

Chief Social Work Officer Annual Report

01/04/17 – 31/03/18

Contents

1. Chief Social Work Officer's Summary of Performance – Key Challenges, developments and improvements during the year	2
2. Partnership Structures/ Governance Arrangements	8
3. Social Services Delivery Landscape	16
4. Finance	19
5. Service Quality and Performance including delivery of Statutory Function	19
6. Workforce Planning and Development	33
7. The Challenge Ahead	35

1. Chief Social Work Officer's Summary of Performance- Key challenges, developments and improvements during the year

West Lothian Council remains committed to providing high quality social work and social care services, albeit within an increasingly complex environment. In 2017-2018 services were successfully delivered against a challenging financial and legislative backdrop. As with other local authorities across Scotland, West Lothian Council will face significant budgetary pressures over the next five years and difficult decisions will be taken on how services will be designed and delivered in the future. Within this context the Chief Social Work Officer has a key role in ensuring that these financial decisions do not compromise the safety and wellbeing of people who require support from social work services¹.

Major policy developments including 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 on the service.

A range of measures were implemented during 2017-2018 to ensure that the planned reductions in budget allocations were taken forward. The identification and removal of lower value activities was central to making sure that the impact on care was not a negative one, but one that allowed for service improvements.

Working in a climate of constrained public spending is a huge challenge for a demand led service such as Social Policy. Along with reduced funding, the service is also faced with an increasing cost of service delivery through factors such as inflationary pressures and an increase in the demand for services due to an increasing population, and increased complexity of need.

It should also be noted that the council's social work services do not work in isolation but rather work in partnership with private, public and third sector partners to meet the needs of some of the most vulnerable people in West Lothian. The financial pressures of our partners also need to be considered and reflected in our future service planning.

One of the many challenges faced by social work and social care services in West Lothian is the recruitment and retention of a suitably qualified workforce. This is a challenge that we share with our partners and the organisations that we commission to deliver services on our behalf. The challenge of maintaining a stable highly skilled workforce has been further exacerbated by the uncertainty surrounding the impact of Brexit and changes to free movement of workers across the European Union.

Social Policy services have continued to have an awareness of the impact that welfare reform legislation is having on the growth in demand for services, as the impact of the reforms takes hold. Alongside this, the personalisation of services is being applied across all areas underpinned by legislation and policy directives.

¹ [Audit Scotland Report - Social Work in Scotland](#)

As well as the challenges faced in 2017-18 there have also been many positive and improvements. Health and social care services in West Lothian are well advanced in applying a much greater focus on prevention and early intervention, including building capacity within communities to help people maintain their independence wherever possible. It is recognised that for such a model to be successful resources will be required to be moved upstream and that interventions must be early enough to optimise the opportunity for success. The systems and processes set up for measurement have enabled the West Lothian Community Planning Partnership to make informed decisions about costs and benefits, enabling a greater number of individuals to experience more positive and fulfilling lives and thus mitigate to some extent against future pressure on reactive, high-tariff services.

The Chief Social Work Officer also has a key role in providing advice and guidance to the West Lothian Integration Joint Board for the social work functions that have been formally delegated to the IJB.

Social Policy 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.

Social Policy makes a meaningful and measurable contribution to the delivery of the Council's Corporate Plan 2018/23 as detailed in the following table:

Council priority / enabler	Deliverable	Social Policy key activities / processes	Indicator(s)	2017/18 Performance	2018/19 Target
2 Delivering positive outcomes and early interventions for early years	(P2.1) Develop more sustainable models of parenting support work within home, community and education settings.	<ul style="list-style-type: none"> Children and Young People Teams for Mental Wellbeing, Attendance Improvement and Parenting Groupwork Integrated Early Years Services Family Placement Team Social Work Addictions Team 	SPCF130 % of Children and Families Care Inspectorate Inspections graded good, very good or excellent.	100%	100%
2 Delivering positive outcomes and early interventions for early years	(P2.2) Providing support to vulnerable children and young people to achieve sustainable positive outcomes and destinations in line with priorities in the West Lothian Corporate Parenting Plan.	<ul style="list-style-type: none"> Child Care and Protection Teams Child Disability Service Reviewing Officers Team Domestic and Sexual Assault Team Social Care Emergency Team Whole Family Support Service Residential Houses Inclusion and Aftercare Service Family Centres 	SPCF138 % of children involved with the Whole Family Support service who have avoided becoming accommodated who were assessed as being at high risk of being accommodated.	74%	75%
3 Minimising poverty, the cycle of deprivation and promoting equality	(P3.6) Contributes to providing a route out of poverty through work and continuing to support those further from the labour market to progress towards work.	<ul style="list-style-type: none"> Whole Family Support Service Inclusion and Aftercare Service Sure Start Youth Justice Team Community Payback Team Access to Employment Support to adults with physical disability and mental health issues Domestic and Sexual Assault Team 	SPCF127 % of young people eligible for Aftercare homeless	3.3%	3%
4 Improving the quality of life for older people	(P4.1) Through the delivery of the Integration Joint Board Strategic Plan, older people are able to live independently in the community with an improved quality of life	<ul style="list-style-type: none"> Assessment and Care Management Services (including Self Directed Support) Facilitating Hospital Discharge Care Homes including respite care 	CP-CC017 % of customers who rated overall satisfaction with the Older Peoples service they received as good or excellent	98.5%	98%

4 Improving the quality of life for older people	(P4.2) To increase the range of available support to enable older people to achieve better outcomes by choosing and directing their own support.	<ul style="list-style-type: none"> Housing with Care Day care and personalised support Care at Home and specialist provision 	SPCC019 Number of delayed discharges from hospital per month	Not yet available	15
			CP SW02 Direct Payment spend on Adults 18+ as a % of Total Social Work Spend on Adults 18+	1.9% (latest available data as of 2016/17)	2.5%
4 Improving the quality of life for older people	(P4.3) Redesigning services for older people with a focus on supporting those most in need and maximising the use of technology enabled care where appropriate.	<ul style="list-style-type: none"> Provision of Home Safety Service and development of Telecare Reablement and Crisis Care Services Occupational Therapy Service Home Safety and Technology Enabled Care programme 	P:SPCC020 % of people 65+ with intensive needs receiving 10 hours + care at home	36.28% (latest available data as of 2016/17)	37%
4 Improving the quality of life for older people	(P4.4) Developing a more sustainable service delivery model targeted to those most in need with an increased emphasis on reablement to retain or regain independence within their home or community setting.		Increasing the number of people aged 75+ supported by technology to remain at home	New indicator	10% to 2022/23
			SPCC024 Net cost per head of population on social care services for older people.	£1,428	£1,428
4 Improving the quality of life for older people	(P4.5) As part of the delivery of the Integration Joint Board Commissioning Plan for Older People, the council will focus on: a) Improving dementia care, with particular emphasis on improving post-diagnostic support; b) Expanding use of technology-enabled care to support older people and carers of older people; c) Supporting older people to live at home or in a homely setting for longer; d) Ensuring specialist mental	<ul style="list-style-type: none"> Assessment and Care Management services for older people Reablement and Crisis Care Short Breaks/Respite and Day Care Review Housing with Care Redesign of Post Diagnostic Support Service Provision of Home Safety Services and development of Telecare Review of Care Home Liaison service Older People Acute Care Team Review Access Systems 	P-SPCC020 % of people 65+ with intensive needs receiving 10+ hours care at home	36.3%	37.%
			Increasing number of carers of older people who have an adult carer support plan	New indicator	5%
			Increase the number of people aged 75+ supported by technology to remain at home	New indicator	10% to 2022/23
			SPCC019a Number of	Not yet	15

	health provision for the over 65's; e) Ensuring support needs of carers are met, particularly carers of those with dementia; f) Developing single points of information for all older peoples' service provision.		delayed discharges from hospital per month Improve uptake of personalised options	available New indicator	45% 2022/23
6 Delivering positive outcomes on health	(P6.1) The development of more targeted care at home, the use of assistive technology and provision of reablement will positively contribute to improved outcomes for people.	<ul style="list-style-type: none"> ■ Reablement and Crisis Care ■ Home Safety Service and Development of Technology 	CP-SPCC015 Number of households receiving telecare	4,360 (latest data available 16/17)	4,300
6 Delivering positive outcomes on health	(P6.2) Through the delivery of the Integration Joint Board Strategic Plan, increase well-being and reduce health inequalities across all communities in West Lothian. Locality planning will provide a key mechanism for strong local, clinical, professional and community leadership.	<ul style="list-style-type: none"> ■ Assessment and Care Management ■ Improve % of Personalised Care Options ■ Develop Core and Cluster Housing Models ■ Access to Employment 	SOA:1307_19 Premature mortality rate per 100,000	411 (latest data available 16/17)	411
6 Delivering positive outcomes on health	(P6.3) Improving our approach to integrated models for mental health services for children, young people and adults recognising the importance of mental health and wellbeing on people achieving positive outcomes.	<ul style="list-style-type: none"> ■ Acute Care and Support Team ■ Child and Adolescent Mental Health Service ■ Older People Acute care Team ■ Post Diagnostic Support (Dementia) 	Reducing hospital admissions rated for mental health patients (new indicator)	13.5%	12%
6 Delivering positive outcomes on health	(P6.4) Improving support to carers over the next five years through improved identification of carers, assessment, information and advice, health and well-being, carer support, participation and	<ul style="list-style-type: none"> ■ Joint management of the Community Equipment Store ■ Support to adults with physical disability and mental health issues 	Increasing number of carers of older people who have an adult carer support plan SOA1306_17 % of carers who feel supported in their	New indicator 38% (latest	5% 45%

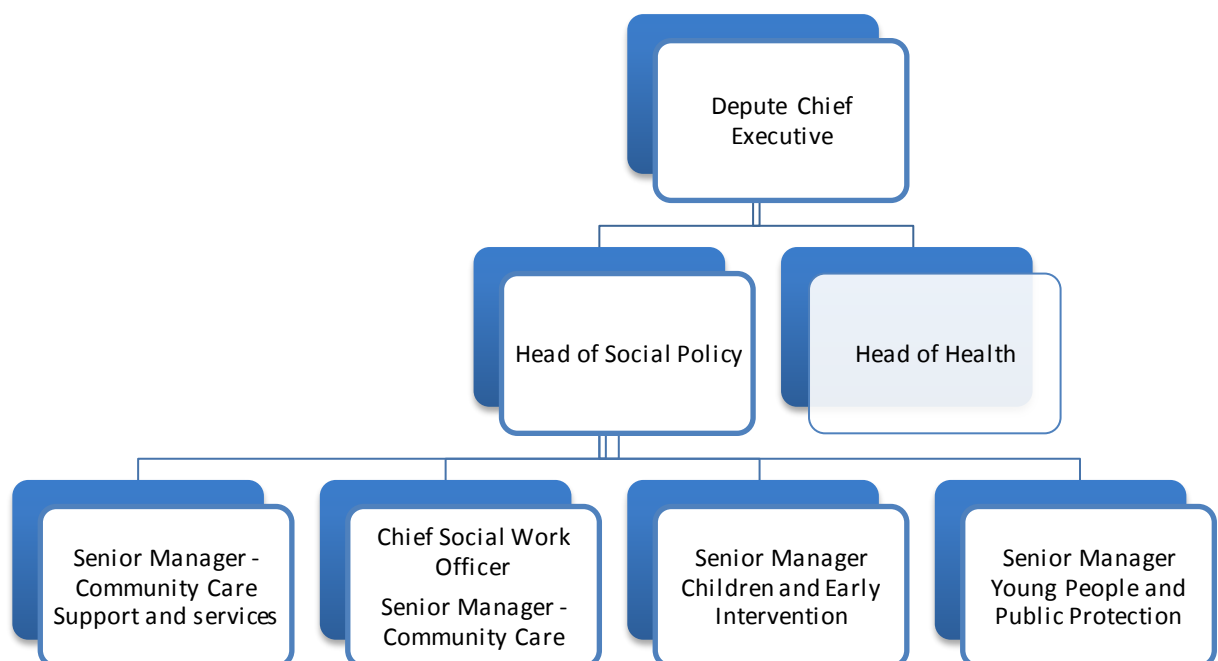
	partnership.		care role	data available 16/17)	
6 Delivering positive outcomes on health	(P6.5) Delivering effective and integrated equipment and technology solutions to promote independence, support the ongoing shift in the balance of care, reduce and prevent hospital admissions and facilitate speedier hospital discharge.	<ul style="list-style-type: none"> ■ Day care and personalised support plans ■ Occupational Therapy Services ■ Access to Employment ■ Short Breaks from Caring ■ Provision of HSS and development of Telecare 	CP-SPCC015 Number of households receiving telecare CP-SPCC028 % of people with a learning disability supported in their own tenancies CP-SPCC002 % of Care Inspectorate Inspections undertaken within registered learning disability services graded good or above	4,360 (latest data available 16/17) 41% (latest available data 16/17) 100%	4,300 41% 100%
6 Delivering positive outcomes on health	(P6.6) Improving the health and well-being of service users through rehabilitation and reablement, which will, in turn, have a positive impact on carers.	<ul style="list-style-type: none"> ■ Reablement and Crisis Care ■ Joint Management of Equipment Store ■ Development of Independent Housing Options 	CP-SPCC015 Number of households receiving telecare	4,360 (latest data available 16/17)	4,300
7 Reducing crime and improving community safety	(P7.4) Protecting those in our community who are most at risk by providing effective interventions across the four main strands of public protection; Child Protection, Adult Support and Protection, Violence Against Women and Girls	<ul style="list-style-type: none"> ■ Child Care and Protection Teams ■ Prison based Social Work Team at HMP Addiewell ■ Criminal Justice Throughcare Team ■ Domestic and Sexual Assault Team ■ Public Protection Team 	CP:SPPPVAWG004 % of women who report that they feel safer as a result of intervention by the Domestic and Sexual Assault Team	100%	100%
7 Reducing crime and improving community safety	(P7.5) Working with our partner agencies to deliver the priorities agreed in the Community Justice Strategy; focused on ensuring that those over the age of 16 involved in the justice system are best supported not to reoffend.	<ul style="list-style-type: none"> ■ Youth Justice Team ■ Community Payback Team ■ Unpaid Work Order Team ■ Assessment and Early Intervention ■ Early and Effective Intervention 	SOA1304_30 % of Early and Effective Intervention cases 8 to 15 years who do not reoffend within 12 months of initial referral	87.14%	95%

2. Partnership Structures/Governance Arrangements

i. Service Context

Social Policy is part of the Health and Social Care Partnership directorate and has the responsibility for the operational delivery of health and social care services including children and families, community care and criminal justice services. The management structure is outlined below:

Figure 1 West Lothian Health and Social Care Partnership Management Structure



Social Policy encompasses a wide range of services planned for and delivered to a large number of people with a spectrum of differing needs and works 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 service contributes to a series of joint plans with key partners including:

- The council's Corporate Plan and the deliverables for which Social Policy is responsible for achieving or contributing to;
- Supporting the delivery of the council's transformation programme and Digital Transformation strategy
- Implementing the priorities outlined in the Children's Services Plan 2017/2020
- Implementing the priorities outlined in the Corporate Parenting Plan 2018/19
- Implementing the priorities outlined Community Justice Strategy 2018/23
- Implementing the priorities outlined Violence Against Women and Girls Strategy 2018/20
- Integration Strategic Plan 2016/26
- Integration Participation and Engagement Strategy 2016/26
- West Lothian Autism Strategy 2015/25
- Joint Commissioning Plans in all main operational areas will ensure a clear focus on delivery of Transforming Your Council priorities

ii. Partnership

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 and 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.

Figure 2 Strategic Planning Structure



■ West Lothian Integration Joint Board

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 functions that have been delegated to the West Lothian IJB are set out in the West Lothian Integration Scheme ([West-Lothian Integration Scheme.pdf](#)).

In 2017/18 the Integration Joint Board Strategic Plan 2016-26 underwent its first annual review. The key recommendation resulting from the review was that that a replacement Strategic Plan should be developed to take account of new

legislation, national contract changes, market and workforce factors and to drive forward transformational change in health and social care aligned to the medium term financial plan.

Work on the development of the replacement plan is now underway and it is expected that it will be in place by the end of March 2019.

- **West Lothian Children and Families Strategic Planning Group**

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.

In compliance with the requirements of part 3 of the Children and Young People (Scotland) Act 2014, the first annual report on progress made in taking forward the priorities detailed within the West Lothian Children's Services Plan 2017-2020 has been published.

- **West Lothian Public Protection Committee**

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.

- **Community Justice**

New Community Justice arrangements came into place in 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**

Locality planning contributes 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.

iii. The Role of the Chief Social Work Officer

The Chief Social Work Officer (CSWO) in West Lothian is responsible for monitoring all social work service activity across the council.

Monitoring is in place to ensure that agreed targets are being met, professional standards are maintained and reports to outside agencies reflect the true position of services either provided directly or purchased by the Council. The CSWO is a member of significant decision making teams and groups, both within the Council and in multi-agency settings, providing reports to and receiving reports from them, and having the opportunity to contribute to decision making as appropriate.

The CSWO is required to report annually to the council and the arrangements set out here will form the basis of the content of the annual report.

Significant case reviews: the CSWO will sign off all significant case review reports across Social Policy.

External audits and inspections: the CSWO is the lead officer for all social work related audits and inspections, and needs to be notified of any related issues as they arise. In general, the external body will communicate directly with the CSWO. The CSWO must be informed of any requirements imposed by the Care Inspectorate on any of the council's registered services (adults or children), or on any registered service purchased by the council on behalf of service users or delivered within West Lothian to vulnerable clients.

Human resources: the CSWO needs to be aware of any matters which may impinge on 'Safer Recruitment' practices within the council. The CSWO will be involved in all instances where referral of a staff member to the Scottish Social Services Council on conduct issues is being considered; or where referral of a member of staff to the Central Barring Unit (Protection of Vulnerable Groups legislation) or the Disqualified from Working with Children List is being considered.

Senior meetings within the council or with partner agencies the CSWO is a member of the:

- Corporate Management Team
- West Lothian Health and Social Care Partnership Senior Management Team
- Social Policy Senior Management Team
- West Lothian Integration Joint Board
- West Lothian Integration Strategic Planning Group
- Protection of Vulnerable Groups (PVG) Referral Panel
- Chief Officers Group
- Public Protection Committee
- Edinburgh, Lothian and Scottish Borders Strategic Oversight Group

The CSWO also attends:

- Full Council Meetings as required
- Council Executive Meetings as required
- Council Executive Management Team as required

- Social Policy, Policy Development and Scrutiny Panel
- Health and Care Policy Development and Scrutiny Panel

There are two types of specific reporting:

1. Regular, planned reports relating to statutory decision making.
2. Critical incident reports, where the CSWO will need to know of events so that appropriate decisions can be made, action taken, and where necessary, information relayed to other bodies.

■ **Planned Reports: Statutory Decision Making**

Delegated statutory decision making: the CSWO must monitor the statutory decision making, which has been delegated to managers across the Council. This will be achieved in two ways:

1. By regular summaries of the activity; and
2. By sampling of a number of cases on an agreed and regular basis.

The main areas for monitoring are listed below. There are some less frequent statutory decisions, which are delegated and these will be discussed with the relevant managers in order for a mutually agreeable system to be developed.

Complaints: the CSWO receives regular reports on Social work complaints, the outcomes and actions taken as a result if the complaint is upheld.

Secure accommodation authorisations: a three monthly report will be provided to the CSWO by the relevant manager, summarising the decisions made in that period and indicating the reasons for the decisions.

Emergency movement of children subject to a supervision requirement: a quarterly summarised report will be submitted.

Adoption and fostering: the CSWO retains an oversight of decisions through delegated authority to the senior managers for Children & Families.

Mental Health Officer decisions: the relevant managers will submit quarterly reports to the CSWO, summarising the decisions made in that period.

Adults with Incapacity Act decisions: the relevant managers will submit quarterly reports to the CSWO, summarising the decisions made in that period.

Multi-Agency Public Protection Arrangements (MAPPA): the relevant managers will submit quarterly reports to the CSWO in relation to all high and very high risk offenders; the CSWO is required to attend MAPPA Level 3 case conferences.

■ **Critical Incident Reporting**

These reports are required so that the CSWO can make a judgment as to whether additional measures need to be put in place, and whether outside

agencies need to be informed. This is intended to be a helpful process, by which the CSWO can offer advice and support to lessen the impact of serious incidents, both on the council as a whole and on individual staff at a stressful time.

- The CSWO must be informed at the earliest possible time of the death of, or serious harm to, a child looked after by the council; on the Child Protection Register; receiving a service from the council; or referred for a service, but awaiting allocation. This will take the form of a written report detailing the facts of the incident and the actions put in place.
- The CSWO must be informed of the death of, or serious harm to, an adult subject to a statutory order under the mental health legislation; in residential or supported accommodation, whether provided or purchased by the council; receiving a service; or referred for a service, but awaiting allocation. This will take the form of a brief report detailing the facts of the incident and the actions put in place.
- The CSWO must be informed of any potentially adverse media attention to social work services. A verbal report from the communications team is required at the earliest opportunity.
- The CSWO must be informed of serious adverse staffing matters, such as the suspension of a member of staff, which may attract media interest or where the continued running of a service is under threat. This will take the form of a verbal report from the senior manager responsible for the service.

■ **Significant Occurrence Notification**

Both Community Care and Children and Families operate a significant occurrence notification procedure. All of the above incidents would result in a notification under these procedures, however, there will be other examples covered by the procedures. For consistency, the CSWO should be copied in to all significant occurrence notifications.

iv. **Corporate Governance**

West Lothian Council, has adopted the Charter Institute of Public Finance and Accounting (CIPFA)/ Society of Local Authority Chief Executives (SOLACE) framework and has developed a Code of Corporate Governance in which each principle has a number of specific requirements which have to be met for the council to show that it complies with the Code, and for each of those requirements a responsible officer in the council has been identified.

In West Lothian it is recognised that good governance is not merely an auditing requirement; it is crucial for effective public services and achieving the social outcomes which are the council's objective.

v. **Customer Engagement**

Social Policy actively engages customers and potential customers in the delivery and redesign of services to ensure that these are accessible and focused on their needs and preferences.

Community Care - Customer Consultation Schedule 2018/19

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, feedback through newsletter
	Learning Disability Service Users Forum	Quarterly	Group Manager	Minutes
Physical Disability service users	Survey	Annual	Group Manager	Survey returns, feedback through newsletter
	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

Children's Services - Customer Consultation Schedule 2018/19

Customer Group	Method	Frequency	Responsible Officer	Feedback Method
Service users	Survey	Annual	Business Support Officer	Reported via performance indicators
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

Criminal Justice and Youth Justice - Customer Consultation Schedule 2018/19				
Customer Group	Method	Frequency	Responsible Officer	Feedback Method
Service users	Survey	Annual	Group Manager	Public performance indicators Reporting on the council's website
Partners / key stakeholders	Survey	Annual	Group Manager	Public performance indicators Reporting on the council's website
Unpaid Work recipients satisfaction feedback	Survey	Ongoing reported/ annually	Unpaid Work Manager	Public performance indicators Reporting on the council's website
Unpaid Work consultation	Focus group	Annual	Unpaid Work Manager	Annual to Policy Development and Scrutiny Panel

3. Social Services Delivery Landscape

West Lothian is in Central Scotland, has a population of about 181,310 (National Records of Scotland 2017 mid-year estimate). This is an increase of 0.7% from 180,130 in 2016. Over the same period, the population of Scotland increased by 0.4%.

It covers an area of 165 square miles, two thirds of which are predominantly used for agriculture and a tenth of the area is taken up by urban development. In the east-central band there is a large shale oil field, whilst the area in the west is dominated by Scotland's central coalfield. Both of these natural resources were greatly exploited in the 19th and early 20th centuries and contributed to the development of a number of West Lothian's communities. The rapid development of these 'boom' communities meant the loss of these industries was felt heavily, and this legacy has resulted in some small but prominent concentrations of deprivation.

West Lothian has undergone significant change over the last ten years in demography, physical environment and its economy. These changes have presented opportunities and challenges for West Lothian's communities and the organisations that deliver services in the area.

In the period 2016 to 2026 it is predicted that the population will grow by 6.6%, this is the 6th highest percentage change in population size out of the 32 council areas in Scotland. The population of Scotland over the same time frame is expected to increase by only 3.2%.

Over the period to 2026, each age group is projected to increase in size with the 75 and over age group projected to see the largest percentage increase (+46.0%) this is compared to a 27.3% increase for this age group across Scotland.

i. Inequalities

- West Lothian has 239 datazones, 16 of which fall within the worst 15% of the Scottish Index of Multiple Deprivation
- The Campaign to End Child Poverty estimated that 47% of children in West Lothian are living in relative poverty after housing costs, a similar level to that for Scotland as a whole.
- Almost 9000 people in West Lothian live within some of the most deprived areas in Scotland, which accounts for around 5% of West Lothian's total population
- 24% of children in West Lothian live in low income working households, compared to 25% for Scotland
- Around 22,000 households in West Lothian (28%) are defined as fuel poor, spending more than 10% of their income on gas and electricity costs
- A significant proportion of households are earning less than the average weekly wage; a quarter of West Lothian households earn less than £16,000 and approximately 38% earn less than £20,000.

ii. Impact of the Economic Downturn

Prior to the economic downturn, the percentage of West Lothian households that were in poverty was relatively stable, however in the last few years this has begun to change. This is a trend that is evident at both a local and national level. Recent

analysis of the income domain of the Scottish Index of Multiple Deprivation (SIMD) indicates that there has been an increase in income and employment deprivation in the most deprived SIMD zones in West Lothian. The continuing economic downturn and political changes, mainly around welfare reform, have increased employment deprivation, financial hardship and homelessness, particularly in already deprived areas where there is less resilience. This has served to increase the inequality gap in West Lothian, Scotland and the UK.

iii. Commissioning

Building on the experience of the former Community Health and Care Partnership a strategic approach has been taken to commissioning and there is commitment to working with partners to:

- Empower people to live independently through applying the principles of personalisation in the way in which we commission services.
- Undertake appropriate consultation and involvement with service users and their carers to achieve their agreed outcomes when commissioning services.
- Engage positively with providers of health and social care services in the public, voluntary and private sector.
- Adhere to relevant procurement legislation and guidance and ensure that services are commissioned in a way that is fair, transparent and open;
- Ensure that quality, equality and best value principles are embedded through our commissioning processes.

Commissioning is an ongoing and evolving process and our approach is based on an annual Analyse, Plan, Do and Review cycle

iv. Strategic Commissioning Plans

The Public Bodies (Joint Working) (Scotland) Act 2014 placed a duty on Integration Authorities to develop a 'strategic plan' for integrated functions and budgets under their control. In compliance with this requirement strategic commissioning plans have been developed for all adult care groups. These strategic commissioning plans incorporate the important role of informal, community capacity building and asset based approaches, to deliver more effective preventative and anticipatory interventions, in order to optimise wellbeing and the potential to reduce unnecessary demand at the 'front door' of the formal health and social care system.

Strategic Commissioning Plans are in place for:

- Substance Misuse Services
- Adults with Learning Disabilities
- Adults with Physical Disabilities
- Mental Health
- Older People.

v. Contract Monitoring

Contract monitoring and review is a fundamental function in the commissioning of social care services. It is required to evidence best value to the council and its regulators as well as ensuring the delivery of outcomes for vulnerable people living in West Lothian.

A comprehensive Contract Monitoring Framework is in place to provide a consistent approach to the monitoring of externally purchased care and support services. It is recognised that due to the impact on the quality of life, health and wellbeing of services users and their carers, the procurement of care and support service requires specialist consideration in order to ensure a focus on outcomes. The framework incorporates best practise for the monitoring and review of social care contracts.

vi. Services for Children and Young People

Part 3 of the Children and Young People (Scotland) Act 2014 places a duty on Public Bodies to ensure that the 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 investment in our children and young people is one of the most valuable long-term investments that can be made. By investing shared resources in the delivery and development of services focused 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. Partners in West Lothian have worked together to develop the West Lothian Children's Services Plan 2017-2020. This 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 development of the Children's Services Plan and the Corporate Parenting Report and Plan 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 plans and the development of a strategic commissioning plan for children's services.

The strategic commissioning plan for children's services will follow the same approach as that taken for the commissioning plans for adult care groups and will be underpinned by:

- Survey data collected as a result of engagement in the Scottish's Government's Realising Children's Service Programme
- Strategic Needs Assessments focused on:
 - Early Intervention and Prevention and
 - Looked After Children and Young People
- The Joint Inspection of Children's Services Report.

4. Finance

The total net expenditure for Social Policy in 2017/18 was £99,013,000. Within West Lothian there is a growing population which brings demographic pressures. This is particularly true in Older People services.

Areas of pressure include:

- External Placement for Looked After Children
- Kinship Care
- Care at Home for Adults – Particularly Specialist Care for Learning Disability
- Care at Home for Older People has also seen significant growth.
- Residential Care for Older People.

In common with Social Services across Scotland the council is operating within the constraints of Public Sector funding and as such is required to deliver savings on an annual basis.

Savings

Social Policy delivered £1,817,000 of savings in 2017/18. The council continues with its ambitious project management approach to ensuring a break even budget is achieved at the end of each financial year. To this end the council has agreed a five year budget strategy covering the period through to 2022/23 and a detailed budget plan covering the next three years. The strategy outlines the requirement for the council to deliver savings of £65 million over the next five years of which Social Policy will be required to deliver £23.3 million. Plans are in place and progressing to deliver this challenging target.

5. Service Quality and Performance including delivery of statutory functions

Performance during the year is monitored and reported using the council's performance management system, Pentana. The Social Policy Management Plan outlines how services contribute to delivering these outcomes. There is alignment between Management Plans, Activity Budgets and services, providing a link between resources, performance targets and outcomes.

This information is reported annually to the Social Policy, Policy Development and Scrutiny Panel. The service performance is monitored on a monthly basis at the Senior Management Team meeting.

The Social Policy Management Plan is the key document that details the strategic direction for service delivery, plans to improve outcomes and services. The Management Plan does not stand alone but is part of a wider planning and service development approach

Social Policy also contributes to, and as a service is aware of, the benefits of the wider Community Planning process especially where there is a focus on the needs of vulnerable or disadvantaged people.

Social Policy continues to make a significant contribution to the preventative agenda by the work being taken forward by the West Lothian Community Planning Partnership (CPP). 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 West Lothian.

Regulation, Inspection and Improvement Activity

i. Inspection of Registered Services

During the inspection year 2017/2018, all of West Lothian Council's services received the minimum level of inspection:

■ Children and Families

The quality inspection reports from the Care Inspectorate of Services for Children and Young People show that of all areas assessed 100% were awarded Grades of '3 Adequate' or above with 80% awarded 5 Very Good or 6 Excellent.

Services for children and young people	Quality of Care & Support	Quality of Environment	Quality of Staffing	Quality of Management and Leadership
Whitrigg House August 2017	5 Very Good	Not Assessed	5 Very Good	Not Assessed
Torcroft House August 2017	5 Very Good	Not Assessed	6 Excellent	Not Assessed
Letham House July 2017	5 Very Good	3 Adequate	Not Assessed	Not Assessed
Whitdale Family Centre March 2017	6 Excellent	5 Very Good	Not Assessed	Not Assessed
Adoption Services	No inspection during the period.			
Fostering Services	No inspection during the period			
Through Care After Care December 2017	5 Very Good	Not Assessed	Not Assessed	4 Good
Livingston Family Centre	No inspection during the period			

■ Adults and Older People

The quality inspection reports from the Care Inspectorate of Services for Adults and Older People show that of all areas assessed 100% were awarded Grades of '3 Adequate' or above with 58% being awarded 5 Very Good or 6 Excellent.

Care Homes	Quality of Care & Support	Quality of Environment	Quality of Staffing	Quality of Management and Leadership
Burngrange November 2017	4 Good	Not Assessed	Not Assessed	4 Good
Craigmair July 2017	4 Good	Not Assessed	Not Assessed	3 Adequate
Limecroft Care Home July 2017	4 Good	5 Very Good	Not Assessed	Not Assessed
Whitdale House Aug 2017	4 Good	Not Assessed	5 Very Good	5 Very Good

Day Care, Care at Home and Support Services	Quality of Care & Support	Quality of Environment	Quality of Staffing	Quality of Management and Leadership
Ability Centre	No inspection during the period			
Burnside Respite March 2018	5 Very Good	Not Assessed	Not Assessed	4 Good
Deans House	No inspection during the period			
Eliburn Day Centre	No inspection during the period			
Holmes Gardens Day Resource May 2017	6 Excellent	Not Assessed	5 Very Good	Not Assessed
Adult Placement Service	No inspection during the period			
Pathways May 2017	6 Excellent	Not Assessed	Not Assessed	5 Very Good
Housing with Care March 2018	5 Very Good	Not Assessed	4 Good	Not Assessed
Support at Home Services December 2017	5 Very Good	Not Assessed	Not Assessed	5 Very Good
Whitdale Day Care	No Inspection during the period			

Inspection reports are analysed and action plans to address any recommendations produced by the relevant service. These are routinely reported to elected members who have the opportunity to scrutinise progress.

Despite the above external scrutiny, responsibility for the quality of service delivery rests with the council and not with external scrutiny bodies. The council's social work services have a range of internal mechanisms to monitor the quality of provision and any improvement activity required. These include:

- Direct supervision of front-line practice by senior practitioners and team managers
- Individual reviews of care plans and packages by case managers
- Analysis of social work complaints
- Monitoring of service level agreement and contracts for the purchase of care
- Regular case file audits
- An annual programme of quality assurance, reviews of teams and services
- Routine performance monitoring
- Self-evaluation through Customer Service Excellence/ West Lothian Assessment Model
- Monthly Covalent Performance Reporting

ii. Joint Inspection of Services for Children and Young People

On 29th August 2017 the Care Inspectorate published the inspection report of the Joint Inspection of Services for Children and Young People in West Lothian. The inspectors reported that they were confident that outcomes for many children, young people and families living in West Lothian were improved as a result of committed leadership, an ambitious shared vision and effective community planning arrangements.

The Inspection Team highlighted a number of strengths, in particular:

- a coherent shared vision to tackle inequalities, supported by a range of approaches and a commitment by partners to realign resources in order to achieve this;
- robust performance monitoring, management and reporting processes
- effective community planning arrangements, supported by strong leadership and robust governance across strategic groups
- innovative and effective early intervention and prevention programmes and services
- meaningful consultation, collaboration and inclusion of children and young people in policy and service development.

It was recommended that partners in West Lothian should ensure that:

- quality assurance processes led to sustained improvement in the quality of assessments, children's plans and integrated chronologies
- staff understand and implement the processes for initiating, undertaking and recording inter-agency referral discussions and that a single quality assurance process is agreed and applied
- child sexual exploitation policy is reviewed and updated and practice is improved to ensure that vulnerable young people are kept safe
- sustained improvements are made to educational attainment of looked after children and outcomes for care leavers.

An Improvement Plan had been developed and agreed with the Care Inspectorate to address the areas highlighted in the Inspection Report. The Children and Families Strategic Planning Group will monitor the progress made in making these improvements.

iii. Delivery of Statutory Functions

The council's scheme of delegation allows senior social work staff to make certain decisions on behalf of the local authority in the following areas:

- Mental health
- Looked After Children and Young People:
 - Adoption
 - Secure accommodation and emergency placement of children
- Protection and Risk Management:
 - Child Protection
 - Adult Protection
 - MAPPA

Details of the annual monitoring in these areas are included in the subsequent paragraphs.

Mental Health

Section 32 of the Mental Health Care & Treatment (Scotland) Act 2003 places a statutory duty upon local authorities to appoint a sufficient number of Mental Health Officers (MHO) within their area to appropriately discharge the functions of Mental Health Officers.

The core tasks and responsibilities of Mental Health Officers stem from 3 main Acts of the Scottish Parliament and these are:

- Mental Health (Care and Treatment) (Scotland) Act 2003
- Criminal Procedures (Scotland) Act 1995
- Adults with Incapacity (Scotland) Act 2000

The additional and more recent Adult Support and Protection (Scotland) Act 2007 has also brought significant additional duties and responsibilities for all council staff including MHOs.

A duty Mental Health Officer is available 24 hours a day across the whole council area; MHOs undertake the full remit of work under the Mental Health Care and Treatment (Scotland) Act 2003.

A significant part of the work and responsibility of a Mental Health Officer is work emanating from the Adults with Incapacity (Scotland) Act 2000. Under the Act the council has a protective function towards those adults who lack capacity. The largest area of work for MHOs under the 2000 Act falls within Part 6 of the Act namely Intervention Orders and Guardianship Orders.

Since the introduction of the 2000 Act the trend in Guardianships has changed significantly and the number of applications granted by the Sheriff Courts continue to rise year on year. With the predicted rise in population, and particularly for the over 75 age group, the increase in applications before the Courts is expected to grow placing additional pressure on the MHO service.

The following table indicates assessments undertaken under the Adults with Incapacity (Scotland) Act 2000

		2015/16	2016/17	2017/18
New Guardianships granted	Private	40	50	56
	CSWO	9	20	23
Total		49	70	79
Existing Guardianships	Private	235	215	241
	CSWO	48	52	56
Total		283	267	297
New Intervention Orders		4	5	9
Power of Attorneys granted		1418	1307	1452

The following table indicates assessments undertaken under the Mental Health (Care & Treatment) (Scotland) Act 2003

	2015/16	2016/17	2017/18
Emergency Detention Certificates – Sec 36	66	75	82
Short term Detention Certificates – Sec 44	156	166	170
Compulsory Treatment Orders (new applications)	44	57	65
Assessments (Sect 86, 92, 95)	335	338	352

Looked After Children and Young People

Local Authorities have a responsibility to provide support to certain vulnerable young people, known as Looked After Children. A young person may become looked after for a number of reasons, including neglect, mental, physical or emotional abuse, parental substance misuse or poor parenting skills, complex disabilities which require specialist care, or involvement in the youth justice system, as well as other reasons.

There are several types of placements that Looked After Children or Young People could be placed in, including at home (where a child is subject to a Supervision Requirement and continues to live in their normal place of residence), foster care, residential unit or school, a secure unit or a kinship placement (where they are placed with friends or relatives).

The total number of Children Looked After in West Lothian at 31/03/2017 and 31/03/2018 by statute and length of time under statute is detailed in the table below:

Age	Statute					Total
	Period (As at 31 st March each year)	Supervision Requirement at Home	Supervision Requirement away from Home (excluding a Residential Establishment)	Supervision Requirement away from Home (in a Residential Establishment but excluding Secure)	Supervision Requirement away from Home with a Secure Condition	
Under 1	2017	2	19	0	0	21
	2018	0	8	0	0	8
1 - 4	2017	23	70	0	0	93
	2018	27	68	0	0	95
5-11	2017	42	126	7	0	175
	2018	40	120	6	0	166
12-15	2017	46	82	32	0	160
	2018	34	90	27	0	151
16 +	2017	6	24	13	2	45
	2018	6	22	11	0	39
Total	2017	119	321	52	2	494
	2018	107	308	44	0	459

In West Lothian we recognise the importance of early intervention and engagement and the real potential that early engagement can have in diverting children and families from entering statutory systems. We also acknowledge, however, that early intervention can also result in children becoming looked after at an earlier age and potentially more children becoming looked after where that is appropriate. We are clear that we do not want more children coming into care and staying there. In order to ensure that this does not happen we are focusing on work to achieve early permanence to ensure that each child has a stable, secure, and permanent place to live.

The Council is currently working in partnership with the PACE programme (Permanence and Care Excellence) to identify delays, blockages and difficulties to securing permanence for looked after children in West Lothian. We are committed to improving our permanence practice and ensuring that the needs of each individual child are met.

The table below details the number of children registered for adoption, matched to adopters, and registered for permanence orders be this by permanent fostering or kinship care.

	2016/17	2017/18
Children registered for adoption	5	14
Children matched to adopters	9	14
Children registered for permanence order	14	9
Average number of weeks from the child being accommodated to moving into their permanent placement	54	34

West Lothian's performance in relation to timely reviews, decisions on permanence and efficient implementation of these decisions remains a key priority. The table above highlights the improvements being made to shorten the timescales in achieving permanent outcomes for looked after children.

Council continues to work in partnership with CELCIS (Centre for Excellence for Looked after Children) and St Andrew's Children's Society to further develop the Concurrent Planning Service. This service offers a route to early permanence for babies and very young children whose birth parents have already had children permanently removed from their care. The child is therefore placed with concurrent carers, who have dual approval as foster carers and adopters and will provide a permanent home to the child if reunification is not possible. This essentially enables the uniting of children to their permanent family, be this birth or adoptive, in a time frame within which the child is able to form secure and meaningful attachments.

Secure Accommodation of Children

In very limited circumstances, when children are considered to present a serious risk of harm, either to themselves or to others, the Chief Social Work Officer may authorise their detention in secure accommodation. These decisions must be confirmed by a Children's Hearing and must be kept under close review. Courts also have the power to order the detention of children in secure accommodation.

Emergency placement of children is subject to statutory provisions: Children's Hearings may impose conditions of residence on children subject to supervision requirements. Only a Children's Hearing may vary such conditions. The local authority must ensure that these

conditions are implemented. If a child who is required to reside at a specified place must be moved in an emergency, the Chief Social Work Officer may authorise the move, following which the case must be referred to a Children's Hearing.

Protection and Risk Management

The assessment and management of risk posed to individual children, adults at risk of harm and the wider community are part of the core functions of social work.

The effective management of risk depends on a number of factors, including:

- Qualified, trained and supported staff, with effective professional supervision
- Clear policies and procedures and use of agreed or accredited assessment tools and processes
- Consistency of standards and thresholds across teams, service and organisational boundaries
- Effective recording and information sharing
- Good quality performance management data to inform resource allocation and service improvement
- Multi-disciplinary and inter-agency trust and collaboration.

Reflecting the importance of joint working, the following multi-agency mechanisms are well established in West Lothian:

- West Lothian Chief Officers Group
- West Lothian Public Protection Committee
- Community Justice Sub-Committee

The Chief Social Work Officer is a member of each of the above committees. Membership of the Chief Officer's Group allows the Chief Social Work Officer to have an overview of related risk management activity, both within the council and across agency boundaries.

Each of the areas of Public Protection has a performance framework in place with regular reporting to the Public Protection Committee, Chief Officers Group and Community Planning Strategic Group.

The Chief Social Work Officer also chairs Critical Review Team meetings. Critical Review Teams are multi-agency teams of people of required seniority who meet as and when required to offer direction and guidance in complex cases (for those aged 15+).

A summary of the volume of protection related activity is detailed below:

Children at risk

	2015/16	2016/17	2017/18
Child protection referrals	427	461	479
Joint Investigations	137	168	207
Initial Child Protection Case Conferences	77	108	88
Children on Child Protection Register	104	72	45
Children looked after at home	115	119	107
Children looked after away from home	336	375	352

Adults at Risk

	2015/16	2016/17	2017/18
Adult Protection Referrals	411	436	540
Inter-agency Referral Discussions (IRDs)	119	76	70
Adult Protection Case Conferences (this includes Adult Protection Case Conference Reviews)	79	89	72

There has been a year on year increase in the number of Adult Protection referrals recorded in West Lothian. This is positive and better reflects the amount of 'front end' Adult Protection work that has been undertaken. The increase in the recorded number of referrals has been as a result of Social Policy managers and operational staff consistently recording Adult Protection concerns /Adult Protection referrals prior to screening each one. The introduction of an electronic referral option for external agencies to submit reports of concern has also had a positive impact.

In contrast to the increase number of Adult Protection referrals recorded there has been a decrease in the number of Inter-agency Referral Discussions (IRD). It is thought this may be reflective of proportionate multi-agency decision making at Investigation Stage to identify how best to proceed with each case.

Of those IRDs held in 2017/2018, 25 cases proceeded to an Adult Protection Case Conference. More than one Adult Protection Case Conference Review was held for some of these cases. The number of Adult Protection Case Conference Reviews held and the frequency of these meetings being held is proportionate to providing adequate support and protection to each adult at risk.

Domestic Abuse

West Lothian Domestic and Sexual Assault Team (DASAT) provide a unique framework of integrated services, housed within local government, responding to both domestic abuse and sexual assault.

■ The Court Advocacy Service

The Court Advocacy Service works closely with the Procurator Fiscal's Officer to deliver a high quality service for victims of domestic abuse involved in the court process. The service received 801 referrals during 2017-2018. Evaluations from service users informed us that 100% felt safer due to court advocacy intervention.

■ Living in Safe Accommodation (LISA)

The LISA service aims to keep women and children safe in their own homes and provide multiple housing options to support women experiencing domestic abuse.

In 2017/18 the LISA project supported 126 women. In 32% of the cases, the project has supported women to remain in their own homes and prevented them from moving into temporary accommodation.

■ Domestic Abuse and Sexual Assault Team (DASAT) children's service

DASAT children's service provides 1-1 support and group work to children and young people who have experienced domestic abuse. In 2017/18 there were 159 referrals to the service with 98% of children reporting that they felt safer as a result of the service.

■ West Lothian CEDAR Project

This project is based on the national CEDAR programme principles which are designed to address the serious childhood adversity created by domestic abuse. CEDAR is delivered on a multi-agency basis by the Domestic and Sexual Assault Team (DASAT) in conjunction with the Children and Young Peoples Team (CYPT) Youth Action Project, West Lothian Women's Aid and Inclusion and Aftercare Team. . There are 46 staff members from across West Lothian Partnerships who are trained to deliver the CEDAR Project.

In 2017-18, West Lothian CEDAR delivered 3 programmes consisting of 6 children's groups supporting 33 children and 3 women's groups supporting 29 women, all reporting significant qualitative outcomes for their families, such as improvements in their child's:

- Relationship with their parents
- Ability to understand and express feelings
- Ability to express anger in a healthy way
- Understanding of family situation
- Self esteem

Offenders in the Community subject to Statutory Supervision

In April 2016 the responsibility for Community Justice moved from the Community Justice Authority to Community Planning Partnerships. In West Lothian this has been undertaken by the Community Justice sub-committee which is part of the West Lothian Community Planning Partnership structure.

	At 31 March 2016			At 31 March 2017			At 31 March 2018		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Community Payback Orders with a requirement for supervision	286	40	326	295	56	351	301	52	353
Community Payback Orders with a requirement for unpaid work	316	39	355	311	51	362	270	31	301
Drug treatment and testing orders	8	2	10	20	4	24	13	4	17
Number of individuals subject to Statutory Through Care	161	3	164	174	3	177	183	2	185

The figures in the table detail new orders that have been put in place during the period April 2017 to March 2018 and does not reflect existing orders that can be in place for up to 3 years. Throughcare Orders can be for life

It should be noted that in 2017 the Scottish Government proposed the extension of presumption against short sentences from 6 months to 12 months. It is expected that the implementation of this proposal would result in the need for more community based support and will provide an additional challenge in the current climate of restricted public finances.

The management of dangerous sexual and violent offenders in the community is one of the highest priorities for Criminal Justice Social Work and Police working together. Housing and Health services along with other statutory agencies also play a significant role in the detailed multi-agency procedures, which are followed in West Lothian. This activity requires to be reported to Scottish Ministers.

When subject to statutory supervision on release from prison or community supervision, such offenders require to comply with any conditions attached to their licence/orders. They are subject to robust risk management. If the offender breaches any of the conditions imposed on them they may be subject to further investigation or a recall to prison, either by Scottish Ministers, the Parole Board or the Courts.

Multi-Agency Public Protection Arrangements (MAPPA) are defined in legislation and national guidance and currently apply to the management of all registered sex offenders. In West Lothian these arrangements are well established. During the period April 2017 – March 2018 partners were able to sustain a robust ability to contain or reduce risk. In 2016-17 this applied to 99.3% of cases and in 2017-18 it related to 97.4% of cases. Criminal and Youth Justice are responsible for 47% of the total offenders managed under MAPPA in the community with the remainder being managed by Police Scotland.

Young offenders are also managed through either the above or the Young Person Risk Management Process depending on age and current statutory status.

iv. Improvement and Performance Activity

Contract Monitoring

Contract monitoring and review is a fundamental function in the commissioning of social care services. It is required to evidence best value to the council and its regulators as well as ensuring the delivery of outcomes for vulnerable people living in West Lothian.

The purpose of this Contract Monitoring Framework is to provide a consistent approach to the monitoring of externally purchased care and support services across Social Policy. It is recognised that due to the impact on the quality of life, health and wellbeing of services users and their carers, the procurement of care and support service requires specialist consideration in order to ensure a focus on outcomes.

The contract monitoring framework aims to ensure that service users receive the highest quality of service, which demonstrates value for money, meets contractual standards and is continuously improved.

West Lothian Assessment Model

Effective internal scrutiny provides performance challenge and helps ensure a proportional approach to internal and external scrutiny activity, based on a strong understanding of current performance and the capacity to improve.

The West Lothian Assessment Model is the council's self-assessment framework which helps services to ensure that they provide good quality and improving services to the people and local communities in West Lothian.

West Lothian Council recognises that there is always a way to make better and more efficient services for the people we serve, balancing quality of service provision with value for money. As a result of this commitment, our services are some of the highest performing in Scotland.

The West Lothian Assessment Model (WLAM) helps the council to do this by providing a consistent and challenging set of questions or statements that services will use to identify their strengths and weaknesses and importantly, it also provides a structure for improvement.

Services are assessed using evidence, performance information and feedback from customers, partners, stakeholders and staff, to answer a set of questions or statements, in order to identify:

- Where the problems in the service are
- How customers, employees, partners and stakeholders feel about the service
- How the service performs and how this performance compares to others
- Where things can be improved

Self-assessment is an important part of the council's improvement strategy, as it encourages innovation from within and involves our strongest asset in the process, our people.

Social Policy has three WLAM Units within the service, Children and Families, Community Care and Criminal and Youth Justice. All of the Social Policy WLAM units have demonstrated an improvement after each cycle of assessment as highlighted by the increase in WLAM score across the service.

WLAM Unit	Cycle	WLAM	Change
Children and Families	2011/13	395	+87
	2014/17	482	
Community Care Services	2014/17	456	+72
	2017/20	528	
Criminal and Youth Justice	2011/13	463	+25
	2014/17	488	

External Assessment

To supplement our internal improvement processes, the council undertakes planned external assessment on a periodic basis. This ensures that the council is scrutinised across different standards and frameworks promoting excellence and the highest standards of practice. It also allows comparison with the best performers across all sectors in the UK and beyond.

The key external assessment processes for the council are:

Assessment	Assessment Method	Improvement focus	Assessed level
Investors in People (IIP)	Three year programme of corporate assessment	Assessment of the management and development of employees to deliver business objectives.	IIP Gold (2016)
Investors in Young People (IYP)	Three year programme of corporate assessment	Assessment of the management and development of employees to deliver business objectives	IYP Gold (2015)
Customer Service Excellence	Three year programme of corporate assessment	Assessment of the organisation's customer focus and overall standards of customer service and delivery.	CSE standard (2018)
European Foundation of Quality Management (EFQM)	Period corporate assessment	Assessment against fundamental concepts of Excellence against a global framework.	EFQM 5-star (2017) EFQM Excellence Award Finalist (2017)

West Lothian Health and Social Care Partnership (HSCP)

In June 2017, the West Lothian Health and Social Care Partnership (HSCP) achieved Recognised for Excellence 3 Star Assessment. This is a first in Scotland for an organisation of its type.

The Ready for Excellence assessment feedback report will allow the partnership to focus on areas for improvement and development to support the further transformation of health and social care services.

Complaints

Prior to the introduction of the new Social Work Model Complaints Handling Procedure in April 2017, complaints in fell into one of the following two categories:

■ Statutory Complaints

A Statutory Complaint made in reference to any of the following issues as they relate to the discharge of social work service functions in respect of an individual client according to legislated power and duties:

- Failure to discharge such functions
- Delay in discharge of such function
- Failure to properly assess the needs of clients and their carers during the discharge of such functions
- Failure to give due consideration to the needs and wishes of individual clients and their carers when making decisions about service provision
- Failure to follow social work services procedure when making a decision or delivering a service in relation to an individual client
- Failure to give due consideration to social work service guidance when making a decision or delivering a service in relation to an individual client
- Providing a service that quantitatively or qualitatively fails to meet the reasonable expectations of a client
- Poor attitude and performance of staff in discharging their duties.
- Failure to properly investigate complaints, advise clients of their rights or respond within identified timescales in relation to complaints

■ Council Complaints

Any complaint made which did not fall into the category of a statutory complaint

Prior to April 2017 if a complainant was not satisfied with the service's response, s/he may have requested that the case be heard by a Complaints Review Committee.

Social Policy adopted the new Social Work Model Complaints Handling Procedure as of April 2017. This is a two stage process:

- Stage 1 Frontline Resolution
- Stage 2: Investigation

Since the introduction of the new procedure the Scottish Public Services Ombudsman (SPSO) is the final stage for complaints about public services in Scotland.

The council's social work services are required by statute to report annually on statutory complaints received from service users, would-be service users, their carers and representatives.

The council is committed to improving social work services to the people of West Lothian and recognises that complaints are an important source of customer feedback. The following table provides an overview of the complaints received during 2017/18 and their outcome.

Total number of complaints	125
Percentage of complaints upheld	31.2%
Percentage of complaints not upheld	45.6%
Percentage of complaints part upheld	23.2%
Percentage of complaints resolved within timescale	40%

User and Carer Empowerment

Social Policy services continue to work in partnership with other agencies, service users and their carers to ensure that the support and care services provided are as person centred and flexible as possible. 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 Social Care (Self-directed Support) (Scotland) Act 2013; which came into effect on 1st April 2014, is a key building block of public service reform and is part of the nation Self-Directed Support Strategy 2010-2020. The key focus of the strategy is to empower people to have more say in the decisions that affect them both as individuals of social care services and as members of their communities.

Social Policy is committed to the principles of Self Directed Support and recognises that when people have more control over how they live their lives and any support they may require, they are likely to achieve better outcomes.

The Audit Scotland Self-directed Support 2017 progress report looked at the progress being made in implementing Self-directed Support and the findings reflect our experience locally. In West Lothian we have made good progress but we recognise that there is still work to be done

Social Policy values the role that carers play within West Lothian and in particular how they enable the people they care for to enjoy a quality of life and independence that would otherwise not be possible. However, we recognise that without appropriate support there can be a cost to the carer in terms of their own health and well-being. In recognition of this, Social Policy and key partners are working together to identify how best the statutory and the voluntary sector could support carers in their caring role and ensure compliance with the requirements of the implementation of the Carers (Scotland) Act 2016.

6. Workforce Planning and Development

West Lothian Health & Social Care Partnership is designed to deliver improvements to our services and to deliver services which are seamless and inclusive. As we reshape and redesign our services to meet our commitments, our workforce will be required to do different things, to work in new and different ways and to further strengthen our partnership working arrangements.

These initiatives will call for a change in organisational culture that will strengthen citizen independence and self-management to implement our personalised and strength based approaches. These service redesigns, integration and modernisation activities will require a resultant focus on the management of change for our employees and stakeholders and will require our workforce development activities to be flexible and reactive to emergent roles.

To ensure that the workforce is supported to continue to have the necessary skills and knowledge to meet these challenges, the Social Policy Learning & Quality Assurance Team will focus on work to deliver on the following key themes:

- Support leaders and managers in managing change
- Continued support to meet the Scottish Social Services Council's (SSSC) registration requirements. Our Support at Home Workforce are currently registering and we will continue to monitor our registration compliance
- Continued partnership working across the Council to ensure the best use of training resources to meet the Council's main objectives
- the continued development of a blended approach to learning with an extended e-learning menu
- the continued development of the Social Policy Scottish Vocational Qualification (SVQ) Centre to continue to deliver new Professional Development Awards as they become available
- the targeting of our resources to ensure mandatory and necessary training is paramount alongside the ongoing development of our in-house learning provision
- Evaluation of the implementation and embedding of changing practices through a robust quality assurance function

The necessary service re-structure and re-design to meet the challenges faced by Social Policy will require to be supported by responsive and innovative learning approaches alongside a focus on core business to re-fresh and continually develop practice which will include:

- Leadership & management training
- Assessment and report writing
- Risk assessment, risk enablement and risk management
- Care & support planning
- Implementation of our reviewed staff supervision policy
- Quality assurance audits

7. The Challenge Ahead

The West Lothian population is projected to grow by 6.6% by 2026 against an increase of just 3.2% across Scotland. We are seeing an increase in the complexities of need across all populations supported by Social Policy on particular children, young people and their families, adults with disabilities, those with mental health problems, substance misuse issues and those suffering domestic abuse. There is also a growing demand to meet the needs of children and young people who have suffered neglect and childhood trauma, and who have resultant behavioural issues.

We know that there is an increase in need in our older population this is particularly highlighted with the projected increase in the over 75 population of 46% predicted by 2026, this is the second highest projected increase in this population across all local authorities in Scotland, with only Clackmannanshire showing a higher percentage increase over the same time period of 48%. Across the same time period, we will see a 4% decrease in the working age population and significantly, an 8% decrease in the age group providing most of the unpaid care in West Lothian. Compounding the issue, it is becoming increasingly clearer that public sector funding across Scotland will be constrained over the next five-year period.

Simply put, if we carry on delivering services in the same way, we will fail to meet basic demands within the available funding. The challenge ahead will be to transform the way that we deliver social work and social care services in a measured and robust fashion, ensuring that our service offer meets core needs in line with legislative duties, is fair and equitable and is delivered in partnership with other key stakeholders so as to ensure seamless and safe care to those with priority needs.

Within this agenda, there is the opportunity to modernise social care services in line with a change in customer expectation, shifting towards family and community based care, greater personalisation and choice, and increased use of technology ensuring that people can live in their own homes with less risk. This all requires a radical look at the function of social work services and how the skills, roles and responsibilities of our workforce are aligned to new models of delivery.

It is without doubt that social work services in West Lothian, as across the whole of Scotland, face unprecedented challenges. Services are operating within a context of political and economic uncertainty. The implications of Brexit on the delivery of social services is still unclear, however the launch of the EU Settlement Scheme is likely to have an impact with regards to Adult and Child Protection, Looked After Children and Young People, people who have no recourse to public funds, victims of domestic abuse and the social care sector workforce.

Meeting the challenges ahead will require transformational leadership and whole system innovation across Social Policy's management team. The role of the Chief Social Work Officer will be significant in embedding improvements into social work practice and leading on the transformation of culture, system and practice. The Chief Social Work Officer will continue to play a key role in ensuring the council priorities are met, and that the most vulnerable people of West Lothian are protected and empowered to live a safe and fulfilling life.