

Chief Social Work Officer Annual Report

01/04/18 – 31/03/19

Contents

1. Chief Social Work Officer's Summary of Performance – Key Challenges, developments and improvements during the year	2
2. Partnership Structures/ Governance Arrangements	15
3. Social Services Delivery Landscape	24
4. Resources	27
5. Service Quality and Performance including delivery of Statutory Function	29
6. Workforce Planning and Development	46
7. The Challenge Ahead	49

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

West Lothian Council is committed to providing high quality social work and social care services, albeit within an increasingly complex environment. In 2018-2019, services were successfully delivered against a challenging financial and legislative backdrop. As with other local authorities across Scotland, West Lothian Council faces significant budgetary pressures and difficult decisions have to 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 services ¹.

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

Increased personalisation of services, renewed focus on prevention and early intervention and an ever increasing requirement for joint working aimed to improve outcomes for people who use services and their families bring considerable organisational and financial pressures to bear on the service.

A range of measures were implemented during 2018-2019 to ensure that planned reductions in budget allocations were taken forward while ensuring that the impact on care was not a negative one, but one that allowed for service improvements through service reform and redesign.

Working in a climate of continuing constrained public spending remains a significant 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, an increase in the demand for services due to an increasing population and increased complexity of need.

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 are 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 exit from the European Union (EU) and changes to free movement of workers across the EU.

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

The delivery of the Welfare Reform Programme, including the implementation of Universal Credit continues to impact upon the most vulnerable in our community and sees increase in the demand for social work services.

As well as the challenges faced in 2018-19 there have also been many positive developments and improvements for social work and social care services in West Lothian. Although challenging within the current context, health and social care services are committed to applying a much greater focus on earlier intervention across all areas, including building capacity within families and communities to help people maintain their independence wherever possible. It is recognised that for such approaches to be successful resources will require to be moved upstream and that interventions must be early enough to optimise the opportunity for success.

In terms of services for children in 2018-19, there was a positive reduction in the use of secure care with only 3 young people requiring such provision all secure placements made during the year were for short time periods. Similarly there is a continuing positive downward trend in the use of residential school placements outwith West Lothian. At the end of quarter 4 of 2016-17 there were 29 young people placed in such resources. By the end of 2018-19 there were 19 young people placed. This constitutes a 34% reduction over a two year period and demonstrates our commitment to reducing the numbers of children and young people receiving care and education outwith West Lothian. Services have been working positively to ensure that young people at risk of moving to external care placements are supported to remain within West Lothian. In 2016-17 34% of children who were resident in internal residential resources went on to be placed in external provision out of West Lothian. In 2017-18 this fell to 13% and in 2018-19 this was largely sustained at 15%. Services have also worked well in reducing the number of young people receiving their day education outwith West Lothian with this figure reducing from 17 young people in 2017-18 to 12 young people by the end of 2018-19.

There has been effective joint working between Social Work and Education services to improve the position as outlined above. In the longer term, we aim to further shift the balance of care to ensure that, where possible, children are looked after in community settings rather than in residential care, regardless of whether these services are provided by council or by an external provider.

In support of this intention the use of Family Group Decision Making was extended during 2018-19. It is intended that this service will be further extended to ensure that more children and young people are able to experience wider family network support where they may not otherwise have had the opportunity to do so.

As part of the Scottish Attainment Challenge fund the Chief Social Work Officer and Chief Education Officer agreed to the development of the Looked After Children attainment project. The project was established as a collaboration between Education Services and Social Policy. The aim was to support the most vulnerable and disengaged Looked After Children and young people in West Lothian to access education. The pilot year of the project focused on pupils in the senior phase of their education with a view to then moving towards an earlier intervention approach. The evaluation of the pilot showed positive improvements in the participants engagement with their education and involvement in wider educational activities. The young people were supported to achieve increased and improved qualifications through the outreach teaching model.

There has also been a positive impact in relation to reducing the number of care experienced young people presenting as homeless with ongoing joint working with housing services to reduce this further. West Lothian was the first Housing First project piloted for young people leaving care. The Housing First project commenced working with 5 young people and has recently been successful in extending this to 10 young people with Almond Housing Association agreeing to provide a further 5 tenancies. The further development of housing first models for all client groups with multiple complex needs is a key strand for the West Lothian Rapid Rehousing Transition Plan.

Responses and support in relation to Violence Against Women and Girls in West Lothian continues to be positive with the Domestic and Sexual Assault Team (DASAT) responding to an increased number of referrals. In 2017-18 the team received 1,588 referrals, this increased to 1,647 in 2018-19. 95% of children and 98% of women reported feeling safer as a consequence of intervention by DASAT. As a result of specific Scottish Government funding, improvements have been made to the number of court ordered contact rights interventions for children in cases where domestic abuse is a feature and also in the number of young people supported by the Children Experiencing Domestic Abuse Recovery (CEDAR) Project.

Initial scoping was undertaken in early 2019 in relation to the Up2U Domestic Abuse Programme. This programme is evidence based and has been developed in consultation and with the support of a Quality Assurance Group consisting of representatives from Victim Support Services, Mental Health, Children's Services, Substance Misuse Services and Health. It is based on research and practice successfully used in service user rehabilitation, motivational interviewing and attachment theory.

The programme can also be tailored to work with both males and females from the age of 16 and can also be delivered for people who use domestically abusive behaviours in same sex relationships. If it is identified and evidenced that both members of a couple use unhealthy and abusive behaviours they can also be referred to the programme, although they would be assessed on an individual basis. Staff training is underway and the programme will be launched early 2020. Options for supporting the programme's review and evaluation are being explored.

The Criminal and Youth Justice Service successfully continued to operate the Almond Project in partnership with DASAT. The project aims to support women in the criminal justice system through an intensive key worker approach.

Positive use continued to be made of Unpaid Work requirements in Community Payback Orders. 154 bikes were repaired, recycled and passed on to members of the community who would otherwise not have benefitted from cycling. 34,700 tonnes of metal was recycled and the scrap value resulted in £4,000 being donated to local charities. This was an increase from £3,000 in 2017-18.

Overall, across Social Policy, work continues to redesign services to ensure that they best meet the needs of those who are most vulnerable in our society and are sustainable for the future.

During the period of this report two major shifts in policy were introduced relating to services for adults and older people.

On 1st October 2019 West Lothian Council implemented the eligibility criteria. The threshold for paid care being provided in West Lothian is now set at substantial risk. People who are assessed as having any substantial or critical risks are eligible for social care support. By implementing this criteria the Council ensures that services and support are provided equitably, prioritised to those with the greatest needs and within the resources available.

To support the implementation of this major policy change a Review Team was established to review long term packages of care to ensure appropriate levels of support. The work of the Review Team will be ongoing until autumn 2020.

The Contributions Policy for Non-Residential Social Care was approved by the Council Executive in September 2018. This was a major change for West Lothian and brought the approach into line with the majority of other local authorities across Scotland.

To support the transition for people the contributions policy for non-residential social care was developed to include a range of measures to help address concerns around in particular the risk of people with disabilities falling into relative poverty. There has been a significant degree of collaborative working with the Anti-Poverty Service and a positive impact on benefit maximisation for affected individuals and their families.

The strategic focus of shifting the balance of care from hospital to community based services is being supported through the Royal Edinburgh Campus Redesign Programme. This is a collaborative approach to remodel services focusing on people accessing care, support and treatment within the West Lothian Health and Social Care Partnership. As part of this programme Social Policy is working with key partners, including the Scottish Government, to develop a specialist 16 tenancy facility for people with complex learning disabilities which will be supported by a highly skilled staff team and will be based in Pumpherston, West Lothian.

In 2018/19 the Learning Disability and Physical Disability Supported Employment services were merged to establish a single specialist support service for people aged 16-65 with additional support needs or a disability into employment. The West Lothian Project Search programme, which aims to support young people, aged 16 to 24 who have a learning disability and/or autism, into employment was the highest performing Project Search site in the UK.

There have been improvements made in performance in relation to the numbers of people whose discharge from hospital has been delayed and where there is delay, a reduction in the length of that delay. Further detail regarding approaches that have contributed to improvement is outlined in Section 5 of this report.

In 2018/19 West Lothian Alcohol and Drug Partnership (ADP) services received 1,510 referrals for treatment. In November 2018 the Scottish Government allocated an additional £522,823 for the West Lothian ADP. This additional investment saw more addiction and recovery workers employed across commissioned services than ever before. This included an increase in psychological therapies, additional recovery groups, assertive outreach workers and mental health advocacy.

The NHS Addictions Service and Social Work Addictions Team is now a fully integrated service and is known as Community Addictions (West Lothian). The team has also benefited from substantial investment which has allowed for additional staff to be recruited enhancing the capacity of the service.

In December 2019 the ADP commissioned a Needs Assessment from Public Health which will report in 19/20 on the health needs (prevention, care and treatment) of problem drug and alcohol users and their families in West Lothian and will make specific recommendations to improve the experience of most at risk populations.

This summary outlines a range of key challenges and some significant policy changes that have applied to the service during 2018/19. Despite the challenging context there have been a range of positive developments and improvements over the year. The service has embarked on major programmes of change and reform with a focus on continuous improvement and meeting the needs of service users in different and more sustainable ways.

Social work and social care employees in West Lothian have worked extremely hard over the year to deliver change and improvement and have made a significant contribution to enhancing outcomes and supporting vulnerable people.

The following information is an extract from the Social Policy Management Plan for 2018/19 setting out an overview of key activities, outcomes and resources required to deliver these over the period. Social Policy makes a meaningful and measurable contribution to the delivery of the Council's Corporate Plan 2018/23 as detailed in the following tables:

Alignment with Corporate Priorities / Enablers						
Council priority / enabler	Deliverable	Social Policy key activities / processes	Indicator(s)	2018/19 Performance	2018/19 Target	2019/20 Target
2 Delivering positive outcomes and early interventions for early years	(P2.1) Providing 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, School Attendance Improvement and Parenting Groupwork and Support Integrated Early Years Services Family Placement Team Community Addictions Services West Lothian 	SPCF130_Percentage of Children and Families Care Inspectorate Inspections graded good, very good or excellent	92%	100%	100%
2 Delivering positive outcomes and early interventions for early years	(P2.2) Providing support for 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 Centre Service 	SPCF138_Percentage 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.	87%	75%	80%

	Alignment with Corporate Priorities / Enablers					
Council priority / enabler	Deliverable	Social Policy key activities / processes	Indicator(s)	2018/19 Performance	2018/19 Target	2019/20 Target
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 ■ Support to adults with physical disabilities, learning disabilities and mental health issues ■ Domestic and Sexual Assault Team ■ Community Addictions Services West Lothian 	SPCF127_Percentage of young people who are eligible for Aftercare Services who present as homeless	2.8%	3%	2%
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 and compliance with the Carers (Scotland) Act 2016) ■ Facilitating Hospital Discharge ■ Care Homes including respite care ■ Housing with Care ■ Day care and personalised support ■ Care at Home and specialist provision 	CP:CC017_Percentage of customers who rated overall satisfaction with the Older Peoples service they received as good or excellent	97%	98%	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.		CPSW02_Self Directed Support (SDS) Spend on Adults 18+ as a Percentage of Total Social Work Spend on Adults 18+	9.58%	2.5%	9.5%

	Alignment with Corporate Priorities / Enablers					
Council priority / enabler	Deliverable	Social Policy key activities / processes	Indicator(s)	2018/19 Performance	2018/19 Target	2019/20 Target
			SW03a_Percentage of People Aged 65+ with long-term care needs who are receiving personal care at home	65.7%	64%	64%
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 further development of Telecare ■ Reablement and Crisis Care Services ■ Occupational Therapy Service ■ Home Safety and Technology Enabled Care programme 	CP:SPCC100_Increasing the number of people aged 75+ supported by technology to remain at home.	2683	2770	2755
			SPCC019_Average Number, per month, of West Lothian patients whose discharge from hospital is delayed by more than 2 weeks	28	15	13
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.		CP:SPCC014_Percentage of Occupational Therapy assessments allocated within 6 weeks of referral	86%	90%	90%
			SPCC024_Net cost per head of population on social care services for older people.	£1,378	£1,200	£1,432

	Alignment with Corporate Priorities / Enablers					
Council priority / enabler	Deliverable	Social Policy key activities / processes	Indicator(s)	2018/19 Performance	2018/19 Target	2019/20 Target
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 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.	<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 	CP:SPCC101_Increasing number of carers of older people who have an adult carer support plan	48	45	80
			CP:SPCC100_Increase the number of people aged 75+ supported by technology to remain at home	2,683	2,770	2,755
			SPCC019_Average Number, per month, of West Lothian patients whose discharge from hospital is delayed by more than 2 weeks	28	15	13
			CPSW02_Self Directed Support (SDS) Spend on Adults 18+ as a Percentage of Total Social Work Spend on Adults 18+	9.58%	9.5%	9.5%

	Alignment with Corporate Priorities / Enablers					
Council priority / enabler	Deliverable	Social Policy key activities / processes	Indicator(s)	2018/19 Performance	2018/19 Target	2019/20 Target
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	3,708	4,300	3,750
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 ■ Community Addictions Services West Lothian ■ ■ 	CP:SPCC005_Percentage of all clients waiting no longer than three weeks from referral to appropriate drug or alcohol treatment (HEAT A11)	61%	90%	90%
			SPCC003_Number of adults with learning disability provided with support to enable them to obtain employment or training for employment.	43	44	44

	Alignment with Corporate Priorities / Enablers					
Council priority / enabler	Deliverable	Social Policy key activities / processes	Indicator(s)	2018/19 Performance	2018/19 Target	2019/20 Target
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) ■ Development of Core and Cluster 	SPCC102_The hospital readmissions rate for mental health patients	13.5%	18.5%	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 partnership.	<ul style="list-style-type: none"> ■ Joint management of the Community Equipment Store ■ Support to adults with physical disability and mental health issues 	CP:SPCC101_Increasing number of carers of older people who have an adult carer support plan SOA1306_17 Percentage of carers who feel supported in their care role	48 42%	45 40%	80 46%

	Alignment with Corporate Priorities / Enablers					
Council priority / enabler	Deliverable	Social Policy key activities / processes	Indicator(s)	2018/19 Performance	2018/19 Target	2019/20 Target
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	3,708	4,300	3,750
			CP-SPCC028_Percentage of people with a learning disability supported in their own tenancies	43% latest available data 17/18	42%	42%
			CP-SPCC002_Percentage of Care Inspectorate Inspections undertaken within registered learning disability services graded good or above	100%	100%	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	3,708	4,300	3,750

	Alignment with Corporate Priorities / Enablers					
Council priority / enabler	Deliverable	Social Policy key activities / processes	Indicator(s)	2018/19 Performance	2018/19 Target	2019/20 Target
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 Percentage of women who report that they feel safer as a result of intervention by the Domestic and Sexual Assault Team	100%	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_Percentage of Early and Effective Intervention cases 8 to 15 years who do not reoffend within 12 months of initial referral	79%	80%	80%

2. Partnership Structures/Governance Arrangements

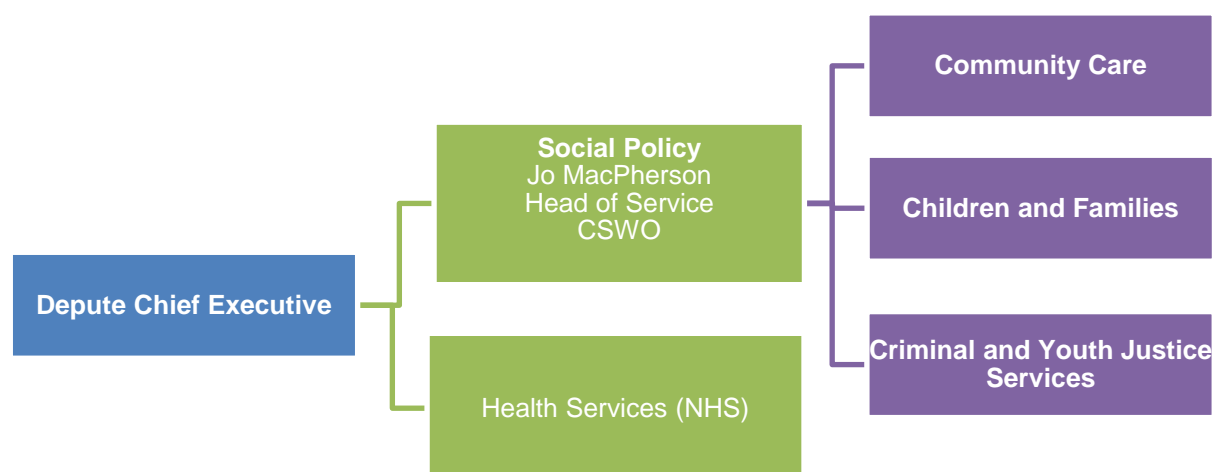
i. Service Context

Social Policy forms part of the Health and Social Care Partnership Directorate and has responsibility for the operational delivery of health and social care services including children and families, community care and justice services.

West Lothian Health & Social Care Partnership is designed to deliver improvements to our services and to deliver services which are seamless, integrated 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 innovative ways and to further strengthen our partnership working arrangements.

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 and delivered for 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
 - the Corporate Parenting Plan
 - the Community Justice Strategy 2018/23
 - the Violence Against Women and Girls Strategy 2018/20
- Integration Board Strategic Plan 2019/23
- Integration Participation and Engagement Strategy 2016/26
- West Lothian Autism Strategy 2015/25
- Joint Commissioning Plans for all main operational areas to 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, 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 for 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](#)).

Following a review of the West Lothian Integration Joint Board Strategic Plan 2016-26 it was recommended that a replacement plan would 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.

The new West Lothian Integration Joint Board Strategic Plan 2019-23 was launched in April 2019. ([Link to Strategic Plan 2019-23](#))

■ **West Lothian Integration Joint Board Strategic Planning Group**

The West Lothian Integration Joint Board Strategic Planning Group has a significant role in supporting the IJB to deliver against the National Health and Wellbeing Outcomes and in accordance with the Integration Delivery Principles. The Strategic Planning Group (SPG) reports directly to the IJB and is responsible for the following:

- Developing the initial baseline strategic plan for the IJB, including strategic commissioning priorities, organisational development, localities based activity, and a three year action plan
- Overseeing the implementation of the three year action plan
- Monitoring performance against national outcomes and locally agreed outputs
- Reviewing the strategic plan and the three year action plan
- Providing views and comment to the IJB in responding to emerging Scottish Government policy and regulations
- Supporting the IJB on key proposals and service changes by linking effectively with staff.

■ **West Lothian Integration Joint Board - Health and Care Governance Group**

The Health and Care Governance Group (HCGG) was established in 2017 to provide assurance regarding the quality of care, the planning and delivery of services and maintenance of professional standards and regulation of staff. The IJB also approved the West Lothian Health and Care Governance Framework. The framework covers the delegated functions set out in the West Lothian Integration Scheme and was developed to ensure that explicit local lines of accountability exist across health and social care, with clear paths of escalation where evidence of risk is beginning to rise. It also builds on existing duties, systems and processes already in place within NHS Lothian and West Lothian Council for the proactive promotion of safe, high quality, integrated care for the residents of West Lothian. An action plan has been put in place to further develop the processes required to assure the IJB of the quality of health and social care services in West Lothian. The focus of the plan is on providing transparency and maintaining a culture which supports the safe and effective delivery of care.

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

The West Lothian Children and Families Strategic Planning Group is part of the West Lothian Community Planning structure.

The Strategic Planning Group oversees the development of Getting It Right For Every Child (GIRFEC) 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 and the Corporate Parenting Plan.

In compliance with the requirements of part 3 of the Children and Young People (Scotland) Act 2014, the Children and Families Strategic Planning Group is responsible for reporting on the progress made in taking forward the priorities detailed within the West Lothian Children's Services Plan 2017-2020.

- **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.

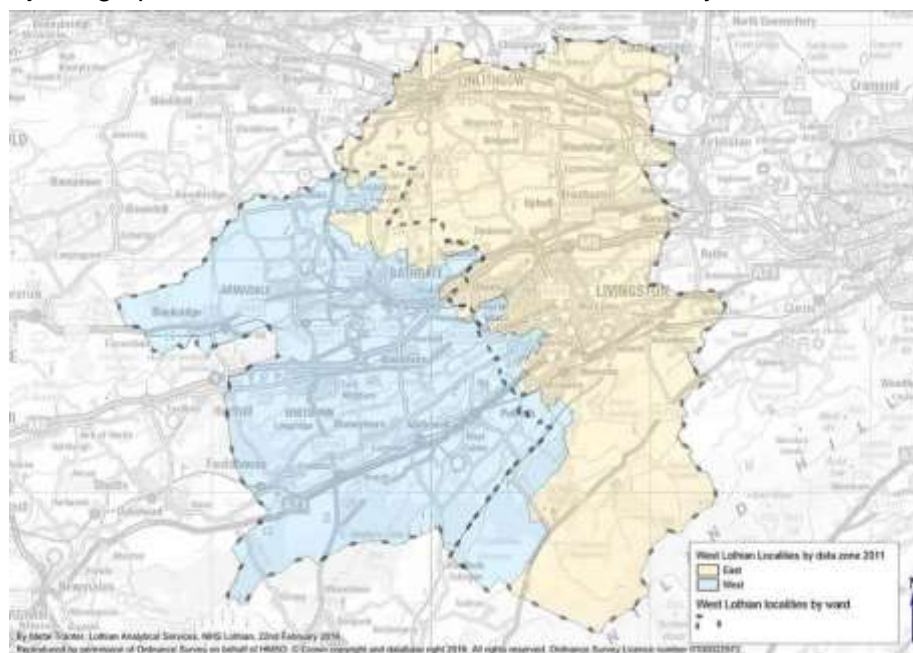
- **Community Justice**

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 and social care service activity across the council and within any integrated arrangements.

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 a number 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.

In the context of Health and Social Care Integration and the Public Bodies(Joint Working)(Scotland) Act 2014, the CSWO is required to be appointed as a non-voting member of the Integration Joint Board (IJB). The influence of high quality professional leaders in integrated arrangements is central to the effectiveness of improving the quality of care locally and nationally. The CSWO also has a defined role in professional and clinical and care leadership and has a key role to play in the Health and Care Governance systems which support the work of the Integration Joint Board.

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. The CSWO also reports annually to the IJB.

There are a range of other roles undertaken by the CSWO and these include:

Significant case reviews: the CSWO will sign off all significant case review reports across Social Policy. The CSWO is a member of the Significant Case Review sub-committee in relation to child protection.

External audits and inspections: the CSWO is the lead officer for all social work related audits and inspections, and must 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
- Health and Care Governance Group
- Children and Families 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 is advised 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 and any learning to be applied.

Secure accommodation authorisations: Where secure care is being considered for a child the CSWO will convene a Secure Care Panel. The CSWO will review and consider all of the information presented and decide if the legal test has been satisfied and if secure care best meets the child's needs. The CSWO through the panel process reviews the progress of children placed in secure care and the plans made for their safe exit.

Emergency movement of children subject to a supervision requirement: a quarterly summarised report is 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 submit quarterly reports to the CSWO, summarising the decisions made in that quarterly meeting.

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

Multi-Agency Public Protection Arrangements (MAPPA): the relevant managers 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	Business Support Officer	Minutes
Older People service users	Survey	Annual	Group Manager	Survey returns
	Senior People's Forum	Quarterly	Business Support Officer	Minutes
Learning Disability service users	Survey	Annual	Business Support Officer	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	Business Support Officer	Minutes
Adult Protection service users	Safe and Sound Adult Protection Forum	Quarterly	Adult Protection Officer	Minutes
Mental Health service users	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 approximately 182,140 (National Records of Scotland 2018 mid-year estimate). This is an increase of 0.5% from 181,310 in 2017. Over the same period, the population of Scotland increased by 0.2%.

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.

West Lothian had the 9th highest population in 2018, out of all 32 council areas in Scotland. Between 1998 and 2018, the population of West Lothian has increased by 18.9%. This is the 2nd highest percentage change out of the 32 council areas in Scotland. Over the same period, Scotland's population rose by 7.1%.

West Lothian faces a growing and also an ageing population. The West Lothian population is growing faster than the Scottish average and the number of people aged 75 and over is forecast to increase by 119.7% by 2041. During the same period the working age population 25-49 years and 50-64 years are only projected to grow by 2.1% and 4.1% respectively.

The number of carers in West Lothian is similar to the national average and has not changed since the 2001 Census. There has, however, been a significant increase (35%) in the amount of care provided with nearly 7,800 people providing unpaid care for 20 or more hours a week, and 4,600 of these for 50 hours or more.

i. Inequalities

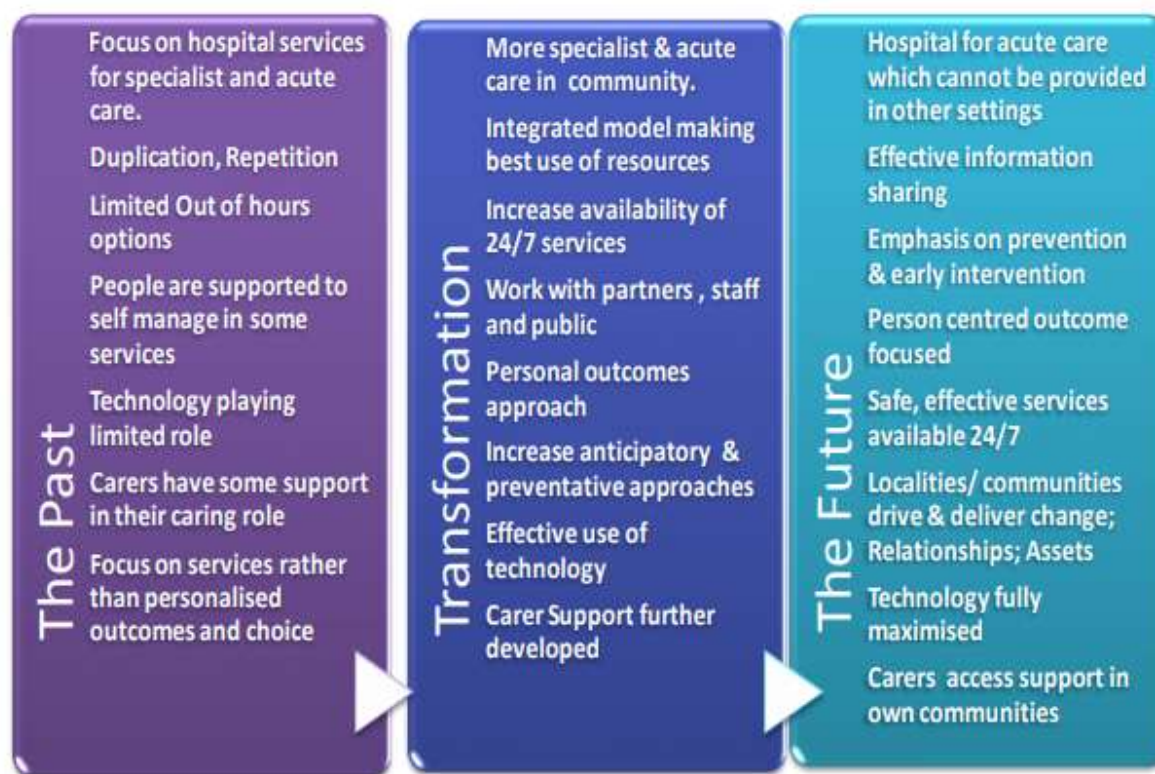
- West Lothian has 239 data zones, 38 of which fall within the most deprived 20% (quintile 1) of the 2016 Scottish Index of Multiple Deprivation (SIMD).
- West Lothian has 16 datazones in the 15% most deprived in Scotland
- Almost 9000 people in West Lothian live within some of the most deprived areas 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
- Approximately 22% of children in West Lothian experience poverty

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.

Social Policy is committed to contributing to the delivery of the [West Lothian Anti Poverty Strategy 2018-23](#)

ii. Strategic Commissioning

Strategic commissioning is the term used for all 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. This includes challenging historical spending patterns in light of what we know about our population needs and in particular managing the major trends of a growing, ageing population with increasing comorbidity.



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

iii. 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 being developed for:

- Substance Misuse Services
- Adults with Learning Disabilities
- Adults with Physical Disabilities
- Mental Health
- Older People.
- Children and Families
- Community Justice

iv. Contract Monitoring

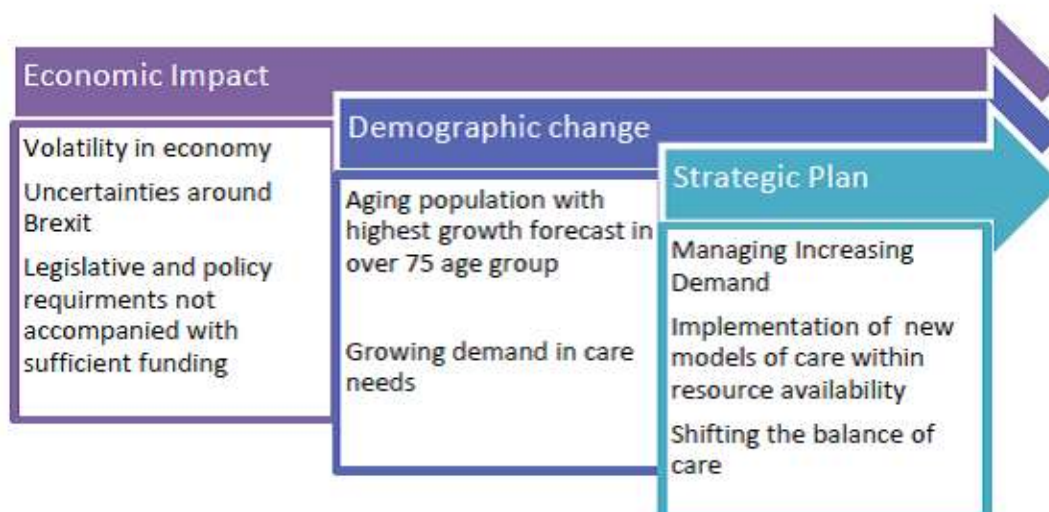
Contract monitoring and review is a fundamental function in the commissioning of social care services. It is required to evidence best value to the council and its regulators as well as ensuring the delivery of outcomes for vulnerable people living in West Lothian.

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.

4. Resources

The medium term financial plan plays an important role in informing the planning and prioritisation of future service delivery, and strategic planning and commissioning. Financial planning assumptions are reviewed on an ongoing basis to take account of events such as changes to funding levels, economic forecasts, care demands and policy decisions impacting on the delivery of social work services.

Medium-term financial planning requires to take account of a number of risks as summarised below:



In February 2018 West Lothian Council agreed a five year revenue budget strategy including measures to address a budget gap of £65.3 million over the five years from 2018/19 to 2022/23. The Social Policy element of these savings was £23.3 million. Social Policy delivered £3,106,000 of these savings in 2018/19. The council is now in the second year of this strategy and continues with its ambitious project management approach to ensuring a break even budget is achieved at the end of each financial year.

The total net expenditure for Social Policy in 2018/19 was £96,269,000 which represented an underspend of £1.956 million. This was as a result of early delivery of future year savings of £1.05 million and one off underspends related to Care at Home Delivery of £294,000 and £610,000 in Children's services.

While West Lothian Council did report an underspend for Social Policy in 2018/19 there remain a number of significant pressure areas as outlined below

Areas of pressure include:

- External and Internal Residential Placements for Looked After Children
- Care at Home for Adults – Particularly Residential Care for Adults with Physical Disabilities
- Residential Care for Older People.

These areas are all subject to ongoing monitoring and all form part of the councils redesign programme that will ensure that we can continue to deliver quality services within the available budget.

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.

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 2019 - 20 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) and the West Lothian Integration Joint Board (IJB). 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 2018/2019, 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 37% awarded 5 (Very Good) Where services grades of 3 (Adequate) were awarded the service has undertaken service review work to inform improvement activity.

This is a positive performance and demonstrates the continuing hard work and commitment on the part of these staff delivering some of the most challenging services in social work.

Services for children and young people	Quality of Care & Support	Quality of Environment	Quality of Staffing	Quality of Management and Leadership
Whitrigg House July 2018	4 Good	5 Very Good	Not Assessed	Not Assessed
Torcroft House July 2018	5 Very Good	Not Assessed	Not Assessed	4 Good
Letham House July 2018	5 Very Good	4 Good	5 Very Good	4 Good
Livingston Family Centre February 2019	5 Very Good	5 Very Good	5 Very Good	3 Adequate
Adoption Services October 2018	4 Good	Not Assessed	Not Assessed	4 Good
Fostering Services October 2018	4 Good	Not Assessed	4 Good	3 Adequate
Through Care After Care December 2018	4 Good	Not Assessed	Not Assessed	4 Good

■ Adults and Older People

From 31st July 2018 the Care Inspectorate introduced a new framework for inspections of care homes for older people. They also tested the framework on care homes for adults. Under the new framework Care Inspectorate officers undertake inspections and award grades in relation to the following 5 Key Questions:

1. How well do we support people's wellbeing?
2. How good is our leadership?
3. How good is our staff team?
4. How good is our setting?
5. How well is our care and support planned?

A six-point scale is used to describe the quality:

6	Excellent	Outstanding or sector leading
5	Very good	Major strengths
4	Good	Important strengths, with some areas for improvement
3	Adequate	Strengths just outweigh weaknesses
2	Weak	Important weaknesses – priority action required
1	Unsatisfactory	Major weaknesses – urgent remedial action required

Of the Care Homes inspected under the new framework:

- 100% achieved grades of 4 (Good) or above in relation to Key Question1
- 100% achieved grades of 4 (Good) or above in relation to Key Question2
- 100% achieved grades of 4 (Good) or above in relation to Key Question3
- 100% achieved grades of 4 (Good) or above in relation to Key Question4
- 80% achieved grades of 4 (Good) or above in relation to Key Question5

It should be noted that not all care homes have been inspected using the new methodology yet with some services continuing to be inspected on the previous frame work.

The quality inspection reports from the Care Inspectorate of Services for Adults and Older People inspected under the previous framework show that of all areas assessed 100% were awarded Grades of 3 (Adequate) or above. Where services grades of 3 (Adequate) were awarded the service has undertaken service review work to inform improvement activity.

Care Homes	Quality of Care & Support	Quality of Environment	Quality of Staffing	Quality of Management and Leadership
Limecroft Care Home May 2018	3 Adequate	3 Adequate	4 Good	3 Adequate

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			
Eliburn Day Centre	No inspection during the period			
Holmes Gardens Day Resource	No inspection during the period			
Adult Placement Service	No inspection during the period			
Pathways	No inspection during the period			
Housing with Care December 2018	5 Very Good	Not Assessed	5 Very Good	Not Assessed
Support at Home Services January 2019	4 Good	Not Assessed	4 Good	Not Assessed
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 team managers
- Individual reviews of care plans and packages of care 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 Performance Reporting
- Multi-agency self -evaluation and quality assurance activity in relation to adult and child protection

Significant Case Review and Learning Review

The West Lothian Chief Officers Group commissioned a Significant Case Review and a Learning Review in relation to child protection which both reported in 2018. Findings from these reviews are being addressed.

An e-IRD (Interagency Referral Discussion) system for recording protection referrals was introduced in 2018 enabling staff in the core agencies to communicate and record information on a single document, reducing the possibility of misunderstandings and misinterpretation of information. A review group of senior managers was established to quality assure decision making at the IRD stage of the child and adult protection process. The review group reports to the Public Protection Committee (PPC) on a 6 monthly basis and identifies any developing themes. IRD training was provided to those staff with responsibility for conducting IRDs. The introduction of the e-IRD system addresses one of the findings from the Significant Case Review conducted in West Lothian which identified that agencies' recording discussions on separate systems had led to misunderstandings and misinterpretation of information.

Collaborative Working

West Lothian Health and Social Care Partnership have introduced more collaborative ways of delivering services and have made improvements in several areas including reducing unplanned hospital activity and delays in discharging people from hospital. Whilst it is recognised that bed days occupied by people whose discharge from hospital was delayed rose significantly in West Lothian between 2017 and 2018 there has, however, been an overall improving trend in relation to delayed discharge in West Lothian since November 2018 as a result of targeted integrated interventions as follows.

A new integrated discharge hub was established at St John's Hospital in December 2018 with the purpose of enhancing flow through the hospital system to the community and improving delays. The hub brings together staff from the hospital, community, social work and Carers of West Lothian in a single location. Early indications are that there has been improvement in discharge planning, removal of unnecessary delays in the system and that patients have been discharged earlier. Staff within the acute hospital setting are working alongside staff in the hub to ensure that discharge planning takes place at the earliest possible opportunity and that there are no unnecessary delays in the discharge process.

On 1st September 2019, the discharge to assess phase of 'Home First' was introduced. Home First is a model of care which provides a step down approach to discharge from hospital to the community. The aim is to ensure people do not wait unnecessarily in hospital for assessment of ongoing care and support needs. Decisions made in a hospital environment often do not reflect someone's ability to cope at home and the Home First model addresses that by ensuring assessment of ongoing care and support needs happens in the individual's own home. Home First involves multi-disciplinary working across the health and social care system to maximise the opportunities for people to return to the community as early as possible.

Under the Home First approach, people requiring assessment of ongoing care and support needs on discharge are seen at home on the day of discharge when the process of assessment begins. Short term support is provided in the community by the Reablement Service and/or the Rapid Elderly Assessment Care and Treatment Team until decisions are made about longer term care requirements.

Additional investment has been made in the Reablement Service to increase capacity to deliver Home First. Work is also ongoing to refine the pathways required to support the Home First approach and impact will be monitored and evaluated.

There have been significant challenges in West Lothian around securing sufficient supply of care at home services to facilitate timely discharge from hospital as mentioned earlier. However, engagement with the sector resulted in a number of additional providers being available to work in West Lothian which in turn had a positive impact on the number of hours of care being delivered and on unmet need.

Work has also been done to develop a new care at home contract with focus on improving supply and ensuring care provision in hard to reach areas of West Lothian. The new contract takes effect from 1st October 2019 and will increase the number of providers delivering care in the area. Internal systems have been reviewed and improved to ensure quicker processes around matching packages of care to individuals and to support providers in the development of their services.

There has been an overall improvement since November 2018 in both the number of hospital delays and in the length of time people spend in hospital whilst delayed when compared with the position in 2017/18.

These improvements are welcome and show that integration can work within the current legislative framework.

ii. **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 Adult Support and Protection (Scotland) Act 2007 has also brought significant additional duties and responsibilities for all council staff including MHOs. There has been an increase in numbers of referrals to the MHO service to consider measures under the Adults With Incapacity Act for service users under the multi-agency Adult Protection procedures. This increase is due in part to better identification of matters relating to financial harm.

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. There has been depletion in the numbers of practising MHOs across the Council over the past year with a number of retirements. This is similar to the national picture where there are significant issues with the demographic of the MHO workforce and recruitment and retention of MHOs. While this is a national issue, West Lothian Council continues to prioritise the training of MHOs.

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. Guardianships are now routinely granted for a time limited period by the Court which has led to an increase in demand in relation to provision of MHO reports for renewal of Guardianship applications. 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.

		2016/17	2017/18	2018/19
New granted	Guardianships	Private 50 CSWO 20	Private 56 CSWO 23	Private 61 CSWO 23
	Total	70	79	84
	Existing Guardianships	Private 215 CSWO 52	Private 241 CSWO 56	Private 292 CSWO 55
	Total	267	297	347
New Intervention Orders		5	9	4

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

	2016/17	2017/18	2018/19
Emergency Detention Certificates – Sec 36	75	82	44
Short term Detention Certificates – Sec 44	166	170	153
Compulsory Treatment Orders (new applications)	57	65	48
Assessments (Sect 86, 92, 95)	338	352	383

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, physical, sexual or emotional abuse, problematic parental substance misuse, complex disabilities which require specialist care, or involvement in the youth justice system, as well as for other reasons.

There are several types of placements where 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 house or school, a secure unit or a kinship placement (where they are placed with friends or relatives).

In West Lothian we have continued to see an increase in the number of Unaccompanied Asylum Seeking Children being looked after in West Lothian. For the most part young people in these circumstances are accommodated in the Council's internal residential provision while assessments are undertaken to enable appropriate support to be provided or placed in community settings within West Lothian.

The total number of Children Looked After in West Lothian at 31/03/2018 and 31/03/2019 by statute and length of time under statute is detailed in the table below:

Looked After Children												
	Under 1		1-4		5-11		12-5		16+		Total	
	2018	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018	2019
At Home with parents	0	3	27	22	40	38	34	35	6	3	107	101
Away from home – Community setting	8	14	68	58	120	106	90	87	22	24	308	289
Away from home – Residential school	0	0	0	0	6	5	27	20	11	14	44	39
Secure care	0	0	0	0	0	0	0	1	0	0	0	1
Total	8	17	95	80	166	149	151	143	39	41	459	430

West Lothian Council is committed to improving planning for looked after children and strengthening permanence practice to improve the outcomes of all our Looked after Children, providing each individual child with a stable, secure, and permanent place to live.

	2016/17	2017/18	2018/19
Children registered for adoption	17	11	7
Children matched to adopters	14	12	7
Children registered for permanence order with authority to adopt	11	8	4

West Lothian Council is currently working in partnership with the Centre for Excellence for Looked after Children in Scotland (CELCIS) on their Permanence and Care Excellence (PACE) programme. The PACE programme has helped identify delays, blockages and difficulties to securing permanence for our looked after children. Tests for change are in the process of development with some already underway.

West Lothian Council achieved making a permanence decisions for our children under the age of 5 requiring adoption or a permanence orders on average within 40 weeks. For our under 3 year olds this was achieved in an average of 26 weeks. We know we are not achieving this for every child, particularly those in the older age group or in kinship care. West Lothian Council are however working with PACE and have set an aim of achieving a permanence decision with 40 weeks for all our looked after children. We are currently working extremely hard to achieve this.

Plans are in place to advance the knowledge, skills and confidence of our workforce, enabling them to deliver on permanence planning and produce robust, high quality assessments. A Parenting Capacity Assessment Framework has been implemented with the aim of improving the quality of care planning for all children, and a Contact Assessment Framework is under development. We as a Council are also clear on our commitments to post adoption support and are working hard to find the best means of delivery for this.

West Lothian Council has experienced success in our Concurrent Planning Service which we operate in partnership with St Andrew's Children's Society. We are currently looking at ways to build upon the learning and success of this work.

Concurrent planning has allowed us to avoid unnecessary delay in making permanent plans for very young children. Children are placed with concurrent carers who will be their foster carers while West Lothian Council pursues a rehabilitation plan with their parents. If the child cannot return to the birth parents the concurrent carers, who are already caring for the child, will apply to adopt the child. Concurrent planning offers parents the very best opportunity to make these necessary changes within a timescale that is in the child's best interests. Concurrent planning achieves the objectives of ensuring the child enjoys consistent care and has the opportunity to build secure attachments at a stage of development which is crucial to healthy brain development and long-term wellbeing.

As part of the redesign of children's services, Social Policy has extended the use of Family Group Decision Making to build on the strengths of families to ensure that, where possible,

children can remain within their kinship network and that residential and other forms of care are only used for those children who are assessed that this will meet their needs.

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. The CSWO has awareness of the circumstances contributing to emergency placement moves and any themes arising which can then be addressed.

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.

During 2018-19, there was a positive reduction in the use of secure care with 3 children requiring such provision during the year and for short time periods. This reduction is in part due to the effective use of intensive support services and the Social Policy Risk Management Processes.

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 Partnership

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+).

Children at risk

	2016/17	2017/18	2018/19
Child protection referrals	461	479	413
Joint Investigations	168	207	192
Initial Child Protection Case Conferences	108	88	84

The Scottish Government notes that there is variability from year to year in the numbers of children on the child protection register at a local authority level due to the small numbers of children involved in each local authority. In many cases, there are no obvious reasons for changes, although in some areas, sibling groups entering and leaving the system has led to fluctuating numbers. Children's Social Work Statistics Scotland, 2017-18, Scottish Government

The number of child protection referrals has decreased since 2016/17 & 2017/18 but last year, 2017/18, saw an increase from 2016/17. It is too early to speculate whether this decrease is a trend that will continue or an inexplicable fluctuation in numbers. Similarly the number of Initial Child Protection Case Conferences has decreased during the last 2 years but the number of children on the child protection register has increased. This may be related to sibling groups or there may be no obvious reasons for these fluctuations.

	As of 31 st March 2017	As of 31 st March 2018	As of 31 st March 2019
Children on Child Protection Register	72	45	94
Children looked after at home	119	107	101
Children looked after away from home	375	352	328

Adults at Risk

	2016/17	2017/18	2018/19
Adult Protection Referrals	436	540	732
Inter-agency Referral Discussions (IRDs)	76	70	147
Adult Protection Case Conferences (this includes Adult Protection Case Conference Reviews)	89	72	82

There has been a year on year increase in the number of Adult Protection referrals recorded in West Lothian. The increase in the recorded number of referrals has been as a result of increased public awareness, through publicity campaigns and engagement events. The introduction of an electronic referral option for external agencies to submit reports of concern to the Adult Social Care Enquiries Team (ASCET) has also had a positive impact adding to the increased numbers of referrals.

As noted earlier in the report an Edinburgh and Lothian wide electronic IRD system was implemented in May 2018, enabling all three core agencies to communicate and record information on a single document, reducing the risk of misunderstanding of information. Feedback on the new system from multi-agency staff is extremely positive and there has been a 100% increase in the number of Adult Protection IRDs recorded in 2018-2019.

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. In 2018/19 the team received 1647 referrals, this is an increase of 4% on the previous year. The team offers a range of services including:

- **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 639 referrals during 2018-2019.

- **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.

In 2018/19 the LISA project supported 142 women. In 32% of the cases, the project has supported women to remain in their own homes and prevented them from having to move into temporary accommodation.

Offenders in the Community subject to Statutory Supervision

Since 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 Partnership which is part of the West Lothian Community Planning Partnership structure.

	At 31 March 2017			At 31 March 2018			At 31 March 2019		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
CPO requirement for supervision	295	56	351	301	52	353	284	59	343
CP O with a requirement for unpaid work	311	51	362	270	31	301	258	24	282
Drug treatment and testing orders	20	4	24	13	4	17	9	3	12
Number of individuals subject to Statutory Through Care	174	3	177	183	2	185	161	3	164

The figures in the table detail the new orders put in place during the period April 2018 to March 2019 and does not reflect existing orders that can be in place for up to 3 years. Throughcare Orders can be for life.

The Scottish Government committed in its 2018-19 Programme for Government to extend the presumption against short sentence of 12 months or less, once additional safeguards for victims in the Domestic Abuse (Scotland) Act 2018 were in force. It is likely that this will see an increase 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 currently applies 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 people who offend are also managed through either the above or the Young Person Risk Management Process depending on age and current statutory status.

iii. 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 (WLAM)

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	2014/17	482	+57
	2017/20	539	
Community Care Services	2014/17	456	+72
	2017/20	528	
Criminal and Youth Justice	2014/17	488	+65
	2017/20	553	

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
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 Global Excellence Award Finalist (2017) EFQM Global Excellence Award Highly Commended "Adding Value for Customers" (2017)

West Lothian Health and Social Care Partnership (HSCP)

In 2016, the West Lothian Health and Social Care Partnership (HSCP) achieved Recognised for Excellence 3 Star Assessment. This was a first in Scotland for an organisation of its type.

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

Complaints

Social Policy adopted the 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 for 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 2018/19 and their outcome.

Total number of complaints	121
Percentage of complaints upheld	22%
Percentage of complaints partially upheld	31%
Percentage of complaints not upheld	47%
Percentage of complaints resolved within timescale	46%

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 continue to 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 progress report published 2017 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 Carers (Scotland) Act 2016.

Community Choices places the decisions about investment in our communities into the hands of the people who live and work in them. Tackling poverty and community empowerment are two key priorities which are embedded in the Community Choices ethos. Social Policy is committed to the implementation of Community Choices as we know that our communities in West Lothian are best placed to address the inequalities in their own areas and therefore know what improvements can be made. Social Policy is progressing ways of delivering activities through Community Choices.

6. Workforce Planning and Development

The IJB Workforce Planning Development Group oversees implementation of the West Lothian Integration Joint Board's (IJB's) Workforce Development Strategy. The Group ensures that workforce planning is aligned to the delivery of the strategic priorities set out in the IJB's Strategic Plan. Representatives from across health and social care bring substantial knowledge, experience and commitment to ensuring delivery of the action plan developed in support of the West Lothian Workforce Development Strategy. The Group also ensures that the ongoing learning and development needs of the health and social care workforce are identified and progressed across the partnership.

The Group provides assurance to the Integration Joint Board that workforce planning across the Health and Social Care Partnership is robust, evidence based, integrated across all staff groups and is aligned to financial planning and transformational change programmes. Workforce plans will be further refined during the course of the year to ensure that they support the priorities identified in strategic commissioning plans which are being developed.

As our transformational change programmes progress our workforce will look different, it will be integrated, engaged, motivated and empowered, where innovation and positive response to change is necessary. Our traditional working boundaries will change with new ways of working such as multi-disciplinary team working, across, not just health and local authority, but also with our third and independent sector partners.

We are committed to workforce development, and by retaining ownership of their professional and personal development every employee will continue to be supported to be the best they can be through relevant training and development opportunities to ensure they are equipped to meet the new challenges ahead and be our workforce of the future.

Ensuring our workers are well supported, rewarded and motivated is an important element of recruitment and retention – and retaining our most experienced staff in front line practice is crucial to delivering excellent social services. It is therefore important that continuous professional development and career pathways are in place across the workforce to ensure people are equipped for their current jobs as well as to enhance their future career prospects.

In support of developing our workforce an outcome focused Social Policy Supervision Policy and Practice Framework was launched in June 2018. All appropriate staff members in Social Policy have been trained to effectively apply the policy to improve outcomes.

To ensure that the workforce is supported to continue to have the necessary skills and knowledge to meet these challenges, the Social Policy Business Support (Customer and Community) team will focus on work to deliver on the following key themes:

- Continued support to meet the Scottish Social Services Council's (SSSC) registration requirements alongside ongoing monitoring of our registration compliance.

- The development of the Social Policy Scottish Vocational Qualification (SVQ) Centre to deliver entry level social care qualifications to meet the needs of our workforce and recruitment requirements.
- The targeting of our resources to ensure mandatory and necessary training is paramount alongside the ongoing development of our in-house learning provision.
- 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.
- Evaluation of the implementation and embedding of changing practices through a robust quality assurance function.

The Public Protection Committee is committed to promoting multi-agency training and events in order for practitioners to develop an understanding of each other's roles, develop trust, share a common approach to protection work, accept responsibility and share good practice. During 2018/19 social policy and multi-agency staff attended the following training sessions:

- **Child Protection Training**

- Child Protection Awareness Raising
- Risk Assessment Training
- Child Sexual Exploitation Awareness Raising
- CSE Sexual Exploitation Risk Assessment Framework
- Graded Care Profile
- Vulnerable Babies
- Non-engaging families
- Safe and Together
- IRD

- **Adult Protection Training**

- Adult Protection Basic Awareness Training
- Adult Protection Training
- Adult Protection Council Officer Training
- Adult Protection Independent Chairs Training
- Financial Harm

The following Adult Protection workshops and events were also held:

- Self Neglect and Hoarding – a workshop was held for multi-agency staff likely to come into contact with adults in their own home who have self-neglect and hoarding issues.
- The Financial Harm Reduction Group held numerous events with partners to engage communities who may be at risk of financial harm including workshops for people with early onset dementia and attendance at Flu Clinics.

Mandatory and statutory training remains a priority to ensure our workforce is meeting legislative and policy requirements. There are robust arrangements in place to identify

and address current and emergent development needs and to deliver and track completion of mandatory and statutory training.

The recently published SSSC report “The Demand for Social Workers” on the supply and demand of social workers in Scotland highlights that the number of completions from qualifying social work courses in Scotland has fallen for the last five years in succession (2013-2018). The overall number of people registered as social workers declined by 4% between 2014 and 2018. It fell by a further 2.2% between January 2018 and January 2019. This means there are over 840 fewer social work registrants than there were five years ago. This creates a serious challenge for the delivery of social work services and will be the key focus of our workforce planning going forward.

With regard to the effective delivery of social care services in West Lothian we must also consider the impact on our partners workforces. The shortage of suitably trained and qualified “Care at Home” staff represents a major challenge to workforce planning for our services. This is a problem at both a local and national level, with the impact of the UK leaving the European Union further reducing the pool of potential staff available. In order to address this, we have introduced a new “Care at Home” contract with our providers to ensure that we have greater control on the level of service provided to our service users.

7. The Challenge Ahead

The demographic profile outlined in the report combined with increased complexity of needs and ongoing financial restraint will continue to present significant challenges as we forward plan for social work and social care services within the West Lothian Health and Social Care Partnership.

These challenges drive the need for continued innovation and further transformation of the way we deliver our services with a focus on the integration of health and social care services ensuring that our service 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.

The context within which social work and social care services are being delivered also presents challenges for our workforce. In West Lothian we are committed to high professional standards and the constant renewal, enhancement and expansion of social work knowledge and skills. Supporting and retaining our staff is critical as is contributing to the drive to attract more people to join the social work and social care workforce. We must also ensure that we have succession plans in place to support our excellent employees to step up and lead the service of the future. It is also essential that we continue to focus on supporting a learning environment and promote the culture change needed to deliver enhanced focused collaboration across services keeping the persons or families needing support at the centre of decisions about their support and care.

The digitalisation agenda provides us with the opportunity to modernise some aspects of our social work and social care service. There are also opportunities through increased and advanced use of technology to support more people to retain independence at home for as long as is possible and safe. Revised strategic planning and commissioning Boards will take this work forward within the Health and Social Care Partnership.

In looking forward there will be opportunities to improve our practice in response to the Independent Care Review and the review of learning disabilities and autism within the Mental Health Act. The scale of the challenges ahead promote a culture of learning from best practice focussed particularly on building capacity within families and communities, taking a strengths based approach to practice and ensuring that all of our practice is underpinned by the principles of personalisation.

It is recognised that transformational change and whole system innovation will continue to be required across Social Policy to meet these unprecedented challenges. 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 priorities are met, and that the most vulnerable people of West Lothian are protected and empowered to live a safe and fulfilling life.