after at home • Increase the number of new foster carers and enhance training and support for all carers

HOW WE WILL MEASURE SUCCESS

A detailed Action Plan with a set of performance measures is in place to ensure we monitor and evidence our progress on our commitment to looked after children over the period 2017/18. These measures include:

- Average length of time taken from becoming looked after to a recommendation to pursue permanence away from home – Target 10 months
- Average length of time taken from a recommendation to pursue permanence away from home to final decision by Agency Decision Maker – Target 3 months
- Percentage of children looked after at home who have been subject to a Compulsory Supervision Order of more than 12 months – Target 50%
- Percentage of looked after children with positive progress recorded during looked after children reviews, including looked after children at home – Target 95%
- Percentage of Looked After and Accommodated Children with 3 or more placements in the previous 12 months – Target 5.9%
- Percentage of looked after children using Viewpoint or other methods to provide their views as part of care planning – Target 40%

IMPROVING THE HEALTH AND WELLBEING OF LOOKED AFTER CHILDREN

Looked after children should enjoy the same opportunities as their peers in taking part in activities to promote wellbeing. Looked after children should receive support to recognise, develop and achieve their full potential.

Outcomes	• Our children have the best start in life and are ready to succeed • People most at risk are protected and supported to achieve improved life chances • We live longer, healthier lives and have reduced health inequalities
Wellbeing Indicators	• Safe, Healthy, Active and Included
Key Priorities	• Improve timely access to assessment and effective health interventions for care experienced young people • Increase the numbers of looked after children and young people given opportunities to pursue sports, cultural and leisure activities
Action We Will Take	• Ensure the Mental Health and Mental Wellbeing Screening Group respond proactively to the needs of looked after children • Improve timely access to assessment and effective health interventions including routine access to a school nurse for all looked after children. Increase uptake of health assessments by using improvement methodology • Development of the Vulnerable and Looked After Child clinic to improve access, assessment and effective health interventions for children with complex needs • Work with the Champions Board to develop and expand the Child and Adolescent Mental Health Service (CAMHS) consultation clinics • Increase the numbers of looked after children and young people given opportunities to pursue sports, cultural and leisure activities • Further develop the panLothian Through Care After Care (TCAC) service as a partnership with health and local authority • Work with families to support registration and attendance at the dentist

HOW WE WILL MEASURE SUCCESS

A detailed Action Plan with a set of performance measures is in place to ensure we monitor and evidence our progress on our commitment to looked after children over the period 2017/18. These measures include:

- Percentage of Mental Health and Well-being Referrals offered a service within 4 weeks who are Looked After Children – Target 80%
- Percentage of looked after children notifications received within 7 days of becoming looked after
- Percentage of comprehensive health assessments undertaken within a 4 week timeframe
- Percentage of children and young people with an appropriate health plan
- Percentage of eligible looked after young people receiving support from the TCAC nurse
- Percentage of looked after children referred to CAHMS and managed via consultation clinics
- Percentage of children and young people who said they exercised, played sport or did activities at least 3 times a week (Viewpoint) – Target 75%
- Percentage of children and young people registered with a dentist

SUPPORTING LEARNING AND RAISING ATTAINMENT

Supporting learning and education to encourage high aspirations and individual achievement is central to improving immediate and long-term outcomes for looked after children.

Outcomes	• Our children have the best start in life and are ready to succeed • We are better educated and have access to increased and better quality learning and employment opportunities • People most at risk are protected and supported to achieve improved life chances
Wellbeing Indicators	• Nurtured, Achieving, Respected, Responsible and Included
Key Priorities	• Improve attainment levels for looked after children and young people ensuring that their learning needs are identified and addressed • Increase the number of children residentially looked after who are engaging meaningfully with their education and who are routinely attending school • Support more looked after young people to remain at school beyond the statutory school leaving age
Action We Will Take	• Improve attendance and attainment levels for children who are looked after • Reduce exclusion rates of looked after children • Reduce the number of children placed in external day and residential placements • Enhance the development of bespoke packages to meet individual needs • Increase the number of young people sustaining education, training or employment

HOW WE WILL MEASURE SUCCESS

A detailed Action Plan with a set of performance measures is in place to ensure we monitor and evidence our progress on our commitment to looked after children over the period 2017/18. These measures include:

- Percentage of eligible Looked After Children 2 year olds attending family centres – Target 95%
- Percentage attendance at school for looked after children - Target 90%
- Rate of exclusions per 1,000 pupils for looked after children - Target 300
- Percentage of looked after children school leavers by level of attainment
- Number of looked after children in external residential placements – Target 20
- Percentage of looked after children remaining in school beyond their school leaving age

SUPPORTING EMPLOYMENT, TRAINING AND POSITIVE DESTINATIONS

Access to training and employment has a key role to play in encouraging independence, improving wellbeing, closing the inequality gap, supporting young people into the labour market and minimising reliance on formal services

Outcomes	• We are better educated and have access to increased and better quality learning and employment opportunities • We live longer, healthier lives and have reduced health inequalities
Wellbeing Indicators	• Active, Achieving, Respected, Responsible and Included
Key Priorities	• Increase the numbers of looked after young people sustaining a positive destination after leaving school • Increase training and employment opportunities for looked after young people and care experienced young people
Action We Will Take	• Ensure young people have an appropriate transition plan • Support more young people to attend further and higher education • Expand existing and develop new work placements, extended work placements, activity agreements and volunteering opportunities • Expand the opportunity for work placements within corporate parenting bodies

HOW WE WILL MEASURE SUCCESS

A detailed Action Plan with a set of performance measures is in place to ensure we monitor and evidence our progress on our commitment to looked after children over the period 2017/18. These measures include:

- Percentage of looked after children, young people and care leavers who have engaged with the Youth Inclusion Project – Target 54%
- Percentage of looked after children, young people and care leavers in further or higher education
- Percentage of looked after young people and care leavers sustaining positive destinations – Target 64%

PROVIDING EFFECTIVE AFTERCARE SUPPORT AND SERVICES

Effective transition or pathway planning is required to ensure looked after young people receive the appropriate practical and emotional support and advice, at the right time, to prepare for independence.

Outcomes	• Our children have the best start in life and are ready to succeed • People most at risk are protected and supported to achieve improved life chances
Wellbeing Indicators	• Safe, Achieving, Respected, Responsible and Included
Key Priorities	• Increase the number of looked after children remaining in their existing care placements beyond the age of 16 and 18 • Reducing the number of care experienced young people who experience homelessness
Action We Will Take	• Increase Supported Adult Placements • Ensure young people have an appropriate transition plan and appropriate supports during this period • Develop transitional tenancy support for young people who are at risk of homelessness, substance misuse and offending • Increase the number of eligible care leavers accessing support services

HOW WE WILL MEASURE SUCCESS

A detailed Action Plan with a set of performance measures is in place to ensure we monitor and evidence our progress on our commitment to looked after children over the period 2017/18. These measures include:

- Number of looked after young people in their care placement aged 16 and over – Target 28
- Number of young people in supported adult placements – Target 12
- Percentage of eligible care leavers who engage with aftercare services – Target 70%
- Percentage of young people in receipt of aftercare services with a Pathway Co-ordinator – Target 95%
- Percentage of young people in receipt of aftercare services with a Pathway Plan – Target 70%
- Percentage of eligible care leavers receiving an aftercare service with one or more episodes of homelessness – Target 20%

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West Lothian Council

SOCIAL POLICY - POLICY DEVELOPMENT AND SCRUTINY PANEL

SOCIAL POLICY MANAGEMENT PLAN 2017 - 2018

REPORT BY HEAD OF SOCIAL POLICY

A. PURPOSE OF REPORT

To inform the Social Policy PDSP of the contents of the Social Policy Management Plan 2017 - 2018.

B. RECOMMENDATION

To note the details of the Social Policy Management Plan 2017 - 2018.

C. SUMMARY OF IMPLICATIONS

I	**Council Values**	– Focusing on our customers' needs – Being honest, open and accountable – Providing equality of opportunity – Developing employees – Making best use of resources – Working in partnership
II	**Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)**	No new implications; Equality Impact Assessments will be applied to specific commitments where appropriate.
III	**Implications for Scheme of Delegations to Officers**	None
IV	**Impact on performance and performance Indicators**	All activities and actions have performance indicators and targets applied.
V	**Relevance to Single Outcome Agreement**	None
VI	**Resources - (Financial, Staffing and Property)**	All commitments are consistent with the Council's budget decisions.
VII	**Consideration at PDSP**	The management plan is reported on annually to the PDSP.
VIII	**Other consultations**	Quality Development Team

D. TERMS OF REPORT

As a means of delivering outcomes effectively and efficiently, West Lothian Council has identified Management Plans as an essential driver for the provision of excellent services. As such, they are to be collated and presented at the service group level, which is the collection of WLAM service units under the responsibility of a Head of Service. Containing critical information on the management of each service area, the plan provides an overview of the following:

- The services and activities it has responsibility for and the context in which they are delivered
- The aims and objectives of the services expressed in a way that can be easily understood by elected members, staff, partners and the public.
- How success will be measured, the targets that are to be achieved and the benchmarks of other providers who are considered 'best in class' (along with target-setting and benchmarking rationale)
- The improvement activities that the service is committed to completing in order to change or improve services

E. CONCLUSION

The Social Policy Management Plan sets out how the service will drive performance and as such it will be utilised by the management team and stakeholders to assess and gauge performance and improvement. The measures, targets and actions of the plan will be available for management monitoring and reporting on the corporate performance management system (Covalent).

F. BACKGROUND REFERENCES

None.

Appendix 1:	Social Policy Plan 2017 - 2018
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Date:	29th June 2017

Data Label: Public

Delivering Better Outcomes
Social Policy
Management Plan
2017/18

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1 Overview

1.1 Introduction

Welcome to the Social Policy Services Management Plan 2017/18

Social Policy encompasses a wide range of services planned for and delivered to a large number of people with a spectrum of differing needs. The services include community care services for adults and older people, children and families social work services and early intervention, and criminal and youth justice services.

Social Policy Services work towards achieving the council's strategic aims, in particular:

- Delivering positive outcomes and early interventions for early years
- Improving the quality of life for older people
- Minimising poverty, the cycle of deprivation and promoting equality
- Reducing crime and improving community safety
- Delivering positive outcomes on health

The Social Policy Management Plan 2017-18 links with and contributes to a series of joint plans with key partners:

- Integrated Children's Services Plan
- Joint Learning Disability Strategy
- Reducing Reoffending Strategic Plan
- Joint Physical and Complex Disability Strategy
- Joint Mental Health Plan
- West Lothian Integration Scheme
- Integration Joint Board Strategic Commissioning Plan

Social Policy has a key role to play in the wider Community Planning process especially where there is a focus on the needs of vulnerable or disadvantaged people. In developing this Management Plan the need to ensure consistency with Single Outcome Agreement objectives continues to be a focus.

Social policy services have a duty to meet the needs of the most vulnerable in our communities and for this reason there continues to be significant needs-led demands and growing pressures on our revenue budget. Close working with colleagues in financial management and effective budget monitoring by managers are therefore essential elements of ensuring the social policy budget does not pose a financial risk to the council.

The service continues to seek areas and opportunities to move resources upstream or to identify existing service gaps that if measures were put in place would lead to improved outcomes and reduce social inequalities across all life stage groups.

In 2016-17, Social Policy services achieved a number of important successes, which include:

Services to Adults and Older People

- Following extensive assessment of needs, developed a series of Commissioning Plans covering all major care groups
- Implemented Project Search, a one year programme of work training for people with learning disabilities and/or autism, with 12 trainees currently benefiting.
- Developed and implemented a new supported living care model at Rosemount Gardens, Bathgate, a new 30 tenancies housing complex. The new model promotes independence with greater personalised support keeping older people connected with their local community.
- Successfully negotiated the introduction of the Living Wage with providers of social care services.
- Significantly increased the number of people taking up personalised options under Self-directed Support.

Services to Children, Young People and Families

- Successfully launched the West Lothian Public Protection Committee.
- Commenced a Public Social Partnership Approach to supporting short breaks for parents with children with disabilities.
- Completed extensive partnership training in the 'Safe and Together' model, a programme for better interventions around domestic abuse.
- Successfully piloted the Young Almond project, targeted at teenage girls vulnerable to sexual exploitation.
- Commenced expanding options for family based care with the introduction of Family Group Conferencing.
- Strong levels of engagement and success with the Psychology of Parenting Project (PoPP)

Criminal and Youth Justice Services

- Early and Effective Intervention (EEI) continues to increase numbers involved and maintain low levels of re-offending
- Achieved implementation of a new partnership through the Safer Communities Strategic Planning Group for the national Community Justice

redesign which has transferred responsibilities from Community Justice Authorities to Community Planning partnerships.

- Completed a successful WLAM assessment achieving improved scores.

Key actions and priorities for 2017/18	
Action	Description
Supported employment service	Develop the supported employment service for people with a disability to ensure that there are clear pathways of support, and employment opportunities, for people who want to work, increasing the number of people with disability in paid employment.
Community Transport Public Social Partnership (PSP)	Develop a PSP which delivers a sustainable transport model for Older People day-care and, through accessing European Funding, enhances provision for the third sector and pilots options for remote and deprived communities, thus increasing access to services.
Technology Enhanced Care (TEC)	This activity will support sustainable and cost effective service provision which meets the care needs of adults in the community, reducing hospital admission and re-admission and minimising delayed discharge.
Frail Elderly Programme	A programme under the governance of the Integration Joint Board taking a whole system approach to the most efficient and effective delivery of provision to the frail elderly population, supporting the national health and care outcomes.
Viewpoint	Explore and improve impact and engagement with looked after children, ensuring that children have a say at all levels of their care journey.
Family Group Conferencing	Develop an appropriate approach that improves the level of support provided through family carers, ensuring more children are cared for in a family setting.
Youth Justice Team	Undertake a review of the Youth Justice Team to ensure approach taken to manage high risk young people is appropriate, and focussed on minimising serious and prolific offending.
Intervention with the most violent offenders	Through the Offender Management Sub-Committee agree focus for the service in managing perpetrators of serious violence and keeping communities safe.
Community justice - engagement with communities	Develop a clear communication strategy with corporate communications over a better interface between the service and the community.

Jane Kellock
Head of Service

Data Label: PUBLIC

1.2 Context

Social Policy works in conjunction with the Community Planning partners, in particular the Integration Joint Board, in seeking to deliver the priorities of the Single Outcome Agreement. The management plan outlines how services will contribute to delivering these outcomes. There is alignment between management plans, activity budgets and services, providing a link between resources, performance targets and outcomes. Performance during the year is monitored and reported within Social Policy management teams and across multi-agency partnership groups.

Social Policy is empowered by key legislation and national policy drivers relating to the provision of social work and social care services to children, young people and families, adults, older people and those who offend:

- Social Work (Scotland) Act 1968
- Community Care and Health (Scotland) Act 2002
- Children (Scotland) Act 1995
- Criminal Justice (Scotland) Act 2003
- Keys to Life (2013) – national learning disability strategy
- Adults with Incapacity (Scotland) Act 2000,
- Mental Health (Care & Treatment) (Scotland) Act 2003
- Adult Support & Protection (Scotland) Act 2007
- Community Care (Direct Payments) Act 1996
- Community Care (Direct Payments) (Scotland) Regulations 2003 and Amendment Regulations 2005 and 2007
- Management of Offenders (Scotland) Act 2005
- Social Care (Self Directed Support) Scotland Act 2014
- Children and Young People (Scotland) Act 2014
- Public Bodies (Joint Working) (Scotland) Act 2014
- Community Empowerment (Scotland) Act 2015
- Community Justice (Scotland) Act 2016

There exists an increasingly complex environment for the delivery of social work and social care services. Major policy developments such as increased personalisation of services, increased focus on prevention and early intervention and increased focus on joint working aim to improve outcomes for people who use services and their families; however, these bring considerable organisational and financial pressures to bear.

The delivery of high quality social work and social care services continues to be a priority for West Lothian Council. Nevertheless, the growth in demand for social care

services is such that Social Policy needs to continue to reduce costs and make best use of existing resources.

Building on the exemplary work undertaken in 2016-17 to produce a suite of care group commissioning plans for adults and older people, 2017-18 will see the completion of a strategic needs assessment and strategic commissioning plan for children, young people and their families and the development of a new West Lothian Children's Services plan.

1.3 Partnership Working

Social Policy makes a significant contribution to partnership working by its continued input to the Integration Joint Board, Integration Strategic Planning Group, Children and Families Strategic Planning Group and Safer Communities Strategic Planning Group, all of which sit within the West Lothian Community Planning Partnership. In addition, the Chief Officers' Group oversees the work of the Public Protection Committee and has responsibility for ensuring that their agencies, individually and collectively, work to protect the children, young people and vulnerable adults of West Lothian.

The Integration Joint Board has responsibility for the governance of the range of health and social care functions including all Social Policy services delivered to adults and older people, plus domestic abuse and health improvement functions. The Integration Joint Board Strategic Plan 2016-19 is currently subject to its first annual review. Strategic commissioning plans for older people, people with learning disability, people with physical disability, people with mental health problems and people with substance issues have been produced.

The West Lothian Children and Families Strategic Planning Group oversees the development of the Getting It Right For Every Child (GIRFEC) framework across West Lothian and has responsibility to enact the range of duties of the Children and Young People (Scotland) Act 2014, including the development of a joint Children's Services Plan, a Corporate Parenting Plan and to oversee the implementation of the Named Person services for West Lothian. Currently, children's services across the West Lothian Community Planning Partnership are subject to joint inspection, with a report expected to be published in 2017.

The Public Protection Committee has oversight of the areas of Child Protection, Adult Protection, Multi Agency Public Protection Arrangements (MAPPA) and Violence Against Women and Girls. The Committee works alongside other key groups including Children and Families and Safer Communities Strategic Planning groups and the Integration Strategic Planning Group to work towards better outcomes for the most vulnerable populations in our society.

New Community Justice arrangements come into place from April 2017, with oversight across the partnership services involved in the delivery of Community Safety and the compliance with multi-agency Criminal and Youth Justice arrangements.

We will continue to work closely with key partners in the West Lothian Community Planning Partnership to share information which will enable us to identify those most at risk and to intervene to prevent harm.

Locality planning is key to the successful delivery of services at a community level. The Health and Social Care Partnership has established two locality groupings, East (incorporating the ward areas of Linlithgow; Broxburn, Uphall and Winchburgh; Livingston North; Livingston South; East Livingston and East Calder) and West (incorporating the ward areas of Bathgate; Armadale and Blackridge; Whitburn and Blackburn; Fauldhouse and the Breich Valley) with the aim of joining up health and care services ever more closely within communities. Locality focussed plans for the east and west of West Lothian will be developed in 2017-18.

Key partners:

- Service users
- Carers
- NHS Lothian
- Housing, Building and Customer Services
- Finance and Property Services
- Corporate Services
- Education Service
- Voluntary Sector
- Police Scotland
- Children's Reporter
- Private Sector providers
- West Lothian College
- Scottish Care and Independent Sector providers
- Scottish Ambulance Service
- Housing Associations
- Scottish Fire and Rescue Service

1.4 Outcomes, Priorities and Activities

The council has set eight priorities in the current Corporate Plan (2013/17) in consultation with the local community, partners, stakeholders and our staff. These priorities, along with the three enablers themes, represent all the vital activities that the council will undertake in order to achieve better outcomes for West Lothian.

Figure 1 illustrates where the WLAM units in the service *directly* contribute to the council's priorities (and/or) enablers.

Council Priorities	Community Care	Children and Families	Criminal & Youth Justice
1. Delivering positive outcomes and early intervention for early years		✓	
2. Improving the employment position in West Lothian	✓	✓	✓
3. Improving attainment and positive destinations for school children		✓	
4. Improving the quality of life for older people	✓		
5. Minimising poverty, the cycle of deprivation and promoting equality	✓	✓	✓
6. Reducing crime and improving community safety		✓	✓
7. Delivering positive outcomes on health	✓	✓	✓
8. Protecting the built and natural environment			✓
Enablers			
Financial planning	✓	✓	✓
Corporate governance and risk	✓	✓	✓
Modernisation and improvement	✓	✓	✓

Figure 1: Council priorities and activities

1.5 Corporate Strategies

The council has corporate strategies that set out what we want to achieve for a particular priority, outcome or targeted group within a corporate planning period (4 years), including what we will do with our partner services and agencies to deliver those outcomes.

The service has responsibility for the development and implementation of the following corporate strategies:

Corporate Strategy	Strategy Outcomes	Start	End	Review Date
Integrated Children's Services Plan	■ Children have the best start in life to enable them to reach their potential, raising their aspirations and equipping them for the future. ■ Underpinned by detailed action plans for early years, school age and young people, and for looked after children.	2012	2018	April 2017
Reducing Reoffending Strategy	■ Breaking the cycle of reoffending ■ Safer communities ■ Fewer victims ■ Identifies eleven priority areas	2013	2018	2017
Alcohol & Drugs Partnership Commissioning Plan	■ People live in positive, health-promoting local environments where alcohol and drugs are less readily available. ■ Communities and individuals are safe from alcohol and drug related offending and anti-social behaviour. ■ People are healthier and experience fewer risks as a result of alcohol and drug use.	April 2015	March 2018	March 2017
Integration Joint Board Strategic Plan	Across all communities in West Lothian: ■ to increase wellbeing ■ to reduce health inequalities	April 2016	March 2026	March 2017

Data Label: PUBLIC

Corporate Strategy	Strategy Outcomes	Start	End	Review Date
Learning Disabilities Commissioning Plan	■ People with learning disabilities are enabled, with choice and control, to achieve and sustain independence, social inclusion and have opportunities to live independently.	June 2016	March 2019	March 2017
Physical Disabilities Commissioning Plan	■ People with physical disabilities are enabled, with choice and control, to achieve and sustain independence, social inclusion and have opportunities to live independently.	June 2016	March 2019	March 2017
Older People Commissioning Plan	■ Older people live longer healthier and more independent and fulfilling lives within a safe and supportive community and continue to learn and develop.	September 2016	March 2019	March 2017
Mental Health Commissioning Plan	■ More people will have good mental health. ■ Fewer people will suffer avoidable harm. ■ Fewer people will experience stigma and discrimination.	September 2016	March 2019	March 2017

Figure 2: Corporate Strategies

Data Label: PUBLIC

2 Social Policy Service Structure

The service is part of the Health and Social Care Partnership directorate and the management structure is outlined in figure 3 below:

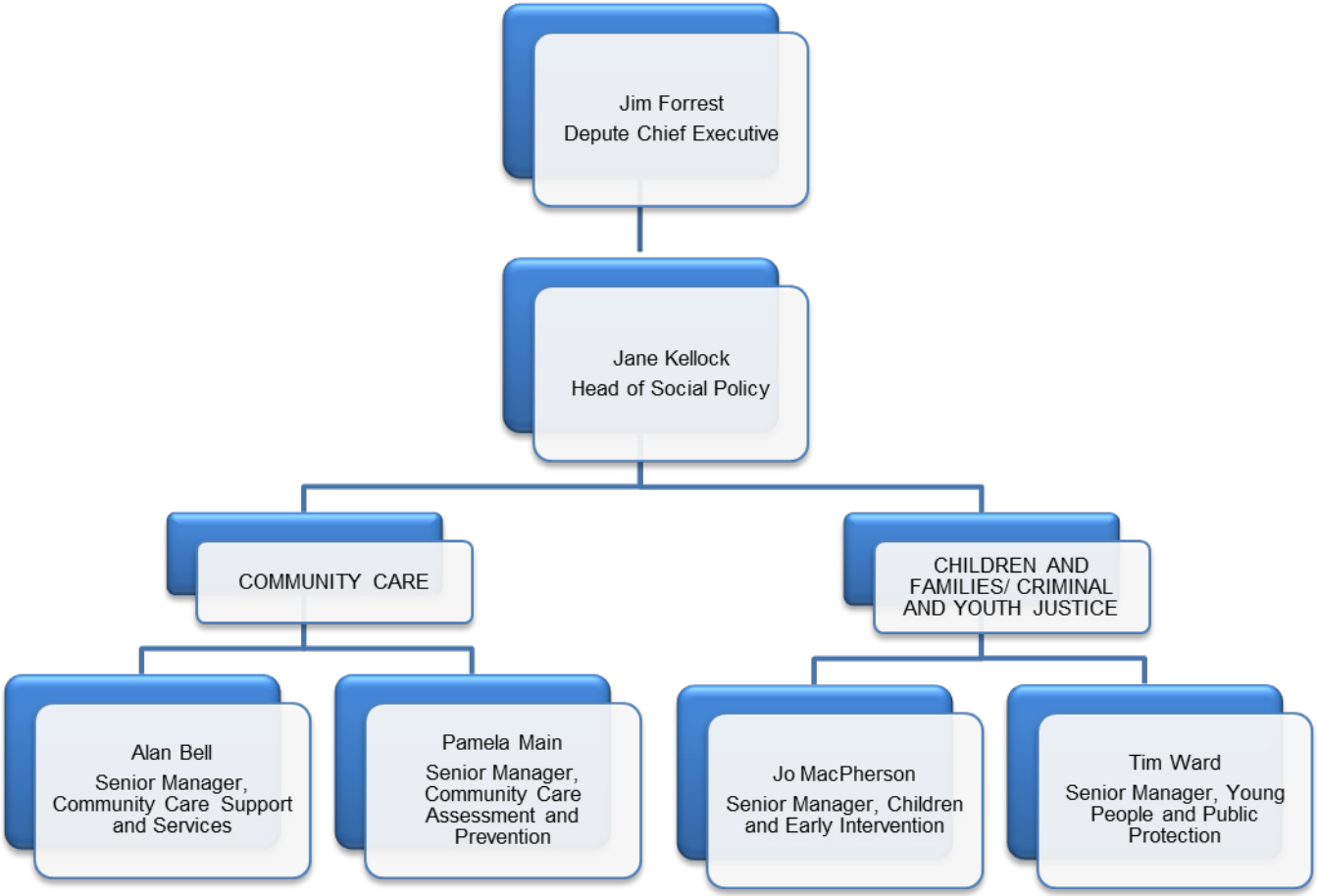


Figure 3: Service Structure

Data Label: PUBLIC

3 Service Activity

3.1 Community Care

Manager:	Alan Bell, Pamela Main
Number of Staff (FTE):	715
Location:	Civic Centre

Purpose

Community Care comprises a wide range of services provided to adults with care needs. Services include Care at Home, Care Homes, Occupational Therapy, Sheltered Housing and Housing with Care, Support for People with Learning and Physical Disabilities, and Support for People with Mental Health Problems.

The main aim of the service is to promote, enable and sustain independence and social inclusion for service users and carers. It is anticipated that an increasing number of people will seek control of their own care and support provision by accessing Direct Payments or other Self Directed Support options.

The nature of the demographic and economic challenges has highlighted the need for effective outcome focused partnership working, particularly between health and social care. Within the responsibility of the Integration Joint Board (IJB) a series of commissioning plans for each of the main client groups was developed and agreed in 2016-17. These plans are informed by a detailed analysis of needs and deploy resources with maximum effectiveness on priority outcomes.

The plans have similar main properties:

- A focus on prevention and upstream investment to avoid, delay or reduce the need for formal health and social care intervention.
- A focus on shifting the balance of care more towards community and home based care.
- A greater emphasis on personalisation, or individualised services, and a move to increased service user / carer responsibility and control over their care and support provision.

Activities

The main activities of the service in 2017/18 will be:

- Assessment and Care Management
- Assessment and Care Management Services for adults and older people
- Purchasing of care home placements including respite

- Purchasing of community based care and support services
- Provision of re-ablement and crisis care services
- Provision and care management of council owned care establishments:
  - Care Homes for older people
  - Residential unit for adults with a learning disability
  - Day care for adults and older people
  - Housing with care
- Joint management of the Community Equipment Store
- Provision of Home Safety Services and development of Telecare
- Adult Placement Service
- Access to employment
- Short breaks from caring

Community Care Support Services provide the following activities for all of Social Policy

- Commissioning plan development, monitoring and review
- Contract management
- Service matching
- Administrative and clerical support
- Management and development of the Social Policy Information Management systems
- Complaint handling

Community Care has played and will continue to play a significant role within the new Integration Joint Board (IJB) for health and care. The IJB Strategic Plan sets the strategic objectives and commissioning priorities for services for adults and older people; all service delivery by Community Care contributes to this plan and the related care group commissioning plans.

Key Partners

The service actively works with our partners to plan, design and deliver improved services for our customers. Our key partners are:

- NHS Lothian
- Third Sector
- Independent Sector
- Housing, Building and Customer Services
- Corporate Services

Customer Participation

The IJB has established an Engagement Framework within which the service actively engages customers and potential customers in the delivery and re-design of services

to ensure these are accessible and focused on their needs and preferences. The following table details the main planned customer consultation activity for 2017/18. and

Customer Consultation Schedule				
Customer Group	Method	Frequency	Responsible Officer	Feedback Method
All Disability Groups	Disability Equality Forum	Quarterly	Service Development Officer	Minutes
Older People Service Users	Survey	Annual	Group Manager	Survey returns
	Senior People's Forum	Quarterly	Service Development Officer	Minutes
Learning Disability Service Users	Survey	Annual	Group Manager	Survey returns
	Learning Disability Service Users Forum	Quarterly	Group Manager	Minutes
Physical Disability Service Users	Survey	Annual	Group Manager	Survey returns
	Physical Disability Service Users Forum	Quarterly	Service Development Officer	Minutes
Adult Protection Service Users	Safe and Sound Adult Protection Forum	Quarterly	Adult Protection Officer	Minutes
Mental Health Service Users	Survey	Annual	Team Manager	Survey returns
	Mental Health Service Users Forum	Quarterly	Team Manager	Minutes

Data Label: PUBLIC

Employee Engagement

Motivation and commitment are key drivers of employee performance and the service aims to effectively engage and develop employees through improved communication and increased participation.

Employee Engagement Schedule				
Staff Group	Method	Frequency	Responsible Officer	Feedback Method
All employees	One-to-one meetings	Monthly	Team Managers	All employees
All employees	Team meetings	Monthly or as required	Team Managers	All employees
All employees	Annual Development Review (ADR)	Annually	Team Managers	All employees
Employee sample	Employee survey	Annually	Human Resources	Employee sample
All employees	Management Plan Launch	Annually	Head of Service	All employees
All Employees	Service Development Events	Annually	Group Managers	All Employees
Group and Team Managers	Extended Management Team	Quarterly	Head of Service	All Managers
Senior Managers	Social Policy Management Team	Weekly	Head of Service	Senior Managers

Activity Budget

COMMUNITY CARE, OLDER PEOPLE

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
Older People Assessment and Care Management	To provide assessment and care management services to older people, their families and carers.	4. Improving the quality of life for Older People	SPCC024 9a1a Net cost per head of population on social care services for older people. (target £1400pa)	WLAM	49.0	1,973,165	(1,649,347)	323,818
			SPCC018_6b.3 Average number of weeks Older People's service users are currently waiting to be allocated for an assessment. (target 3 weeks)	WLAM				
Older People care home provision	Provision of care home placements for Older People.	4. Improving the quality of life for Older People	SPCC019 9b1a Number of delayed discharges from hospital per month. (target 0)	PUBLIC	163.2	22,756,361	(3,647,719)	19,108,642
Older People community based care and support services	Support activities to enable older people to live independently at home or in a homely setting (includes care at home, respite, day care and other services).	4. Improving the quality of life for Older People	SPCC024 9a1a Net cost per head of population on social care services for older people. (target £1400pa)	WLAM	267.3	23,042,938	(3,197,031)	19,845,907
			SPCC020_9b.2a Percentage of people 65+ with intensive needs receiving 10 hours+ care at home. (target 37%)	PUBLIC				

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
Service Support	Provision of management and administrative support.	Enabler Service - Corporate Governance and Risk			33.2	1,350,306	(154,746)	1,195,560
	Total :-				**512.7**	**49,122,770**	**(8,648,843)**	**40,473,927**

COMMUNITY CARE, LEARNING DISABILITIES

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
Learning Disabilities Assessment and Care Management	To provide assessment and care management service to adults with learning disabilities, their families and carers.	7. Delivering positive outcomes on health	SPCC035 9a1c Net cost per head of population on social care services to adults with a learning disability. (target £104 pa)	WLAM	9.8	407,180	0	407,180
			SPCC003_9b.1a Number of adults with learning disability provided with employment support. (target 17)	WLAM				
Learning Disabilities care home provision	Provision of care home placements for adults with learning disabilities.	7. Delivering positive outcomes on health	SPCC002_6b.3 Percentage of Care Inspectorate Inspections undertaken within Registered Learning Disability Services graded good or above. (target 100%)	PUBLIC	16.5	7,362,912	(2,737,696)	4,625,216

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
Learning Disabilities community based care and support services	Support activities to enable adults with learning disabilities to live independently or with family and to support positive life experiences (includes care at home, respite, day care and other services).	7. Delivering positive outcomes on health	SPCC035 9a1c Net cost per head of population on social care services to adults with a learning disability. (target £104 pa)	WLAM	75.7	10,435,690	(289,686)	10,146,004
			SPCC001_6a.7 Percentage of respondents who rated the overall quality of Learning Disability (adults) service as good or excellent. (target 97%)	PUBLIC				
Service Support	Provision of management and administrative support.	Enabler Service - Corporate Governance and Risk			11.7	463,248	(58,657)	404,591
	Total :-				**113.7**	**18,669,030**	**-3,086,039**	**15,582,991**

Data Label: PUBLIC

COMMUNITY CARE, MENTAL HEALTH

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
Mental Health Assessment and Care Management	Provision of an assessment and care management service, including statutory mental health officer service	7. Delivering positive outcomes on health	SPCC037 9a1c Net cost per head of population on social care services to adults with mental health problems. (target £23 pa)	WLAM	13.4	1,075,481	(22,859)	1,052,622
			SPCC005_9b.1a Percentage of all mental health or addictions cases allocated within 12 weeks. (target 90%)	PUBLIC				
Mental Health care home provision	Provision of care home placements for adults with mental health problems.	7. Delivering positive outcomes on health	SPCC019 9b1a Number of delayed discharges from hospital per month. (target 0)	PUBLIC	0.0	1,804,856	(1,007,563)	797,293
Mental Health community based care and support services	Support activities to enable adults with mental health problems to live independently	7. Delivering positive outcomes on health	SOA01307_15 Warwick-Edinburgh Mental Well-being (WEMWEB) score for West Lothian. (target 26.07)	HIGH LEVEL	5.0	1,542,324	(807,611)	734,713
Service Support	Provision of management and administrative support.	Enabler Service - Corporate Governance and Risk			9.5	112,535	(14,249)	98,286
	Total :-				**27.9**	**4,535,196**	**1,852,282**	**2,682,914**

COMMUNITY CARE, PHYSICAL DISABILITIES

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
Physical Disabilities Assessment and Care Management	Provision of an assessment and care management service.	7. Delivering positive outcomes on health	SPCC036 9a1c Net cost per head of population on social care services to adults (age 18-64) with physical disabilities. (target £49pa)	WLAM	7.4	280,499	0	280,499
			SPCC009_6a.7 Percentage of respondents who rated the overall quality of the Physical Disability Service as good or excellent. (target 97%)	PUBLIC				
Physical Disabilities care home provision	Provision of care home placements for adults with physical disabilities.	7. Delivering positive outcomes on health	SPCC019 9b1a Number of delayed discharges from hospital per month. (target 0)	PUBLIC	0.0	1,273,761	0	1,273,761
			SPCC009_6a.7 Percentage of respondents who rated the overall quality of the Physical Disability Service as good or excellent. (target 96%)	PUBLIC				
Physical Disabilities community based care and support services	Support activities to enable adults with physical disabilities to live independently	7. Delivering positive outcomes on health	SPCC036 9a1c Net cost per head of population on social care services to adults (age 18-64) with physical disabilities. (target £49pa)	WLAM	17.6	4,878,001	(160,497)	4,717,504
			SPCC027_9b.2a Percentage of people who have a physical disability with intensive needs receiving 10 hours+ care at home. (target 33%)	WLAM				
Service Support	Provision of management and administrative support.	Enabler Service - Corporate Governance and Risk			4.2	163,669	-20,724	142,945
	Total :-				**29.2**	**6,595,930**	**(181,221)**	**6,414,709**

Data Label: PUBLIC

COMMUNITY CARE AND SUPPORT SERVICES (IJB)

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
Alcohol and Drug Partnership	Partnership support to commissioning of services related to alcohol and drug use, and substance misuse.	7. Delivering positive outcomes on health	SPCC005 9b1a percentage of all clients waiting no longer than three weeks from referral to appropriate drug or alcohol treatment. (target 90%)	PUBLIC	7.3	2,537,526	(2,169,165)	368,361
Social Policy Information Team	Information systems development, administration, training, performance reporting.	Enabler Service - Corporate Governance and Risk			3.5	179,864	0	179,864
Social Policy Contracts and Commissioning	Commissioning of social care contracts, administration, monitoring of contracted service performance.	Enabler Service - Corporate Governance and Risk			5.9	3,827,815	(225,449)	3,602,366
Service Support	Provision of management and administrative support.	Enabler Service - Corporate Governance and Risk			3.9	149,026	(21,088)	127,938
	Total :-				**20.6**	**6,694,231**	**(2,415,702)**	**4,278,529**

COMMUNITY CARE AND SUPPORT SERVICES (non IJB)

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
Alcohol and Drug Partnership	Partnership support to commissioning of services related to alcohol and drug use, and substance misuse.	7. Delivering positive outcomes on health	SPCC005 9b1a percentage of all clients waiting no longer than three weeks from referral to appropriate drug or alcohol treatment. (target 90%)	PUBLIC	0.0	0	0	0
Social Policy Information Team	Information systems development, administration, training, performance reporting.	Enabler Service - Corporate Governance and Risk			3.5	175,365	0	175,365
Social Policy Contracts and Commissioning	Commissioning of social care contracts, contracts administration, monitoring of performance.	Enabler Service - Corporate Governance and Risk			5.9	635,642	(58,328)	577,314
Service Support	Provision of management and administrative support.	Enabler Service - Corporate Governance and Risk			1.5	196,534	(888)	195,646
	Total :-				**10.9**	**1,007,541**	**(59,216)**	**948,325**

Data Label: PUBLIC

Actions

Actions 2016/17						
Action	Description	Planned Outcome	Owner	Start	End	Status
Learning Disability complex Care Strategy	Partnership modelling of an inter-agency residential Autism care unit and complex care needs.	Improved interagency planning and more appropriate, Lothian based, residential care for people with Autism, and challenging behaviour	Group Manager	January 2012	Phase 2 now completed (March 2016) Project remains dependent on partnership agreement.	Now superseded by Learning Disability modernisation programme – see 2017/18 Actions
Self-Directed Support	Implementation of the Self Directed Support options framework contained within the Social Care (Self-directed Support) (Scotland) Bill	Provides service users with choice and control over their care and support and enables the ways in which available resources can be used to be considered through a co-production approach to agreeing individual outcomes	Service Development Officer	January 2013	March 2016	Implementation phase complete; phase 2 deliverables is an Action for 2017/18
Technology Enhanced Care (TEC) programme	Scottish Government approved Technology Enhanced Care fund to support a strategic approach in deploying tele-healthcare as part of the IJB strategic commissioning of services.	Sustainable and cost effective service provision which meets the care needs of adults in the community, reducing hospital admission and re-admission and minimising delayed discharge.	Service Development Officer	April 2015	March 2018	Active

Data Label: PUBLIC

Actions 2016/17 (cont'd)						
Action	Description	Planned Outcome	Owner	Start	End	Status
Care Group Commissioning Plans	A plan for each major care group detailing resource deployment to meet priority outcomes. The first stage of planning process is to have a detailed needs assessment.	Sustainable and cost effective service provision which meets the care and support needs of people in West Lothian.	Group Manager	April 2016	September 2016	Complete
– Learning Disability				April 2016	May 2016	Complete
– Physical Disability				April 2016	May 2016	Complete
– Older People				April 2016	September 2016	Complete
– Mental Health				April 2016	September 2016	Complete

Data Label: PUBLIC

Actions 2016/17 (cont'd)						
Action	Description	Planned Outcome	Owner	Start	End	Status
SWIFT Upgrade (Phase 2 CCM)	Implementation of Swift upgrade CCM,	Efficient information systems and business processes.	Team Manager	April 2016	November 2016	Active
Improving employment opportunities for people with a Learning Disability in West Lothian	Project Search will be based on a partnership between a business, West Lothian College and council's supported employment team. The project is a one year programme of work training for people with learning disabilities and/or autism.	Provide work training for up to 12 additional people with learning disabilities	Service Development Officer	April 2016	March 2017	Active
Further develop housing options for Older People	Develop and implement care model at Rosemount Gardens, a new supported housing complex.	Maximise use of facility by allocating 30 tenancies which benefit from a model of support aiming to promote independence and keep older people connected with their local community	Senior Manager	April 2016	March 2017	Active

Data Label: PUBLIC

Actions 2016/17 (cont'd)						
Action	Description	Planned Outcome	Owner	Start	End	Status
Learning Disability Services Redesign	Strategic re-design of models of care which support people in hospital and community settings. This is a workstream associated with the longer term Commissioning Plan for Learning Disabilities.	To improve wellbeing, choice, independence and inclusion for people with a learning disability, providing care and support that is as close to home as possible. Inpatient care to reduce in favour of community based models of care.	Senior Manager	April 2016	March 2017	Active
Phase 2 Self Directed Support	Phase 2 deliverables are aligned to the 10 year strategy and will be monitored via a multi-disciplinary steering group.	To promote and consolidate a culture shift in favour of personalisation and consider options for market development to support this aim.	Service Development Officer	April 2016	Review March 2017	Active

Data Label: PUBLIC

Actions 2017/18						
Action	Description	Planned Outcome	Owner	Start	End	Status
Older People's Frailty Programme	– Frailty Hub – Inpatient re-design – Intermediate Care Project – Older People Mental Health Programme	Whole system redesign to deliver sustainable and cost effective service which meets the needs of adults in the community. Key outcomes relate to improving anticipatory care for people with dementia, reducing hospital admissions and minimising delayed discharge	Head of Service	March 2016	April 2018	Active
Mental Health Re-design Programme	– Transition from Acute to Community Services – Community Mental Health Team Project – Psychological Services – Psychiatry Services	Whole system redesign to deliver sustainable and cost effective service which meets the needs of adults with mental health problems in the community.	Head of Service	March 2016	April 2018	Active
Technology Enhanced Care Programme	Scottish Government approved Technology Enhanced Care fund to support a strategic approach in deploying tele-healthcare as part of the IJB strategic commissioning of services	Sustainable and cost effective service provision which meets the care need of adults in the community and improves outcomes by promoting independence.	Service Development Officer	April 2015	March 2018	Active. Year 2 application successful. Programme reviewed and extended to reflect the success of the bid

Data Label: PUBLIC

Actions 2017/18 (cont'd)						
Action	Description	Planned Outcome	Owner	Start	End	Status
Carers Legislation	Carers (Scotland) Act 2016 - the Act comes into effect in 2018 and West Lothian is adopting a project management approach to planning and development in preparing for the implementation of the statutory duties contained within the legislation.	West Lothian Council is compliant with the requirements of the legislation and has developed a co-production approach to the care of vulnerable adults and their carers	Service Development Officer	March 2017	April 2018	Active
Dementia Training	Implement Framework for Excellence Programme aligned to National Dementia Strategy	A skilled and confident workforce contributing to improved care for people with dementia and their carers	Learning and Development Lead	April 2017	March 2020	Planned
Self-Directed Support	Action plan in relation to the 10 year National Strategy (2010 to 2020) to be reviewed and refreshed to cover the period 2016 to 2018	To promote a culture shift in favour of personalisation and consider options for market developments to support this aim	Service Development Officer	April 2017	Review April 2018	Active
Transport review	Options appraisal framework to be developed	More efficient and effective use of transport resources supporting the voluntary Sector	Group Manager	March 2017	April 2018	Planned

Data Label: PUBLIC

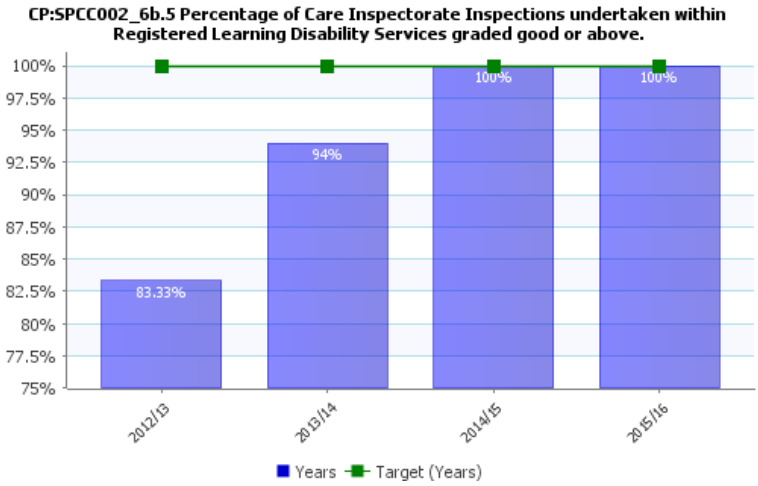
Actions 2017/18 (cont'd)

Action	Description	Planned Outcome	Owner	Start	End	Status
Access to information	Review current approach to information provision	Promote personal and community capacity by providing information which is more relevant and accessible	Group manager	March 2017	April 2018	Planned
Palliative Care	Develop a more integrated and streamlined multidisciplinary team to deliver specialist support.	Service users have access to a skilled and knowledgeable specialist team who can deliver timely and appropriate interventions	Senior Manager/Marie Curie	March 2017	April 2018	Planned
Learning Disability Modernisation Programme	Service models are reviewed and re-designed to support the key principles of the Partnership Modernisation Programme	Whole system redesign to shift the balance of care in favour of community based Service. The programme aims to improve wellbeing, choice, independence and inclusion for people with a learning disability	Senior Manager	March 2017	April 2020	Active
Swift Replacement	Feasibility Study and Options appraisal	Recommendation in respect of a system to replace the current as a result of the withdrawal of the provider, Northgate, from the market.	Senior Manager	March 2018	April 2020	Active

Data Label: PUBLIC

Performance

Performance Indicator	**Percentage of Care Inspectorate Inspections undertaken within Registered Learning Disability Services graded good or above.**	*CP:SPCC002_6b.5*
Description	The Care Inspectorate, the external body responsible for auditing the quality of care services, inspects registered care services annually. Grades can vary from 1 - 6 (1 being unsatisfactory and 6 being excellent). This indicator reports the percentage of grades of 4 (good) and above. The Grades measure how well the Service is doing against National Care Standards.	



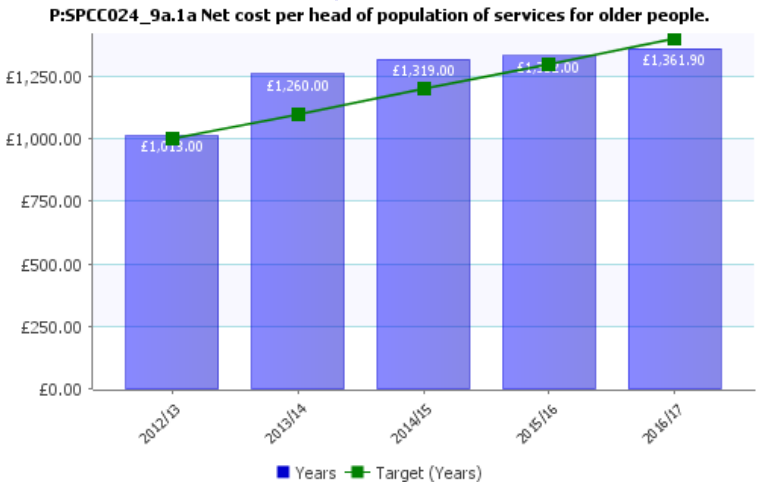
Trend Chart Commentary:

For 2015/16 the grade for all units in all assessed categories continues to be 'Good' or above (the majority of grades are now 'Very Good' or 'Excellent') reflecting high standards of care and full compliance with action plans agreed with the care inspectorate.

Performance in 2013/14 improved as expected but one element of the action plan for one service area had not been fully completed. This related to customer participation and although significant progress had been made, the previous grade could not be upgraded until there was full compliance with the action plan. This is updated annually in the last quarter of the financial year, please note however that the minimum Inspection Cycle is once every three years, so there is a possibility that there is no new information to add annually.

Performance in 2012/13 dipped largely as a result of 2 specific services where the Care Inspection identified some improvements required in the themes of staffing and management resulting in the grades reducing from 'good' to 'adequate'. This did not affect the grades for Quality of Care and Support which remained at 'Good and 'Very Good'. No aspect of any service was assessed as less than adequate. The target for 2017-18 remains at 100%.

Performance Indicator	**Net cost per head of population of services for older people.**	*P:SPCC024_9a.1a*
Description	Average annual cost per person of services for people aged 65 and over. The scope of this indicator covers a range of services including Care at Home, Care Homes, Housing with Care, Occupational Therapy, and Assessment and Care Management. The cost per person is calculated by dividing the cost of the services in scope by the estimated 65+ population.	



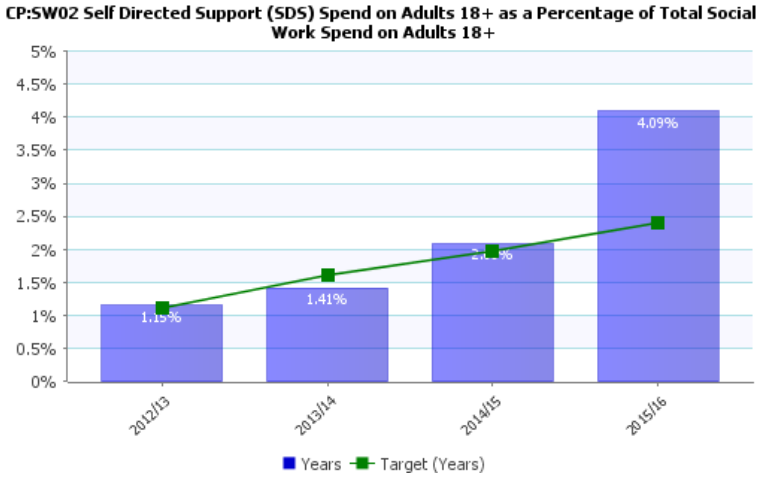
Trend Chart Commentary

More people are living longer with multiple physical and mental health conditions and often complex care and support needs. Ensuring that people who's needs are increasingly complex can be supported safely at home requires enhanced care services which increases the average cost per person.

The cost per person is calculated by dividing the cost of the services in scope by the estimated 65+ population (using data from the General Register Office of Scotland). Benchmarking comparisons are subject to time delay in the publishing of data.

West Lothian has a lower percentage of people aged 65+ than the Scottish Average; correcting the CIPFA average expenditure to take account of this equates to £1091 for 2012/13. The target for 2017-18 is £1,500.

Performance Indicator	**Self Directed Support (SDS) Spend on Adults 18+ as a Percentage of Total Social Work Spend on Adults 18+**	*CP:SW02*
Description	**SW02:** Direct payments spend on adults 18+ as a % of total social work spend on adults 18+	



Trend Chart Commentary

The long term trend in favour of personalised options reflects the council's strategic aim of promoting more individual choice and control over how services are delivered. The growth from 13/14 reflects the Councils successful implementation of the Social Care (Self Directed Support) (Scotland) Act 2013 which extended the range of options available to service users.

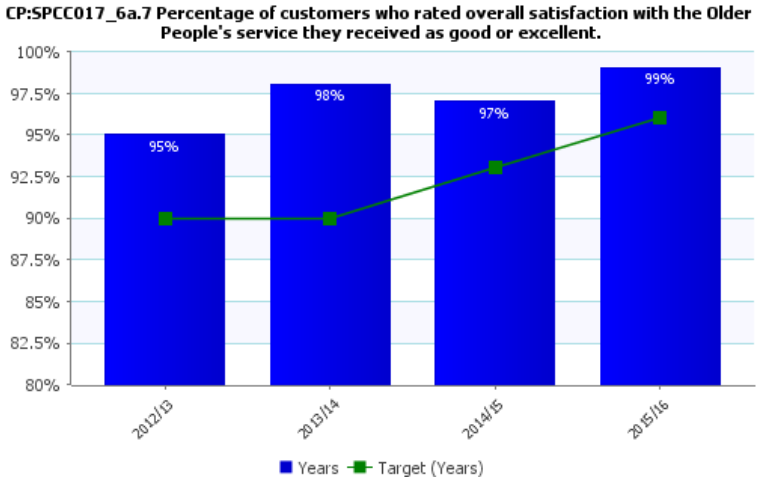
West Lothian Council ranked 12 out of 32 Scottish authorities in 2015/16, which is a rise of eleven places from 2014/15.

The council was ranked 2 out of the 8 authorities in the Local Government Benchmarking Framework (LGBF) Family Group for this indicator in 2015/16. The Family Group comprises South Lanarkshire, Fife, South Ayrshire, Clackmannanshire, Falkirk, Dumfries & Galloway and Renfrewshire.

West Lothian analyses performance against the LGBF Family Group and also considers the shared learning from National Forums. Although slightly lower in percentage terms when benchmarked against the best performer in the LGBF Family Group, the rate of growth in comparison with the best performer is significantly higher.

The target for 2017-18 is 5.5%.

Performance Indicator	**Percentage of customers who rated overall satisfaction with the Older People's service they received as good or excellent.**	*CP:SPCC017_6a.7*
Description	Older People's service conducts an annual survey of all its customers. This indicator measure the percentage of respondents who rated the overall quality as good or excellent. This survey relates to the activity of the service teams which carry out assessment for Older People's services.	



Trend Chart Commentary:

The survey is conducted in the third quarter of the financial year with results posted normally around May of the subsequent financial year.

Levels of customer satisfaction are high. There was total of 116 responses to the overall quality question for 2015/2016. Overall satisfaction remains at a high level of 99%, an increase on the level of satisfaction reported in 2014/2015 and exceeded our target for 2015/2016. In light of this success, we have reviewed our target to reflect our commitment to continuous improvement, and the target sits at 97% for 2017-18. The implementation of Self Directed Support has offered more choice and control to Service Users and has improved satisfaction.

Calendar of Improvement and Efficiency Activity

Action	Frequency	2017/18 (✓)											
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Performance management	Quarterly		✓			✓			✓			✓	
Review of Performance Indicators and targets	Annually												✓
Benchmarking	Quarterly		✓			✓			✓			✓	
Collation Specified Performance Indicators (SPIs)	Annually							✓					
Update of PPR information	Quarterly		✓			✓			✓			✓	
WLAM (assessment)	Annually							✓					
Review Panel	3-yearly					✓							
Performance Committee	3-yearly					✓							
Process Review (Lean/RIE activity)	As required												
Progress review of improvement actions	Quarterly	✓			✓			✓			✓		
CSE preparation	Annually									✓			
Inspection or Audit activity	Quarterly			✓			✓			✓			✓
Budget Management activity	Quarterly			✓			✓			✓			✓
Equality Impact Assessment(s)	As required												
Health and Safety Assessment(s)	Annually	✓			✓			✓			✓		
Business Continuity Planning	Annually										✓		
Workforce Planning	Annually								✓				
Appraisal Development Review (ADR)	Annually							✓					
Review of customer groups/segmentation matrix	Annually	✓											
Customer consultation	Annually	✓											
Review of Service Standards	Annually	✓			✓			✓			✓		
Planned Engagement activity	Annually	✓			✓			✓			✓		
Website content management	Annually	✓											

Performance activity Self Assessment activity Consultation & engagement activity External assessment activity Corporate management activity

Data Label: PUBLIC

3.2 Children and Families

Manager:	Jo Macpherson, Tim Ward
Number of Staff (FTE):	305.4
Location:	West Lothian Civic Centre

Purpose

The primary function of the teams and services within Children and Families is to ensure that children, young people and families can maximise their potential through the identification of additional support services. We are committed to providing services that are child-centred; developed in partnership with other organisations and with families themselves; that tackle inequities, and that focus on improved outcomes for children. Most importantly services should fit the principles of Getting it Right for Every Child (GIRFEC).

To ensure that children and young people in need have the best start to their lives, we are strongly focussed on the importance of preventative work with young families to help them cope with the pressures of parenting as well as providing support through statutory intervention and child protection services. In 2017-18 services for children and young people will continue to be be enhanced and adapted, in line with legislation, primarily the Children and Young People (Scotland) Act 2014.

For young people who display a range of difficulties we will address these issues and work with young people and their families to resolve and manage the problems. Through our services and interventions we will provide support in many ways including where children and young people are involved in offending behaviour, where children and young people are at risk, where there are school attendance difficulties, substance misuse problems, bullying and out-with parental control issues. We will also offer support and services to disabled children, young people and their families.

The remit includes the lead responsibility to improve the health and wellbeing of those who live and work in West Lothian, and this is carried out through a range of proven methods of engagement. The aim is to support other agencies and service areas to enhance their health improvement functions through the provision of evidence based information and guidance, consultancy support and the provision of capacity building training courses and materials.

We aim to deliver quality, appropriate and accessible services to meet current demand but also to anticipate and identify future needs and expectations.

Activities

Children and Families provide a wide range of services. These are composed of core social work services as well as initiative funded projects and specialist teams all

working together to achieve improved outcomes for children in need, young people and families, vulnerable children and their families.

The following teams and services which make up Children and Families have been developed over time to respond to particular needs of key customer groups:

- Child Care and Protection Teams
- Domestic and Sexual Assault Team
- Child Disability Service
- Reviewing Officers Team
- Social Care Emergency Team (SCET)
- Learning and Development
- Sure Start
- Integrated Early Years Centres
- Family Centres
- Children and Young People Teams for Mental Wellbeing, Attendance Improvement and Parenting Groupwork
- Whole Family Support Service
- Family Placement Team
- Residential Houses
- Throughcare Aftercare Team
- Youth Inclusion Project
- Children's Rights
- Health Improvement

The main activities of the service in 2016/17 will be:

- Childcare and Protection
  - Domestic Abuse Service
  - Children with a Disability Service
  - Children and Families Practice Teams

- Early Intervention - Looked After Children
  - Services for Looked After Children
  - Early Intervention Services
  - Whole Family Support
  - Positive Parenting project
  - Health Improvement

Key Partners

The service actively works with our partners to plan, design and deliver improved services for our customers. Our key partners are:

- NHS Lothian
- Police Scotland
- Scottish Fire and Rescue Service
- Children's Reporter
- Third sector providers
- Housing, Customer and Building Services
- Education Services
- Corporate Services
- Private Sector Providers
- West Lothian College

Customer Participation

The service will actively engage customers and potential customers in the delivery and re-design of services to ensure that are accessible and focused on their needs and preferences.

Customer Consultation Schedule				
Customer Group	Survey Method	Frequency	Responsible Officer	Feedback Method
Service Users	Survey	Annual	Service Development Officer	Covalent
Service Users	Consultative Forums	Quarterly (carers)	Team Manager	Newsletter
Partners/key stakeholders	Early Years event	Annual	Group Manager	Newsletter
Having Your Say	Looked After Children's forum	Monthly	Team Manager	Group meeting
Service Users	Viewpoint	Monthly	Group Manager	Feedback Report

Data Label: PUBLIC

Employee Engagement

Employee Engagement

Motivation and commitment are key drivers of employee performance and the service aims to effectively engage and develop employees through improved communication and increased participation.

Employee Engagement Schedule				
Staff Group	Method	Frequency	Responsible Officer	Feedback Method
All employees	One-to-one meetings	Monthly	Team Managers	All employees
All employees	Team meetings	Monthly or as required	Team Managers	All employees
All employees	Annual Development Review (ADR)	Annually	Team Managers	All employees
Employee sample	Employee survey	Annually	Human Resources	Employee sample
All employees	Management Plan Launch	Annually	Head of Service	All employees
All Employees	Service Development Events	Annually	Group Managers	All Employees
Group and Team Managers	Extended Management Team	Quarterly	Head of Service	All Managers
Senior Managers	Social Policy Management Team	Weekly	Head of Service	Senior Managers

Data Label: PUBLIC

Activity Budget

CHILDCARE AND PROTECTION

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
Domestic Abuse Service	Provide high-quality support and services to women and children who are, or have, experienced domestic abuse or other forms of gender-based violence.	6. Reducing crime and improving community safety	SOA1305_04 Percentage of women who report that they feel safe as a result of intervention by the Domestic and Sexual Assault Team (%) (target 100%)	HIGH LEVEL	15.0	518,109	(319,750)	198,359
			CF090_9a.1b Cost per domestic abuse referral (Target £185.00)	WLAM				
Children and Families Practice Teams including Disability service	Provision of care and protection service for children in need or at risk.	1. Delivering positive outcomes and early interventions for early years	CF053_9b.1b Percentage of children on the Child Protection Register who have been on the register for two years or more . (target 1%)	PUBLIC	70.9	5,587,416	(381,000)	5,206,416
			CF003_9b.1a Number of Children supported in Residential Schools out with West Lothian. (target 20)	HIGH LEVEL				
Service Support	Provision of management and administrative support.	Enabler Service - Corporate Governance and Risk			15.5	663,870	(5,968)	657,902
	Total :-				**101.4**	**6,769,395**	**(706,718)**	**6,062,677**

Data Label: PUBLIC

EARLY INTERVENTION - LOOKED AFTER CHILDREN

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
Looked After Children	Recruit, train, support and review carers providing a range of flexible services. Provide a range of quality placements for children of all ages, who are unable to live with their families. Provide accommodation in three residential houses for young people who are unable to live with their own or substitute families. Prepare young people for leaving care	3. Deliver positive outcomes and early intervention for early years	SPCF009_9a.1a Percentage of children in foster care placed with West Lothian Foster Carers (Target 93%)	HIGH LEVEL	95.5	16,495,390	(211,000)	16,284,390
			CF093_9b.1a Percentage of LAC placed in kinship care (Target 40%)	WLAM				
Early Intervention	Promote the personal growth and development of children aged 0-3 through the provision of services targeting those most at risk of social exclusion. Provision of day care service and outreach support to children aged 0-5 who are vulnerable or have additional needs. Improve performance in schools and improve functioning in family / community.	3. Deliver positive outcomes and early intervention for early years	CF092_9b.1c Percentage of young mothers referred to Sure Start who engage antenatally (Target 70%)	HIGH LEVEL	54.0	3,316,927	0	3,316,927
			SPCF128_9b.1c Percentage of eligible Looked After Children 2 year olds attending family centres (target 95%)	WLAM				

Data Label: PUBLIC

EARLY INTERVENTION - LOOKED AFTER CHILDREN (cont'd)

Activity Name and Description	Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2017/18	Revenue Income Budget 2017/18	Net Revenue Budget 2017/18	Activity Name and Description
Service Support	Provision of management and administrative support.	Enabler Service - Corporate Governance and Risk			30.2	1,022,071	(18,368)	1,003,703
	Total :-				**179.7**	**20,834,388**	**(229,368)**	**20,605,020**

PUBLIC PROTECTION

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
Public Protection	Ensure that those members of society who are most vulnerable and at risk are protected effectively and that their outcomes improve.	1. Delivering positive outcomes and early interventions for early years	SOA1305_05 Percentage of closed adult protection cases where the adult at risk reported that they felt safer as a result of the action taken. (target 80%)	HIGH LEVEL	16.2	1,075,016	(154,248)	920,768
			CF007_9b1.b Number of Children in Secure Accommodation. (target 1)	HIGH LEVEL				
Service Support	Provision of management and administrative support.	Enabler Service - Corporate Governance and Risk			1.6	53,692	(995)	52,697
	Total :-				**17.8**	**1,128,708**	**(155,243)**	**973,465**

HEALTH IMPROVEMENT

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
Delivery of health improvement training, support and stakeholder events	Building capacity to tackle health inequalities by delivering a range of training and support to professional and communities.	7. Delivering positive outcomes on health	HP005_9a.1a Cost of health improvement service per 1,000 population (Target £3,522)	WLAM	6.4	131,971	(171,525)	-39,554
			HP007_9b.1c Percentage of people with increased skills of Health Improvement Team topic areas; HP004_9b.1c Number of people in local communities attending health improvement activities (Target 90%)	WLAM				
Service Support	Provision of management and administrative support.	Enabler Service - Corporate Governance and Risk			0.1	3,005	(425)	2,580
	Total :-				**6.5**	**134,976**	**(171,950)**	**-36,974**

Data Label: PUBLIC

Actions

Actions 2016/17						
Action	Description	Planned Outcome	Owner	Start	End	Status
Review of Fostering and Kinship care	Review approach, capacity and effectiveness of services for Looked After Children in line with increasing demand and changes in legislation	Improved capacity and support	Senior Manager	March 2016	September 2016 (there will be an update in the autumn on the outcome of the Fostering Review)	Complete
Develop new approach to Children and Families duty system	Develop a more robust approach to acting on initial referrals that ensures a strong Named Person service	Better early response to children at risk	Senior Manager	April 2016	Pilot completed March 2017.	Complete
Continue to implement Reshaped Children's services	Consolidate on initial and successful piloting on internal approaches as alternatives to external provision	Reduced use of external provision and better internal resources	Senior Manager	April 2016	March 2017	Complete
Develop a new Domestic abuse Partnership	Develop a new approach to meeting the demands of increased domestic abuse referrals through better partnership arrangements with third sector providers	Improved responses for the Domestic and Sexual Abuse Team	Senior Manager	April 2016	October 2016	Complete

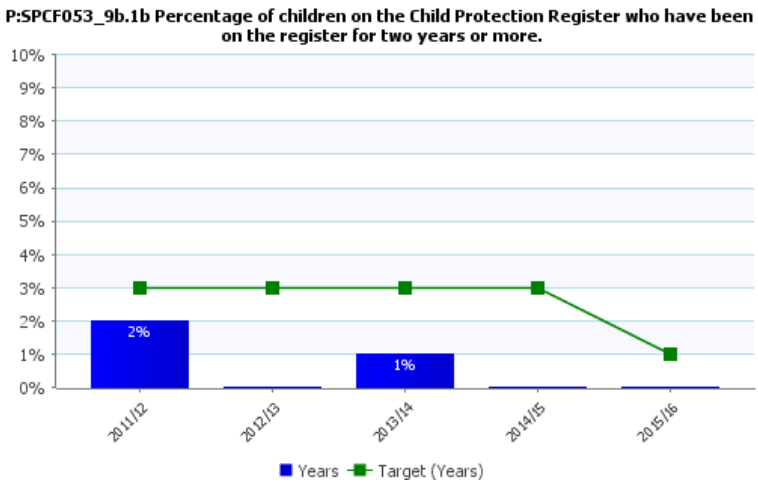
Data Label: PUBLIC

Actions 2017/18						
Action	Description	Planned Outcome	Owner	Start	End	Status
Implement relevant actions from West Lothian Joint Children's Services Inspection	West Lothian Joint Children's Services Inspection report will be published in 2017 with the requirement to develop an improvement action plan.	Improvement actions implemented	Senior Managers	Autumn 2017	March 2018	Planned
Develop a new approach to supervised contact	Develop an appropriate approach to family contact that makes better use of staffing resources and improves the formal assessment process	Improved levels of supervised contact with children and their families	Senior Manager	April 2016	September 2017	Active
Develop an improved Approach to Support for children who have been sexually abused	Improved approach refreshing the use of external resources	Improved service for children and young people that have been abused	Senior Manager	April 2016	September 2017	Active
Realigning Children's Services	Scottish Government initiative around understanding need and informing commissioning of children's services	Improved commissioning Approach	Senior Manager	June 2015	April 2017	Active
Develop new Integrated and Corporate children's Plans	New Plans required in line with legislation	Plans in place	Senior Manager	April 2017	October 2017	Active
Review use of Viewpoint	Explore and improve impact and engagement with looked after children	Improved outcomes for looked after children	Senior Manager	April 2017	March 2018	Planned
Develop and review use of Family group Conferencing	Develop approach that improves the level of support provided through family carers	Increased range of family based placements	Senior Manager	April 2017	March 2018	Planned

Data Label: PUBLIC

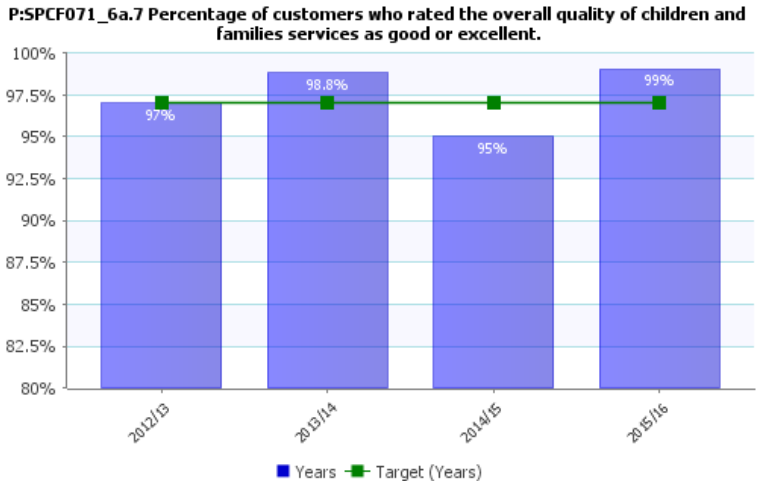
Performance

Performance Indicator	**Percentage of children on the Child Protection Register who have been on the register for two years or more.**	*P:SPCF053_9b.1b*
Description	Effective intervention for children at risk of neglect and abuse involves both active support and preventative measures to ensure their future wellbeing. Once plans are in place and the child is no longer considered to be at risk they would be taken off the register. Cases of children remaining on the register for two years or more would be relatively infrequent and would warrant further investigation by the authority.	



Trend Chart Commentary: Effective interventions will lead to children being on the register for a shorter period of time. The performance for 2015-16 was 0% which is a continuation of the positive trend in 2014-15. Since 2011-12 there have only been two years where any children have been on the register for more than two years, those being 2011-12 at 2% and 2013-14 at 1%. This would have been restricted to only one or two children. The positive trend is caused by the development of a range of robust current interventions being implemented that are providing positive outcomes for children and families at risk, for example, individual work with children and families, parenting work and group work. In recent years there have been new developments that work to reduce risks to children such as the Whole family Support Service. It should also be noted that the figure represents a snapshot at the end of the year and figures can vary throughout the year. The target from 2015-16 reduced to 1% to reflect current performance but will be monitored consistently. The target is set at 1% because there should be an aim to protect children and this results in a reduced need to keep them on the register. The target for 2017-18 will remain at 1% .

Performance Indicator	**Percentage of customers who rated the overall quality of children and families services as good or excellent.**	*P:SPCF071_6a.7*
Description	Percentage of customers who responded to the children and families annual survey who rated the overall quality of the service as good or excellent. Key customer groups asked to participate in the survey are children and families with additional needs, Looked After Children and children and families with disabilities. The survey is carried out using a number of methods including paper, electronic and telephone surveys.	



Trend Chart Commentary:

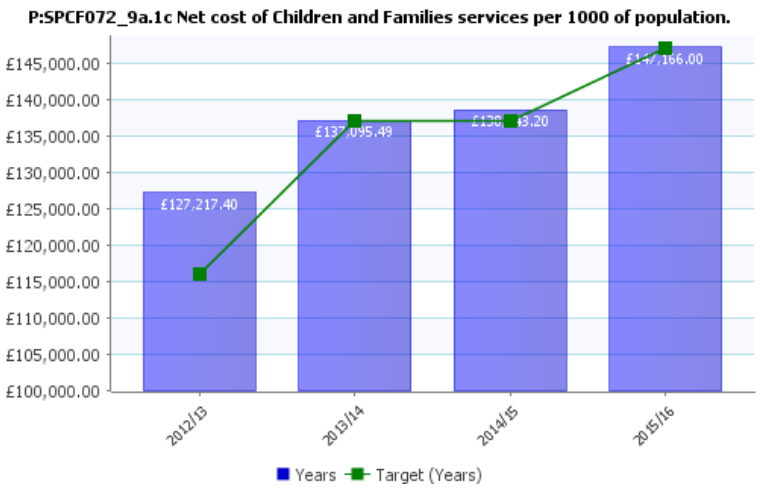
There is a consistent overall positive trend in the percentage of customers who responded to annual surveys who expressed that they felt the overall quality of service was good or excellent and this has remained at 95% or higher since 2010-11. This is attributable to an increased focus on listening to customer feedback and adopting a more customer focused approach to service delivery. However, there has been a fall in the number who are responding to these customer surveys and it is a priority to try to improve on this.

In 2015-16, 113 customers/partners responded to the survey and of these 99% rated the overall quality of Children and Families services as good or excellent. This performance is an improvement on 2014-15 which was 95%. Overall there is a consistently positive response with slight variations dependent on the number of respondents.

Target performance for 2016-17 was increased to 100% to present the service with a stronger challenge. As service users are often in distress or present with multiple needs this will represent a challenge for services. Target for 2017-18 will remain at 100%

Data Label: PUBLIC

Performance Indicator	**Net cost of Children and Families services per 1000 of population.**	*P:SPCF072_9a.1c*
Description	This indicator demonstrates the net cost of children and families services per 1000 of population. The indicator is updated each October when the most recent population estimate for the year in question is published. Children and Family teams within Social Policy provide a wide range of services. These are composed of core social work services as well as initiative funded projects and specialist teams all working together to achieve improved outcomes for children in need, young people and families, vulnerable children and their families. Key priorities are: - To provide services to carry out statutory work as laid down in the Children (Scotland) Act 1995, the key legislation concerning the care and welfare of children.	

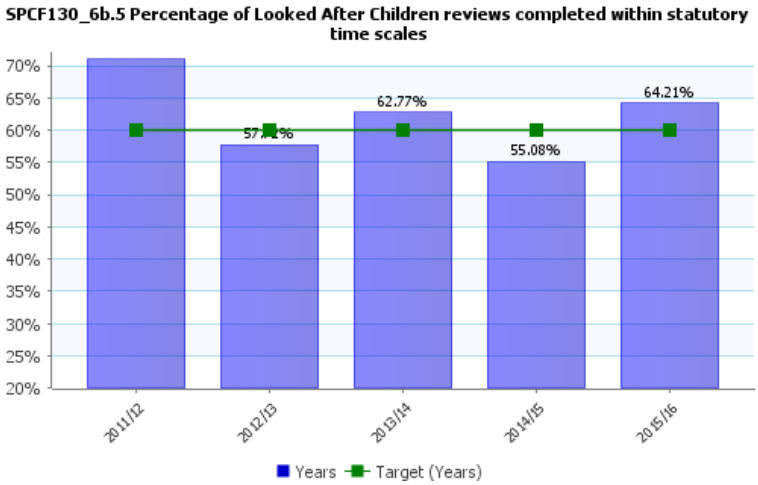


Trend Chart Commentary:

The figure for 2015-2016 is currently £147,166.00 representing an increase of £8,622.80. This increase is mainly due to an increase in demand for Kinship Care and Foster Care. This also includes additional investment from the Scottish Government regarding implementation of the Children and Young People (Scotland) Act 2014 for Aftercare and Continuing Care. It is intended that benchmarking data will be included in future years. The target for 2017-18 was increased to £151,410 to reflect the increased cost of purchasing external placements alongside the continued inflationary and demographic growth in Foster and Kinship care.

Since 2011-2012 there has been a gradual increase in the amount of money spent by Children and Families Services per 1000 of the West Lothian population. The increases in 2012/2013 and 2013/14 were due to investment in services due to the Early Years and Early Intervention change fund and some time-limited projects. These were initial investments to enable system change and a shift towards earlier, preventative interventions. The increases in more recent years has been attributable to the service needing to spend more on specialist residential, secure and foster care placements due to increased numbers and cost of placements.

Performance Indicator	**Percentage of Looked After Children reviews completed within statutory time scales**	*SPCF130_6b.5*
Description	Percentage of Looked After Children (Looked after away from home by the local authority under the provisions of the Children (Scotland) Act 1995) reviews completed within statutory time scales. This Performance Indicator applies to 6-week, 3-month and 6-month Looked After Child Reviews. Data is collected in May each year.	



Trend Chart Commentary:

Looked After Children (LAC) Reviews are carried out by a small team of Reviewing Officers. A cycle of reviews for each child is scheduled to take place within 6 weeks, 3 months and 6 months of the date the child becomes accommodated.

The trend chart demonstrates that there have been variations in performance over the last five years. It has been as high as 71.05% in 2011-12, although the numbers of reviews undertaken at that stage were 373 in the year as opposed to 541 in 2014-15, this reflecting increases in the number of Looked After and Accommodated children (LAAC) over that time period. In 2014-15 performance was down slightly from 62.77% to 55.08%. at that time there were three reviewing officers which then increased to four so it is anticipated over time that performance may improve. There was also a considerable increase in reviews completed from 513 to 541. The team of reviewing officers established a review process for all LAC children commencing in 2016-17 to include those looked after at home.

The target for 2017-18 is 65%.

Calendar of Improvement and Efficiency Activity

Action	Frequency	2017/18 (✓)											
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Performance management	Quarterly			✓			✓			✓			✓
Review of Performance Indicators and targets	Annually												✓
Benchmarking	Quarterly			✓			✓			✓			✓
Collation Specified Performance Indicators (SPIs)	Annually								✓				
Update of PPR information	Quarterly	✓			✓			✓			✓		
WLAM (assessment)	3-yearly												
Review Panel	Annually								✓				
Performance Committee	3-yearly												
Process Review (Lean/RIE activity)	Annually	✓											
Progress review of improvement actions	Quarterly	✓			✓			✓			✓		
CSE preparation	Annually										✓		
Inspection or Audit activity	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Budget Management activity	Quarterly			✓			✓			✓			✓
Equality Impact Assessment(s)	As required												
Health and Safety Assessment(s)	Quarterly	✓			✓			✓			✓		
Business Continuity Planning	Annually			✓									
Workforce Planning	Annually	✓											
Appraisal Development Review (ADR)	Annually							✓					
Review of customer groups/segmentation matrix	Annually	✓											
Customer consultation	Annually			✓									
Review of Service Standards	Annually						✓						
Planned Engagement activity	Annually	✓											
Website content management	Quarterly	✓			✓			✓			✓		

Performance activity Self Assessment activity Consultation & engagement activity External assessment activity Corporate management activity

Data Label: PUBLIC

3.3 Criminal and Youth Justice Service

Manager:	Tim Ward
Number of Staff (FTE):	67.5
Location:	West Lothian Civic Centre

Purpose

The Criminal and Youth Justice Service is almost entirely focussed on providing the services statutorily required through legislation for the assessment, supervision and management of offenders and children and young people at risk of becoming involved in the criminal justice system.

The service has four main aims:

- To implement the Whole Systems Approach for working with young people who offend.
- To assist those involved in offending behaviour to make better choices and lead more positive and productive lives
- To work in partnership to reduce risk of harm to communities
- To reduce the level of re-offending

The service supports offenders to live in the community and works to ensure that the strategic aims of reducing reoffending are achieved. From 2017-18 it will play a lead roll within the new powers the Community Planning Partnership will have in relation to Community Justice following the cessation of Community Justice Authorities.

Activities

The main activities of the service in 2017/18 will be:

- Community Payback – management of supervision and Unpaid Work requirements
- Early Intervention and support
- Work with young people who offend
- The Almond Project aimed at women who offend
- Managing high risk offenders
- Offender assessment, Court Support, and offering alternatives to prosecution and to custodial remands
- Drug Treatment and Testing Orders
- Prison based Social Work at HMP Addiewell
- Enhancing Throughcare arrangements for short-term prisoners
- Offender intervention programmes, including a Domestic Abuse Perpetrators' programme
- Multi Agency Public Protection Arrangements

Key Partners

The service actively works with our partners to plan, design and deliver improved services for our customers. Our key partners are:

- Police Scotland
- NHS Lothian
- HMP Addiewell (Sodexo Justice Services)
- Scottish Prison Service
- Third Sector Providers
- Scottish Government
- Scottish Fire and Rescue service
- Department of Work and Pensions
- Crown Office and Procurator Fiscals Service
- Scottish Courts and Tribunal Service
- Housing, Building and Customer Services
- Children's Reporter
- Education Services

Customer Participation

The service will actively engage customers and potential customers in the delivery and re-design of services to ensure that are accessible and focused on their needs and preferences.

Customer Consultation Schedule				
Customer Group	Survey Method	Frequency	Responsible Officer	Feedback Method
Service Users	Survey	Annual	Group Manager	Covalent Website
Partners/key stakeholders	Survey	Annual	Group Manager	Covalent Website
Unpaid Work Recipients satisfaction feedback	Survey	Ongoing but reported/collated annually	Unpaid Work Manager	Covalent Website
Unpaid Work Consultation	Focus group	Annual	Unpaid Work Manager	Annual report PDSP

Data Label: PUBLIC

Employee Engagement

Employee Engagement

Motivation and commitment are key drivers of employee performance and the service aims to effectively engage and develop employees through improved communication and increased participation.

Employee Engagement Schedule				
Staff Group	Method	Frequency	Responsible Officer	Feedback Method
All employees	One-to-one meetings	Monthly	Team Managers	All employees
All employees	Team meetings	Monthly or as required	Team Managers	All employees
All employees	Annual Development Review (ADR)	Annually	Team Managers	All employees
Employee sample	Employee survey	Annually	Human Resources	Employee sample
All employees	Management Plan Launch	Annually	Head of Service	All employees
All Employees	Service Development Events	Annually	Group Managers	All Employees
Group and Team Managers	Extended Management Team	Quarterly	Head of Service	All Managers
Senior Managers	Social Policy Management Team	Weekly	Head of Service	Senior Managers

Data Label: PUBLIC

Activity Budget

CRIMINAL AND YOUTH JUSTICE

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
Statutory Criminal Justice Social Work Provision	Provision of Community Payback, Court reports, Drug Treatment and Testing Order and Criminal Justice Throughcare service	6. Reducing crime and improving community safety	CJ105_9b.1b Percentage of Offenders reconvicted within one year (Government – Annually). (target 23 %)	PUBLIC	49.8	3,462,568	(1,342,009)	2,120,559
			CJ064_9a.1b Net cost of Criminal Justice services per 1000 of population (Target £13,437)	WLAM				
Youth Justice Team	Service to young people charged with offending behaviour	6. Reducing crime and improving community safety	SOA1304_30 Percentage of Early and effective Intervention cases who do not reoffend within 12 months of initial referral (%) (target 95%)	HIGH LEVEL	9.5	456,701	(128,926)	327,775
			SOA1304_31 Number of children/young people in secure or residential schools on offence grounds. (target 1)	WLAM				
Service Support	Provision of management and administrative support.	Enabler Service - Corporate Governance and Risk			8.2	370,028	(53,781)	316,247
	Total :-				**67.5**	**4,289,297**	**(1,524,716)**	**2,764,581**

Actions

Actions 2016/17						
Action	Description	Planned Outcome	Owner	Start	End	Status
Introduce 'other' category of offenders under MAPPA	Will target offenders other than sexual perpetrators who pose a risk of serious harm.	Reduction in risk to the public.	Senior Manager	April 2015	June 2016	Complete
Public Protection Strategy	Develop a Public Protection Strategy covering all main themes	More cohesive approach	Senior Manager	November 2014	December 2016	Complete
Prepare for new system of delivering Community Justice	New system to be introduced by government involving CPP ownership, disbanding CJA's and introducing national oversight body	Reinforce approach to Reducing Reoffending	Senior Manager	April 2015	March 2017	Complete
Refresh Whole System Approach for young offenders	Revise approach and action plan in line with new national strategy	Refreshed set of actions	Senior Manager	April 2016	October 2016	Complete
Revise priorities under reducing Reoffending Strategy	Assess relevance of existing priorities in line with new requirements under a new national strategy and set of legislative responsibilities under the Community Planning partnership.	Streamlined priorities	Senior Manager	April 2016	March 2017	Complete

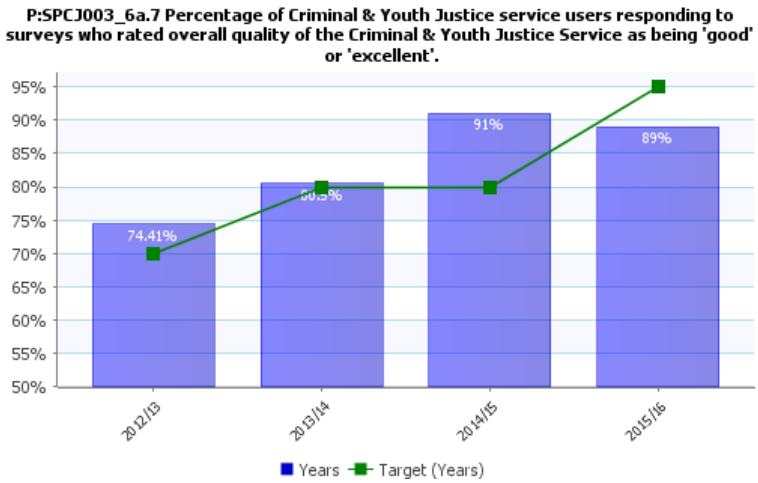
Data Label: PUBLIC

Actions 2017/18						
Action	Description	Planned Outcome	Owner	Start	End	Status
Review Youth Justice Team	Undertake review of the Youth justice Team to ensure approach taken to managing high risk young people is appropriate	Improved management of risks posed by young people	Senior Manager	June 2017	December 2017	Planned
Develop agreed priorities for managing violent offenders	Through the Offender Management Sub Committee agree focus for the service in managing perpetrators of serious violence.	Reduced repeat violence	Senior Manager	April 2017	October 2017	Active
Improve engagement with communities regarding community justice	Develop a clear communication strategy with corporate communications over better interface between the service and the community	Improved engagement	Senior Manager	April 2017	October 2017	Active

Data Label: PUBLIC

Performance

Performance Indicator	**Percentage of Criminal & Youth Justice service users responding to surveys who rated overall quality of the Criminal & Youth Justice Service as being 'good' or 'excellent'.**	*P:SPCJ003_6a.7*
Description	Percentage of respondents in the Criminal and Youth Justice Service annual survey of service users who rated overall quality of the service provided as being good or excellent. The survey involves a cross-section of offenders from across the service area completing a standardised questionnaire. The survey is undertaken during the summer of any given year.	



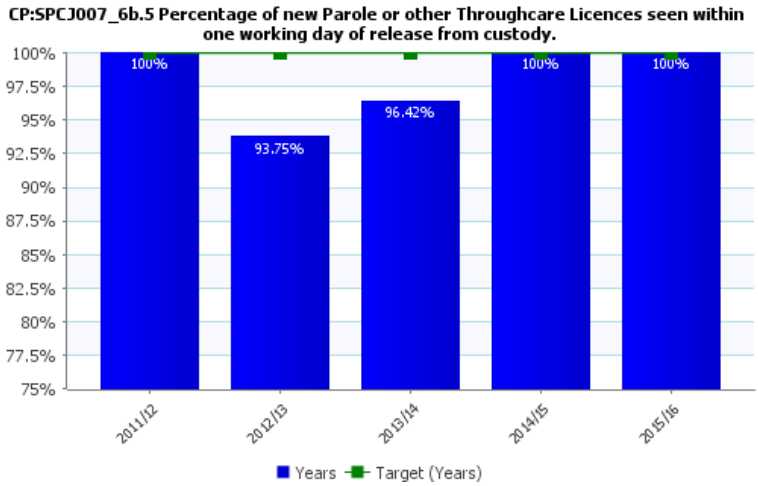
Trend Chart Commentary:

From 2013-14 the target increased from 70% to 80%, and performance in the survey undertaken in 2013 was 80.5% from 102 respondents (offenders in the community) . The survey for 2014-15 resulted in an improvement in performance to 91% but with a lower turnout of 89 from 102 individuals. The improvement was due to a small number of individuals stating good instead of average but did not state particular reasons. The 2015-16 survey, completed in November 2015 achieved a performance of 89% from a significantly increased sample of 203 individuals reflecting the whole service area. This is seen as a very positive development with over twice as many recipients. Only two individuals rated the service as poor and 20 as adequate. 181 rated the service as good or excellent. The service delivers statutory intervention with a predominantly 'involuntary' customer base. The performance is therefore all the more encouraging.

Overall the service is demonstrating improved customer satisfaction since 2011-12 when 79.43% had rated the service overall as good or excellent.

The survey for 2016-17 will aim to achieve the target rate of 95%, that target (although challenging) set in 2015-16 to drive improvement. The target for 2017-18 remains at 95%.

Performance Indicator	**Percentage of new Parole or other Throughcare Licences seen within one working day of release from custody.**	*CP:SPCJ007_6b.5*
Description	This is a key indicator of the Criminal & Youth Justice Service's ability to act swiftly in protecting the public. Those released on statutory supervision licences (legal requirements for offenders to be monitored closely) should be seen on the day of release, and performance in relation to this indicator is expected to be high. This indicator is seen as important because it highlights the speed at which higher risk long term prisoners are seen following release from prison.	



Trend Chart Commentary:

The most recent data for 2015-16 showed again that all prisoners released on a supervision licence were seen within a day of release. This constituted 37 licences, a higher number than any of the previous 5 years.

The figures for 2014-15 and 2013-14 were very positive. All 23 parole releases were seen on the day of release and 26 out of 27 licences seen within a day of release respectively. The performance for 2012-13 showed a slight dip due to 2 cases (out of a total of 32 licences) where the service was not advised of outcomes of proceedings by the courts. Both service users were contacted quickly and risk to the public was not compromised.

The service's success is due to a strong focus on the importance of efficient engagement with those on licence and close liaison with the Scottish Prison Service (SPS) over release arrangements. There is strong partnership working with HMP Addiewell which also assists efficient working. The target for 2017-18 remains at 100%.

Performance Indicator	**Net cost of Criminal Justice services per 1000 of population.**	*P:SPCJ064_9a.1d*
Description	This indicator gives information as to the cost of delivery of Criminal Justice Social Work Services in West Lothian, based on total annual budget and that year's population for West Lothian. This data is updated each October when the population estimate becomes available.	

Trend Chart Commentary:

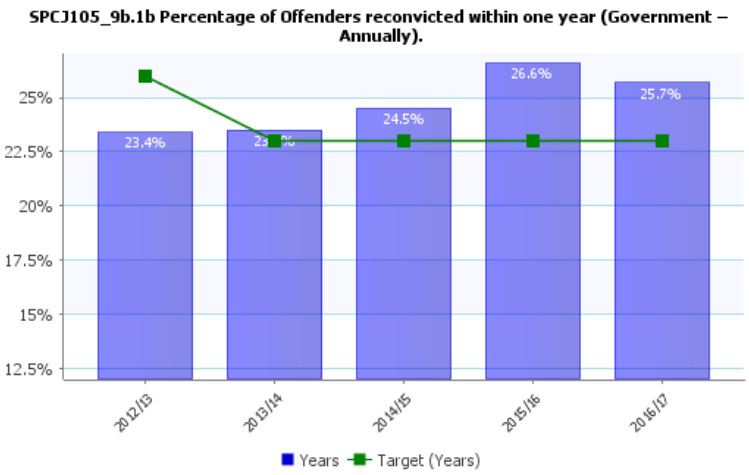
The net cost of Criminal Justice services has fluctuated to a degree over recent years, although the figure for 2015-16 increased from a relatively static figure for the preceding two years.

In 2011-12 the overall cost per 1000 of population stood at £13,423 demonstrating efforts made to run services more cost effectively, but also highlighting an increase in the grant provided by the Scottish Government. In 2012-13 the cost dropped considerably due to a reduction in grant and a rise in population estimates. The council ceased additional funding in 2012-13 and this also had an impact. The average cost increased to £13,055 in 2013-14 and stayed very much the same for 2014-15. This was due to an increased level of grant funding provided to begin to meet increased demand due to the courts uptake of Community Payback Orders. In 2015-16 the grant increased again due largely to an increased use of community based supervision. The target has been increased to reflect the current grant increase.

The target for 2016-17 remained at £13,500 but may be subject to adjustment as the Section 27 grant allocation is not within service control and is subject to considerable variation.

Target for 2017-18 is £14,500, which reflects increased Section 27 grant.

Performance Indicator	**Percentage of Offenders reconvicted within one year (Government – Annually).**	*SPCJ105_9b.1b*
Description	This is a key government measure of the effectiveness of the Criminal Justice system. From 2007-08 the government moved the period of post-sentence measurement from two years to one year. This indicator measures the reconviction rate of all those sentenced by the court, a reconviction being anyone who was reconvicted one or more times.	



Trend Chart Commentary:

This is a measure of the percentage of West Lothian offenders who are reconvicted with 12 months of being sentenced by the court. The performance in West Lothian has remained encouraging since this measure was introduced from the 2007-8 cohort of offenders.

For the cohort of offenders sentenced in 2013-14, performance improved on the 2012-13 cohort with 25.7%, West Lothian is the joint 7th best in Scotland, the same as the previous year, behind a number of authorities in Northern Community Justice Authority Area and Perth and Kinross. The best in Scotland is the Orkney Islands with 13.8%. West Lothian's cohort totalled 1,155 offenders whereas Orkney was 116. It is clear from this that the two areas are not comparable in size or demography.

West Lothian performs better than the Scotland average of 28.3%. West Lothian's overall performance comparatively is seen as positive. The average for Lothian and Borders is 27.3% so West Lothian performs better than its neighbouring authorities. West Lothian has a well established partnership approach including a Reducing Reoffending Strategy which is seen as influential.

The target will remain at 23% in 2017-18.

Calendar of Improvement and Efficiency Activity

Action	Frequency	2017/18 (✓)											
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Performance management	Quarterly		✓			✓			✓			✓	
Review of Performance Indicators and targets	Annually												✓
Benchmarking	Quarterly		✓										
Collation Specified Performance Indicators (SPIs)	None												
Update of PPR information	Annually		✓										
WLAM (assessment)	3-yearly												
Review Panel	3-yearly												
Performance Committee	3-yearly												
Process Review (Lean/RIE activity)	Annually			✓									
Progress review of improvement actions	Quarterly	✓			✓			✓			✓		
CSE preparation	Annually									✓			
Inspection or Audit activity	Quarterly			✓			✓			✓			✓
Budget Management activity	Quarterly			✓			✓			✓			✓
Equality Impact Assessment(s)	As required												
Health and Safety Assessment(s)	Quarterly			✓			✓			✓			✓
Business Continuity Planning	Annually										✓		
Workforce Planning	Annually	✓											
Appraisal Development Review (ADR)	Annually							✓					
Review of customer groups/segmentation matrix	Annually	✓											
Customer consultation	Annually	✓											
Review of Service Standards	Annually	✓											
Planned Engagement activity	Annually	✓											
Website content management	Annually	✓											

Performance activity Self Assessment activity Consultation & engagement activity External assessment activity Corporate management activity

Social Policy

Management Plan 2017/18

Jane Kellock
Head of Service

April 2017

For more information:

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West Lothian Civic Centre
Howden South Road | Livingston | West Lothian | EH54 6FF

DATA LABEL: PUBLIC

West Lothian Council

SOCIAL POLICY – POLICY DEVELOPMENT AND SCRUTINY PANEL

CARE INSPECTORATE INSPECTION OF COMMUNITY CARE SERVICES

REPORT BY HEAD OF SOCIAL POLICY

A. PURPOSE OF REPORT

To advise the Panel of the grades achieved in Care Inspectorate Inspection of West Lothian Council's Community Care Services during the financial year 2016-17.

B. RECOMMENDATION

To note the current performance grades of West Lothian Council's Community Care Services.

C. SUMMARY OF IMPLICATIONS

I	**Council Values**	- Focusing on our customers' needs - Being honest, open and accountable - Developing employees - Making best use of our resources - Working in partnership
II	**Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)**	- Regulation of Care (Scotland) Act 2001 - Public Services Reforms (Scotland) Act 2010 - Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 - National Care Standards
III	**Implications for Scheme of Delegations to Officers**	None
IV	**Impact on performance and performance Indicators**	None. The current performance indicator relates only to Housing with Care and Sheltered Housing.
V	**Relevance to Single Outcome Agreement**	People most at risk are protected and supported to achieve improved life chances Older people are able to live independently in the community with an improved quality of life We live longer healthier lives and have reduced health inequalities

VI	**Resources - (Financial, Staffing and Property)**	No additional financial resources beyond those already allocated to service revenue budgets.
VII	**Consideration at PDSP**	None
VIII	**Other consultations**	The inspection process involves consultation with service users and other relevant stakeholders

D. TERMS OF REPORT

The Care Inspectorate grades services as part of fulfilling their duty under section 4(1) of the Regulation of Care (Scotland) Act 2001 and publishes inspection reports to provide information to the public about the quality of care services.

The Care Inspectorate introduced the current grading scheme for inspections during April 2008. All inspections undertaken are based on aspects of the National Care Standards and other regulatory legislation. These are grouped together and services are inspected under four quality themes:

1. Care and Support
2. Environment
3. Staffing
4. Management and Leadership

Part of the assessment and grading process requires the completion of a Self-Grading / Self-Assessment report by those services subsequently inspected. This process includes the provision of supporting evidence, which should incorporate evidence of the structured involvement of Carers and Service Users

The grading system comprises of a six-point scale, ranging from a score of 6 (Excellent) to 1 (Unsatisfactory). Grade 3 (Adequate) indicates an acceptable level of performance for the purpose of regulation, with grade 4 being Good and Grade 5 being Very Good. Grades of 1 or 2 represent levels of performance which are not considered acceptable to the Care Inspectorate and may result in the Care Inspectorate taking formal enforcement action to support improvements.

The inspection reports across all of the Community Care services provided by West Lothian Council. These show a consistently high trend in performance with 100% of council run services achieving grades of 4 and above across all quality themes. It should be noted that not all care services are inspected annually and where an inspection has not taken place in the financial year 2016-17 the detail on the attached Appendix 1 provides the current grades.

% of care services achieving grade 4 (good) and above

Care & Support	Environment	Staffing	Management & Leadership
100%	100%	100%	100%

E. CONCLUSION

The care service inspection reports for West Lothian Council's Community Care Services show how well the local authority delivers social work services. The current grades demonstrate a positive performance and gives reassurance that the needs of our service users are being well met by high performing services.

F. BACKGROUND REFERENCES

None

Appendices/Attachments: Care Inspectorate Grades for West Lothian's Community Care Services

Contact Person: Alan Bell, Senior Manager, Community Care Support and Services

Telephone : 01506 281937

Jane Kellock, Head of Social Policy

Date of meeting: 29th June 2017

Appendix 1

West Lothian Council Community Care Services Care Inspectorate Grades

Care Homes

Burngrange	**Burngrange Park, West Calder, EH55 8ET**			
Inspection date	Care & Support	Environment	Staffing	Management & Leadership
19 Sept 2016	5	Not assessed	4	Not assessed
4 Nov 2015	4	4	4	4

Craigmair	**1 Larch Grove, Livingston, EH54 5BU**			
Inspection date	Care & Support	Environment	Staffing	Management & Leadership
15 Dec 2016	4	4	Not assessed	Not assessed
18 Sep 2015	5	5	5	5

Limecroft	**Templar Rise, Livingston, EH54 6PJ**			
Inspection date	Care & Support	Environment	Staffing	Management & Leadership
05 Aug 2016	4	4	n/a	n/a
20 Aug 2015	4	4	5	5

Whitdale	**110 East Main Street, Bathgate, EH47 0RH**			
Inspection date	Care & Support	Environment	Staffing	Management & Leadership
4 Nov 2016	4	4	No grade available	No grade available
4 Jun 2015	4	4	4	4

Day Care, Care at Home and Support Services

Ability Centre	**Carmondean Centre Road, Livingston EH54 8PT**			
Inspection date	Care & Support	Environment	Staffing	Management & Leadership
05 Oct 2016	5	Not assessed	5	Not assessed
02 Aug 2013	5	5	5	5

Burnside (Respite)	**8/9 Muirs Court, Broxburn, EH52 5JQ**			
Inspection date	Care & Support	Environment	Staffing	Management & Leadership
11 Jan 2017	5	Not assessed	4	Not assessed
02 Feb 2016	5	5	4	4

Deans House	**Glen Road, Livingston, EH54 8DH**			
Inspection date	Care & Support	Environment	Staffing	Management & Leadership
23 July 2015	5	5	4	4
16 Jul 2014	5	4	4	4

Eliburn Day Centre	**Jackson Place, Livingston, EH54 6RH**			
Inspection date	Care & Support	Environment	Staffing	Management & Leadership
10 May 2016	5	Not Assessed	5	Not Assessed
1 May 2013	5	5	4	4

Holmes Gardens Day Resource	**1 Holmes Road, Broxburn, EH52 5JD**			
Inspection date	Care & Support	Environment	Staffing	Management & Leadership
27 May 2014	5	5	5	5
15 Sep 2010	5	Not assessed	5	Not assessed

Adult Placement Service	**Arrochar House, Livingston, EH54 6QJ**			
Inspection date	Care & Support	Environment	Staffing	Management & Leadership
11 Jan 2017	6		Not assessed	6
17 Sep 2015	6		6	6

Limecroft Day Centre	**Templar Rise, Livingston, EH54 6PJ**			
Inspection date	Care & Support	Environment	Staffing	Management & Leadership
05 Mar 2015	5	Not assessed	5	6
9 Sept 2010	5	Not assessed	Not assessed	5

Pathways		**Quigley House, Craigshill, Livingston, EH54 5DT**		
Inspection date	Care & Support	Environment	Staffing	Management & Leadership
26 Jan 2015	6	5	5	5
6 Feb 2013	5	4	5	5

Housing with Care		**West Lothian Civic Centre, Livingston, EH54 6FF**		
Inspection date	Care & Support	Environment	Staffing	Management & Leadership
18 Jan 2017	5		5	Not assessed
08 Feb 2016	4		4	4

Support at Home Services		**Strathbrock Partnership Centre, Broxburn, EH52 5LH**		
Inspection date	Care & Support	Environment	Staffing	Management & Leadership
12 Sept 2016	5		No grade available	No grade available
23 Nov 2015	5		5	5

Whitdale Day Care		**110 East Main Street, Bathgate, EH47 0RH**		
Inspection date	Care & Support	Environment	Staffing	Management & Leadership
19 Oct 2015	5	4	5	5
19 Feb 2013	5	4	5	5

Grading Key

1 = Unsatisfactory
2= Weak
3 = Adequate
4 = Good
5 = Very Good
6 = Excellent

DATA LABEL: PUBLIC

West Lothian Council

SOCIAL POLICY – POLICY DEVELOPMENT AND SCRUTINY PANEL

SOCIAL POLICY CONTRACT ACTIVITY UPDATE

REPORT BY HEAD OF SOCIAL POLICY

A. PURPOSE OF REPORT

In accordance with the Council's Standing Orders and West Lothian CHCP's Health, Care and Support Services Procurement Procedures this report provides an update on contracting activity for the provision of care and support services for the period 1 October 2016 to 31 March 2017.

B. RECOMMENDATION

It is recommended that the Social Policy PDSP:

1. Notes the contracting activity for the provision of care and support services for the period 1 October 2016 to 31 March 2017.

2. Recognises the on- going development of clear contractual agreements between the council and providers of care and support services.

C. SUMMARY OF IMPLICATIONS

I	**Council Values**	• Focusing on our customers' needs • Being honest, open and accountable • Making best use of our resources • Working in partnership
II	**Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)**	European Union Treaty Principles, European Procurement Directives, Public Contracts (Scotland) regulations 2006, West Lothian Council Standing Orders, Social Policy Procurement Procedures.
III	**Implications for Scheme of Delegations to Officers**	The Depute Chief Executive (CHCP) has delegated powers for the contracting and commissioning of Part B services.
IV	**Impact on performance and performance Indicators**	None
V	**Relevance to Single Outcome Agreement**	All contracts have outcome measures consistent with the Single Outcome Agreement

		commitments for the provision of care and support services
VI	**Resources - (Financial, Staffing and Property)**	Provision within the 2016/2017 revenue budget
VII	**Consideration at PDSP**	Social Policy Contract Activity Report dated 3 November 2016 contained the activity for the period 1 April 2016 to 30 September 2016.
VIII	**Other consultations**	Legal Services, Financial Management Unit and Corporate Procurement Unit are all represented at the Contracts Advisory Group (CAG).

D. TERMS OF REPORT

Under the council's Health, Care and Support Services Procurement Procedures the Head of Social Policy is required to report bi-annually to Social Policy PDSP on the care and support contracts awarded or extended within this period and any general update on contract activity. There is also a requirement to report bi-annually on contract performance.

Contract activity

Appendix 1 details the Social Policy contracts which have either been awarded or amended under the guidance of the Social Policy Contracts Advisory Group.

Contract performance

A total of eleven providers (from a total of eighty six) attracted a risk score which required more intensive monitoring as follows;

- Red (high risk) – one provider who was progressed with a high volume of reported incidents which were managed through adult support and protection protocol.

- Amber (medium risk) – ten providers. Four providers operate under care at home framework which continues to underperform in relation to delayed discharge and timing of pick-up of packages in the community. Four providers assessed as higher risk due to reduction in funding resulting in significant service redesign. Two providers where contract award is within the last six months which automatically generates a higher risk rating.

E. CONCLUSION

The report provides an update for the period 1 October 2016 to 31 March 2017 on the council's contract activity for the provision of care and support services in West Lothian as required under Council Standing Orders and Procurement Procedures.

F. BACKGROUND REFERENCES

- Council Executive: Social Policy Procurement Procedures 3 May 2011

Appendices/Attachments:

Appendix 1 – contracts awarded during period 1 October 2015 to 31 March 2016

Contact Persons:

Alan Bell, Senior Manager Community Care Support and Services

Alan.bell@westlothian.gov.uk

Tel 01506 281937

Jane Kellock
Head of Social Policy

Date: 29th June 2017

SOCIAL POLICY CONTRACT ACTIVITY UPDATE 1 October 2016 to 31 March 2017 **Appendix 1**

Provider	Total Contract Value	End Date	Comments	CAG Meeting Date
Action for Children	£582,192	30/9/19	Two year extension	8/11/16
West Lothian Women's Aid	£445,740	31/3/19	Three year period with option to extend for one year..	8/11/16
Action for Children	£161,284	31/3/19	Two year extension. Edinburgh Council host the contract.	20/12/16
MOOD	£64,680	31/3/18	Contract renegotiated for one year.	20/12/16
Alzheimer Scotland	£47,000	31/3/18	One year contract.	20/12/16
Real Life Options – An Carina Day Centre	£472,684	31/3/19	Contract renegotiated for two years.	20/12/16
Key Housing	£25,308	31/12/18	Additional funding to support third person.	20/12/16
Barony Housing Association Core	£756,541	30/9/18	One year contract - Mental Health Supported Accommodation	14/3/17
Barony Housing Association Cluster	£277,726	30/9/18	One year contract - Mental Health Supported Accommodation	14/3/17
Places for People	£193,247	30/9/18	One year contract - Mental Health Supported Accommodation	14/3/17
SAMH Newel	£180,264	30/9/18	One year contract - Mental Health Supported Accommodation	14/3/17
SAMH West Lothian	£227,474	30/9/18	One year contract - Mental Health Supported Accommodation	14/3/17
The Richmond Fellowship	£44,254	30/9/18	One year contract - Mental Health Supported Accommodation	14/3/17

Social Policy – Policy Development and Scrutiny Plan – Workplan

Title	Responsible Officer	Date of PDSP	Reports to be finally submitted
August 2017			
Children's Social Work Statistics Scotland	Jo MacPherson/Tim Ward	3rd August	
National Care Standards	Pamela Main	3rd August	
Alcohol Diversionary Fund Applications	Alan Bell	3rd August	
September			
Alcohol Diversionary Fund Applications	Alan Bell	14th September	
November			
Chief Social Work Officer Annual Report	Jane Kellock	2nd November	