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West Lothian Council

SOCIAL POLICY - POLICY DEVELOPMENT AND SCRUTINY PANEL

SOCIAL POLICY MANAGEMENT PLAN 2021 - 2022

REPORT BY HEAD OF SOCIAL POLICY

A. PURPOSE OF REPORT

To inform the Social Policy PDSP of the contents of the Social Policy Management Plan 2021 - 2022.

B. RECOMMENDATION

To note the details of the Social Policy Management Plan 2021 - 2022.

C. SUMMARY OF IMPLICATIONS

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

D.   TERMS OF REPORT

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

- The services and activities it has responsibility for and the context in which they are delivered

- The aims and objectives of the services expressed in a way that can be easily understood by elected members, staff, partners and the public.

- How success will be measured, the targets that are to be achieved and the benchmarks of other providers who are considered 'best in class' (along with target-setting and benchmarking rationale)

- The improvement activities that the service is committed to completing in order to change or improve services.

E.   CONCLUSION

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

F.   BACKGROUND REFERENCES

None.

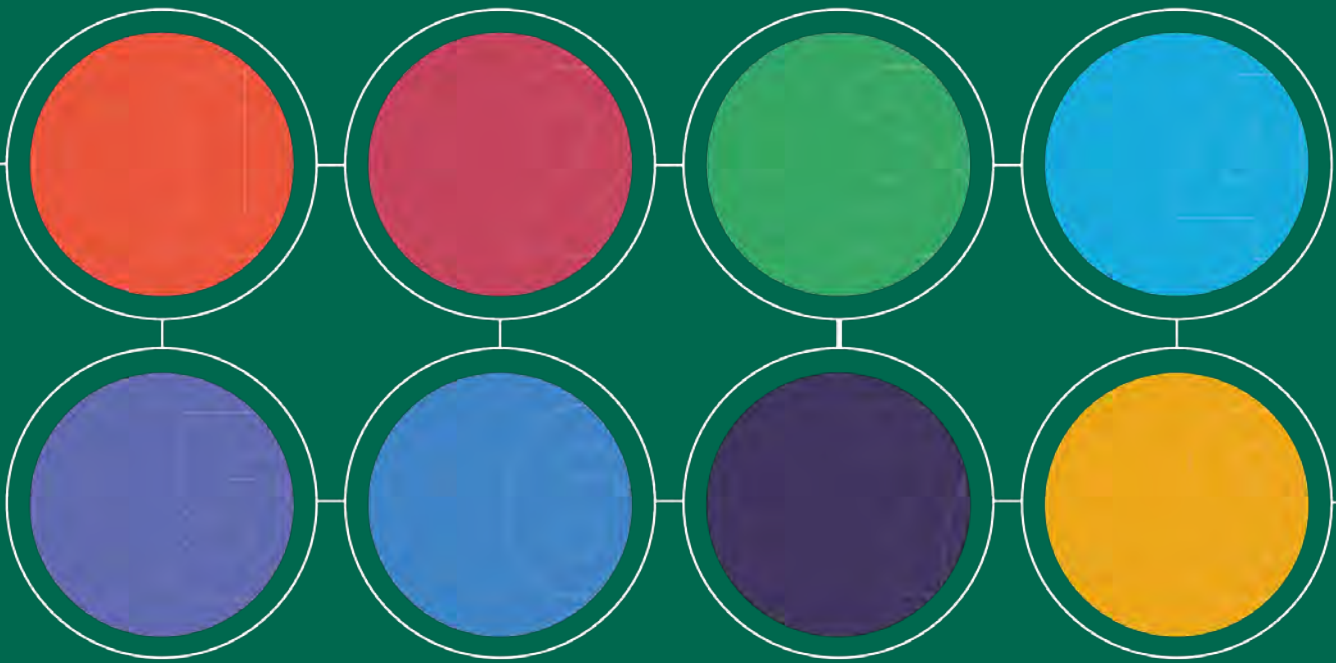Appendices/Attachments: Appendix 1 - Social Policy Management Plan 2021 - 2022

Contact Person: Jo MacPherson

Head of Social Policy

Date: 4th June 2021

Social Policy

Management Plan 2021/22

transforming
yourcouncil   West Lothian Council

An introduction to the Management Plan from the Head of Social Policy

The Management Plan is a key planning document that will explain how the service will support in the delivery of the council's eight priorities in 2021/22.

West Lothian Council is one of the top performing local authorities in Scotland, with a strong track record of delivering better outcomes for local people. The council aims to continue to support growth in a thriving local community and, with financial and demographic challenges ahead, will require an effective Social Policy Service to ensure key priorities are met.

In 2020/21 Social Policy faced the unprecedented challenge of responding to the COVID-19 global pandemic. Staff across the Health and Social Care Partnership worked closely with key partners to ensure that essential service continued to be delivered during these unparalleled times.

Transformational change and whole system innovation will continue to be required across Social Policy to meet these unprecedented and ongoing challenges.

Social Policy continues to provide a range of services across all aspects of social work provision focussed on the three main areas of Children and Families, Community Care and Criminal and Youth Justice. Each is designed to contribute effectively to positive outcomes across a number of the eight corporate priorities (see below).

Corporate Priorities 2018/23 | The council re-committed to eight ambitious priorities following a large public consultation in 2017/18. We believe these priorities will continue to support improvement in the quality of life for everyone living, working and learning in West Lothian and will be the focus for council services, resources and staff in the next two years.

1. IMPROVING ATTAINMENT AND POSITIVE DESTINATIONS
2. DELIVERING POSITIVE OUTCOMES AND EARLY INTERVENTIONS FOR EARLY YEARS
3. MINIMISING POVERTY, THE CYCLE OF DEPRIVATION AND PROMOTING EQUALITY
4. IMPROVING THE QUALITY OF LIFE FOR OLDER PEOPLE
5. IMPROVING THE EMPLOYMENT POSITION IN WEST LOTHIAN
6. DELIVERING POSITIVE OUTCOMES ON HEALTH
7. REDUCING CRIME AND IMPROVING COMMUNITY SAFETY
8. PROTECTING THE BUILT AND NATURAL ENVIRONMENT

In support of the Corporate Plan 2018/23 and the eight council priorities we will continue to strive to improve our contribution to the quality and value of council services. In line with the Corporate Plan the service will also be working to implement transformational change through the Transforming Your Council Project.

As well as assuring effective governance and compliance, Social Policy will maintain a clear focus on fulfilling the service's main statutory requirements by providing safe and efficient services. It will work operationally and strategically to deliver high quality care, support and supervision to the most vulnerable members of West Lothian communities.

This management plan fulfils a number of planning and improvement requirements and importantly, it sets out how the service will use its resources to deliver positive outcomes for West Lothian. It is the result of a detailed process to make sure that council services are well planned and managed. I hope that it will help our customers, employees and partners to understand how we will transform our services and continue to deliver for West Lothian.

Jo MacPherson
Head of Service

Our services

The services that we will deliver through collaboration with our partners in the Health and Social Care Partnership 2021/22

Social Policy encompasses a wide range of services planned and delivered for a large number of people with a spectrum of differing needs.

The core areas are, Community Care, Children and Families and Criminal and Justice delivered across four main operational services.

◆ Services for children, young people and families
◆ Services for people with involvement in criminal and youth justice systems
◆ Services for adults with additional and complex needs
◆ Services for older people

Services for mental health and addictions are delivered through integrated teams and management with partners NHS Lothian.

The key activities of the service are identified in the Management Plan.

		Page
Community Care	Community Care comprises a wide range of services provided for adults and older people with care needs. Services include Care at Home, Care Homes, Occupational Therapy, Sheltered Housing and Housing with Care, Support for People with Learning and Physical Disabilities, and Support for People with Mental Health Problems and addictions	12
Children and Families	The primary function of the teams and services within Children and Families is to ensure that children, young people and families can maximise their potential through the identification of additional support services and ensuring that children and young people are safe	27
Justice Service	The Justice Service is focussed on providing the services statutorily required through legislation for the assessment, supervision and management of offenders. It is also focussed on the development of the 'Whole system approach' supporting young people who are at risk of offending	37
Developing the Management Plan and reporting progress	The plan supports the overall Corporate Plan and shapes the delivery of key service strategies over the next three years	42
Social Policy Scorecard 2021/22	The scorecard focusses on key customer, process, financial and outcome measures for the service	44

Supporting the delivery of Council priorities

The service will support the delivery of the Council's Corporate Plan priorities and strategies

The service will make a meaningful and measurable contribution to the delivery of the Council's Corporate Plan 2018/23. As well as developing strategic and commissioning plans, the service's key processes are aligned to the Corporate Plan priorities/enablers and deliverables in the following table.

Alignment with Corporate Priorities / Enablers					
Council priority / enabler	Deliverable	Social Policy key activities / processes	Indicator(s)	2020/21 Performance	2021/22 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.	◆ Inclusion and Support Service. ◆ Family Placement Team ◆ Families Together ◆ Child Care and Protection Teams ◆ Residential Houses	SPCF096_9b_Balance of Care for Looked After Children: Percentage of Children being Looked After in the Community	92%	93%
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.	◆ 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	SPCF138_Percentage of children involved with the Families Together service who have avoided becoming accommodated who were assessed as being at high risk of being accommodated.	85%	90%
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.	◆ Families Together ◆ 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%	2%

Alignment with Corporate Priorities / Enablers

Council priority / enabler	Deliverable	Social Policy key activities / processes	Indicator(s)	2020/21 Performance	2021/22 Target
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.	◆ Assessment and Care Management Services (including Self Directed Support and compliance with the Carers (Scotland) Act 2016) ◆ Facilitating Hospital Discharge ◆ Care Homes ◆ 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%
			SW03a_Percentage of People Aged 65+ with long-term care needs who are receiving personal care at home	65.7%	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.	◆ 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.	2,553	2,755
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.	◆ 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:SPCC014_Percentage of Occupational Therapy assessments allocated within 6 weeks of referral	58%	70%
			SPCC024_Net cost per head of population on social care services for older people.	£1,493	£1,432

Alignment with Corporate Priorities / Enablers

Council priority / enabler	Deliverable	Social Policy key activities / processes	Indicator(s)	2020/21 Performance	2021/22 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.	◆ 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_The number of carers of older people who have an adult carer support plan SPCC019_Average number per month of West Lothian patients whose discharge from hospital is delayed.	145 3	175 1
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.	◆ Reablement and Crisis Care ◆ Home Safety Service and Development of Technology	P-SPCC015_Number of households receiving telecare	3,681	3,750

Alignment with Corporate Priorities / Enablers

Council priority / enabler	Deliverable	Social Policy key activities / processes	Indicator(s)	2020/21 Performance	2021/22 Target
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.	◆ Assessment and Care Management ◆ Improve % of Personalised Care Options ◆ Develop Core and Cluster Housing Models ◆ Access to Employment ◆ Community Addictions Services West Lothian	SOA:1307_19_Premature mortality rate per 100,000	410	411
6 Delivering positive outcomes on health	(P6.3) Improving our approach to integrated models for mental health services for children, young people and adults recognising the importance of mental health and wellbeing on people achieving positive outcomes.	◆ 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 ◆ Domestic and Sexual Assault Team ◆ Criminal and Youth Justice Service	SPCJ124_9b Percentage of women with mental health issues receiving Almond Project support who report improvement in mental health and wellbeing.	100%	100%
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.	◆ Joint management of the Community Equipment Store ◆ Support to adults with physical disability and mental health issues	CP:SPCC101_The 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	145 36%	175 46%
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.	◆ Day care and personalised support plans ◆ Occupational Therapy Services ◆ Access to Employment ◆ Short Breaks from Caring ◆ Provision of HSS and development of Telecare	CP-SPCC028_ Percentage of people with a learning disability supported in their own tenancies CP-SPCC002 _ Percentage of Care Inspectorate Inspections undertaken within registered learning disability services graded good or above	56% latest available data 18/19 100%	60% 100%

Alignment with Corporate Priorities / Enablers

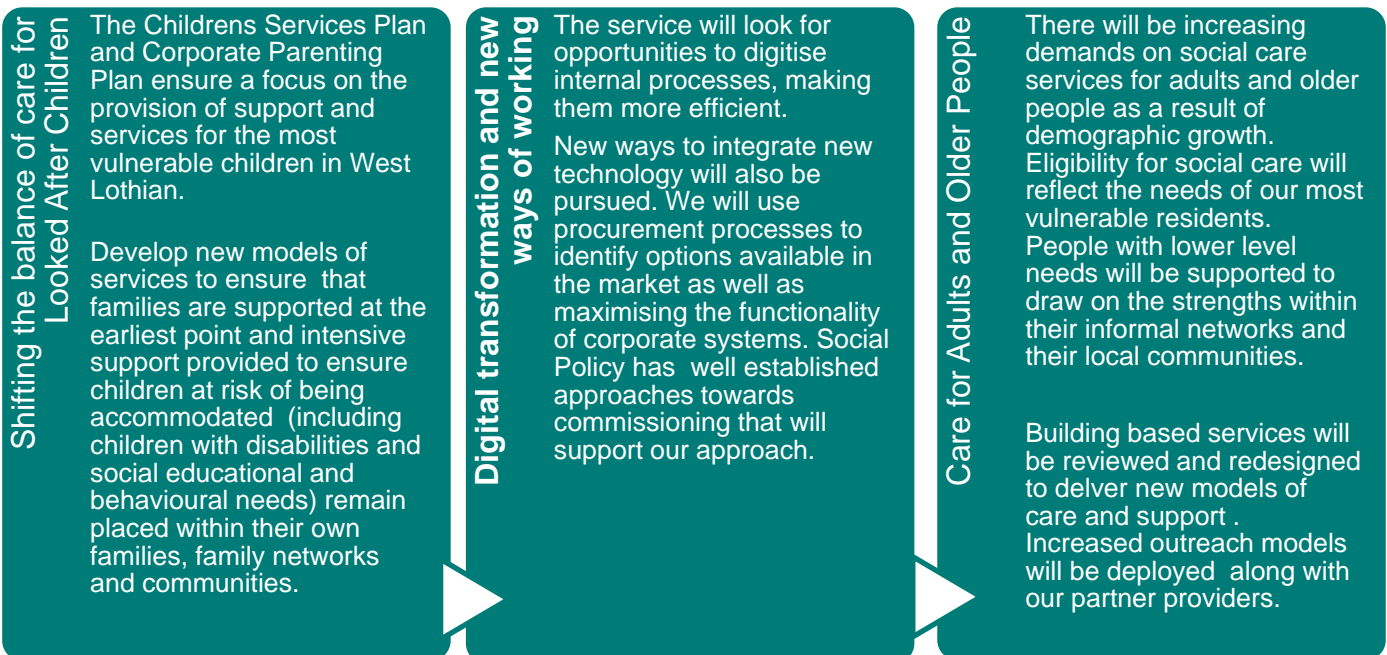| Council priority / enabler	Deliverable	Social Policy key activities / processes	Indicator(s)	2020/21 Performance	2021/22 Target
6 Delivering positive outcomes on health	(P6.6) Improving the health and well-being of service users through rehabilitation and reablement, which will, in turn, have a positive impact on carers.	◆ Reablement and Crisis Care ◆ Joint Management of Equipment Store ◆ Development of Independent Housing Options	CP-SPCC015_Number of households receiving telecare	3,681	3,750
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	◆ 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	SOA1305_04 Percentage of women who report that they feel safer as a result of intervention by the Domestic and Sexual Assault Team	100%	100%
7 Reducing crime and improving community safety	(P7.5) Working with our partner agencies to deliver the priorities agreed in the Community Justice Strategy; focused on ensuring that those over the age of 16 involved in the justice system are best supported not to reoffend.	◆ Youth Justice Team ◆ Community Payback Team ◆ Unpaid Work Order Team ◆ Assessment and Early Intervention ◆ Early and Effective Intervention	CP: SPCJ103a Percentage of Early and Effective Intervention (EEI) cases 8 to 17 years who do not become known to the Youth Justice Team within 12 months	96%	97%
			CP:SPCJ144 Percentage of Community Payback Orders supervised by the Criminal and Youth Justice Service with a successful termination	83%	83%

Transforming Your Council

How Social Policy will transform in the next three years

The council has embarked on an ambitious programme of transformation in order to support the delivery of services that are accessible, digital and efficient. The Transforming Your Council programme is intended to deliver over £65.3million in savings and will fundamentally change the way that council services are delivered.

As a service that supports every part of the organisation and some of our key partners, it is critical that Social Policy is at the forefront of change in the council. Projects designed to deliver budget savings of £12,007 million are being developed and implemented to continue transform the way that we work in Social Policy over the next two financial years. There are anticipated to be areas of growth for Social Policy but these will not keep pace with demographic increases without considerable redesign and organisational change. In 2020/21 efficiencies of £6.654 million were achieved.

Transformation in the service is grouped around three key themes.

Shifting the balance of care for Looked After Children	Digital transformation and new ways of working	Care for Adults and Older People
The Childrens Services Plan and Corporate Parenting Plan ensure a focus on the provision of support and services for the most vulnerable children in West Lothian. Develop new models of services to ensure that families are supported at the earliest point and intensive support provided to ensure children at risk of being accommodated (including children with disabilities and social educational and behavioural needs) remain placed within their own families, family networks and communities.	The service will look for opportunities to digitise internal processes, making them more efficient. New ways to integrate new technology will also be pursued. We will use procurement processes to identify options available in the market as well as maximising the functionality of corporate systems. Social Policy has well established approaches towards commissioning that will support our approach.	There will be increasing demands on social care services for adults and older people as a result of demographic growth. Eligibility for social care will reflect the needs of our most vulnerable residents. People with lower level needs will be supported to draw on the strengths within their informal networks and their local communities. Building based services will be reviewed and redesigned to delver new models of care and support . Increased outreach models will be deployed along with our partner providers.

Engagement methods

Throughout the period of this plan, Social Policy will continue to engage and consult with customers, employees, partners and stakeholders on the effectiveness of the services that we provide and also, any changes that are proposed to the service offered. Details of planned engagement and consultation methods will be provided in the annual update to the Management Plan.

Social Policy will make the following commitments to customers, employees and partners:

◆ Involve and engage employees, customers and partners in service improvement and transformation activity through a range of appropriate methods;

◆ Ask customers about the quality and effectiveness of the services that we provide through regular consultation and surveys and use their views to inform decision making in the service.

Service Activity

The Health and Social Care Partnership (HSCP) is focused on the delivery of integrated health and care services that will improve the wellbeing, safety and quality of life for people living in West Lothian, particularly those most at risk in society.

This includes services for children and families, care for adults and older people and those with disabilities or mental health problems and criminal and youth justice services.

Depute Chief Executive Allister Short	**Social Policy** Jo MacPherson Head of Service and Chief Social Work Officer	**Community Care**
		Children and Families
	Head of Health Services (NHS) Fiona Wilson	**Criminal and Youth Justice Services**

Social Policy comprises of three large services – known as West Lothian Assessment Model (WLAM) units, under the direction of the Head of Service.

The following section provides more information on the activities and resources of each WLAM unit. It should be noted that a new WLAM unit will be developed for the Inclusion and Support Service during the life of this plan.

Employee Engagement

Social Policy has a total of 1,080.4 (full time equivalent) employees delivering our services.

Motivation and commitment are key drivers of employee performance and the service aims to effectively engage and develop employees through improved communication and increased participation. The service uses the council's employee engagement framework, ensuring that employees have access to the information and support they need to succeed, also that there is constructive, regular two-way communication throughout the service.

The schedule of engagement that will take place in each of our WLAM units is outlined in the table.

Employee Engagement Schedule 2021/22			
Employee Group	Method	Frequency	Responsible Officer
All employees	Email	Monthly	Head of Social Policy, Senior, Group and Team Managers
All employees	One-to-ones	Fortnightly / monthly	Head of Social Policy, Senior, Group and Team Managers
All employees	Team meetings	Monthly	Head of Social Policy, Senior, Group and Team Managers
All employees	Team Briefings	Quarterly	Head of Social Policy, Senior, Group and Team Managers
All Employees	Employee survey	Annually	Senior Managers
All employees	Appraisal and Development Review (ADR)	Annually	Head of Social Policy, Senior, Group and Team Managers
Employee sample	Employee Focus Group	Annually	Group Managers
All employees	Management Plan Launch	Annually	Head of Service / Senior Managers
All employees	Circulation of the Social Policy CMT update report	Monthly	Head of Service
Service management team	Extended Management Team	Quarterly	Head of Service

Risk Management

Risk can be defined as the effect of uncertainty on an organisation's objectives.

The council aims to mitigate risks to its objectives by implementing robust risk management procedures which enable managers to effectively manage their risks.

Significant risks to Social Policy Services' objectives are set out in the council's corporate risk register. These risks are regularly monitored by managers and are reviewed on a monthly basis by the service management team to ensure that appropriate and effective control measures are in place.

Social Policy Services is currently managing the following risks considered to be moderate:

Service Risks 2021/22			
Risk Title	Risk Description	Current Risk Score	Traffic Light Icon
CCOP001 Insufficient availability of beds to meet service demands - care homes	Insufficient supply to meet service demands arising from economic imbalance in the local market. Currently this risk is highest in respect of the market pressure related to Older Peoples services and this risk relates specifically to care homes. The risk is also related to pressures around delayed discharge (one of the sources of pressure), also noted as a risk for the IJB (IJB010). The risk is closely monitored by the Social Policy Management Team.	6	✅
CCOP002 Insufficient supply to meet service demands - care at home	Insufficient supply to meet service demands arising from economic imbalance in the local market. Currently this risk is highest in respect of the market pressure related to Older Peoples services and this risk relates specifically to care at home. The risk also related to pressures around delayed discharge (one of the sources of pressure), also noted as a risk for the IJB (IJB010) The risk is closely monitored by the Social Policy Management Team.	9	⚠️
CF001 Assault or injury to staff by service user within children's residential houses	Incidents of violence by young people who reside at West Lothian residential units (Torcroft, Whitrigg and Newton) are caused by the vulnerability of the young people who are often impacted upon by their life experiences. This may make them react violently in some circumstances. This can result in situations where young people cannot control their behaviour and can result in hitting out at staff members who have to try and assist them to get themselves back under control. As a consequence, staff can become injured or be affected by violence in a way that means they can become unwell due to the impact the violence has upon them.	9	⚠️
SP011 Injury to or death of a staff member or service user as a consequence of the COVID-19 Pandemic	Injury, including death, of a staff member or service user, including injury arising from professional error. The risk covers all aspects of social work practice involving adults, older people, children and Families and Criminal and Youth Justice in the context of the COVID-19 pandemic. Social Policy provides care, protection and support to a range of people, many of whom can be considered vulnerable. Processes are set up to provide protection as far as possible and a number of controls are set up to ensure processes were as robust as possible. Service users or staff could be vulnerable due to frailty due to underlying health conditions or other risk factors.

This risk covers COVID-19 deaths. | 9 | ⚠️ |

Community Care

Service manager:	Robin Allen, Senior Manager, Adults Services Pamela Main, Senior Manager, Older People Services Nick Clater, General Manager – Mental Health and Addictions (with a portfolio for Planned Care/Access) Yvonne Lawton, Head of Strategic Planning & Performance
Number of staff:	709.3 (full time equivalents)
Locations:	Civic Centre and various care facilities

Purpose

Community Care comprises a wide range of services provided for adults and older people with care and support needs. Services include Care at Home, Care Homes, Occupational Therapy, Supported Housing models and Housing with Care and Support for People with Learning and Physical Disabilities. A number of services are delivered in an integrated manner to improve outcomes for services users where possible, these include Mental Health and Addiction Services.

The Integration Joint Board Strategic Plan 2019/23 recognises that both West Lothian Council and NHS Lothian are facing significant financial challenges over the next period. The strategic plan is focused on achieving a sustainable health and care system for West Lothian. This will require transformational change over time in order to improve health and wellbeing outcomes and support the transition to future models of care. The plan aims to ensure that:

- More care and support is delivered at home or closer to home rather than in hospital or other institutions
- Care is person centred with focus on the whole person and not just a problem or condition
- There is more joined up working across professions and agencies
- Citizens, communities and staff have a greater say in planning and delivering health and social care services.

The final report from the Independent Review of Adult Social Care (IRASC) was published on 3rd February 2021. The report contains 53 recommendations which propose significant reform of adult social care in Scotland. The extent and reach of this impact on services in West Lothian will only become known when there is clarity on how and to what timescales the review will be taken forward.

In responding the pandemic, the benefits of our close working relationship with our Independent and Third Sector providers were highlighted and ensured that essential services continued to be delivered during the crisis. In going forward, we will work to build on and further strengthen these robust relationships.

The resilience of our workforce was demonstrated in their flexibility and dedication to ensuring that services continued to be delivered in the most challenging of times.

The COVID-19 pandemic further emphasised the importance of the digitalisation agenda for social work and social care services and has brought into sharp focus the need to modernise some key processes. We have developed different ways of working in response to the pandemic and will capitalise on these going forward.

Social Policy has a lead role to promote, enable and sustain independence and social inclusion for service users and carers. Further development of Self-Directed Support and Market Facilitation will enable increasing numbers of people to have control of their own care and support provision by accessing Direct Payments or other Self-Directed Support options.

Community Care will also continue to have a significant role in the Integration Joint Board (IJB) for health and care, contributing to the strategic priorities set out in the IJB Strategic Plan:

- Tackling Inequalities
- Prevention and Early Intervention
- Integrated and Coordinated Care
- Managing our Resources Effectively

Social Policy actions align with the commissioning plans for each client group that were updated and approved by the Integration Joint Board in January 2020.

Activities

The main activities of the service during the period of the Management Plan will be:

- Assessment and Care Management Services for adults and older people
- Purchasing of care home placements including respite
- Purchasing of community based care and support services
- Engagement in the Integrated Discharge Hub
- Provision of Care at Home / HomeFirst / Reablement and Crisis Care services
- Provision and management of council owned care establishments, including;
  - Care Homes for older people
  - Care Homes for adults with a learning disability
  - Day care for adults
  - Housing with care
- Joint management with NHS Lothian of the Community Equipment Store
- Provision of Home Safety Services and development of Telecare
- Access to employment
- Short breaks from caring

Business Support Services report through this WLAM area and provide the following activities for all of Social Policy:

- Commissioning plan development, monitoring and review
- Policy and Change management
- Contract tendering and monitoring
- Administrative and clerical support
- Performance and Quality Assurance
- Management and development of the Social Policy Information Management systems
- Complaint handling
- Learning and Development
- Customer engagement

All services are subject to review and redesign in order to reflect Transforming Your Council priorities.

Key Partners

The service actively works with our partners to plan, design and deliver improved services for our customers. Our key partners include; NHS Lothian, other council services, and the third and independent sectors.

Customer Participation

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

Customer Consultation Schedule 2021/22				
Customer Group	Method	Frequency	Responsible Officer	Feedback Method
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	Group Manager	• Survey returns • Feedback to service users via newsletter
	Learning Disability Service Users Forum	Quarterly	Business Support Officer	• Minutes
Mental Health service users	Mental Health Service Users Forum	Quarterly	Team Manager	• Minutes

Activity Budget 2021/22

Community Care – Older People

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2021/22	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2020/21 £	Revenue Income Budget 2020/21 £	Net Revenue Budget 2020/21 £
Older People Assessment and Care Management	To provide assessment and care management services to older people, their families and carers.	4. Improving the quality of life for Older People	SPCC024 9a1a Net cost per head of population on social care services for older people. (Target £1,493)	WLAM	58.2	2,362,957	-46,000	2,316,957
			SPCC018_6b.3 Average number of weeks Older People's service users are currently waiting to be assessed. (Target 1)	PUBLIC				
Older People care home provision	Provision of care home placements for Older People.	4. Improving the quality of life for Older People	SPCC019 9b1a Average number per month of West Lothian patients whose discharge from hospital is delayed (Target 1)	PUBLIC	177.0	24,995,112	-2,133,000	22,862,112
Older People community based care and support services	Support activities to enable older people to live independently at home or in a homely setting (includes care at home, respite, day care and other services).	4. Improving the quality of life for Older People	SPCC152_9a Average annual cost per person receiving community based Older People services. (Target £14,362)	PUBLIC	235.7	23,802,651	-6,947,322	16,855,329
			SPCC100_9b.2a The number of people aged 75+ supported by technology to remain at home (Target 2755)	PUBLIC				
Occupational therapy	Occupational Therapy and supply of aids and adaptations to service users.	4. Improving the quality of life for older people	SPCC081_6a.1 Percentage of customers who rated the timeliness of response of Occupational Therapy (OT) services as good or excellent. (Target 90%)	WLAM	34.1	2,466,571	-1,005,164	1,461,407
			CP:SPCC014_6b.5 Percentage of Occupational Therapy assessments allocated within 6 weeks of referral. (Target 90%)	PUBLIC				

Service Support	Provision of management and administrative support.	Enabler Service - Corporate Governance and Risk	Support activities contribute towards the overall performance of the service. Performance is monitored through the indicators for front line activities.		37.8	1,760,220	-26,919	1,733,301
	Total :-				**542.8**	**55,387,511**	**(10,158,405)**	**45,229,106**
Time Limited - Covid Funding	Additional cost of sustainability payments and other costs related to Covid-19	4. Improving the quality of life for Older People			0.0	2,350,000	0	2,350,000
Time Limited - Food Train	Funding to support Food Train with delivery of food and shopping to vulnerable West Lothian residents	4. Improving the quality of life for older people			0.0	22,000	0	22,000
Time Limited - Befriending Sevrice	Funding to support OPAL and reduce isolation and loneliness in Older People	4. Improving the quality of life for older people			0.0	30,000	0	30,000
Time Limited - Community Hub Development Officer	Funding for development of Community Hub	4. Improving the quality of life for older people			0.0	30,000	0	30,000
	Total :-				**542.8**	**57,819,511**	**(10,158,405)**	**47,661,106**

Community Care – Learning Disabilities

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2021/22	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2020/21 £	Revenue Income Budget 2020/21 £	Net Revenue Budget 2020/21 £
Learning Disabilities Assessment and Care Management	To provide assessment and care management service to adults with learning disabilities, their families and carers.	7. Delivering positive outcomes on health	SPCC035 9a1c Net cost per head of population on social care services to adults with a learning disability. (target £153.13)	PUBLIC	12.6	671,076	0	671,076
			SPCC028_9b Percentage of people with a Learning Disability supported in their own tenancies. (target 60%)	PUBLIC				
Learning Disabilities care home provision	Provision of care home placements for adults with learning disabilities.	7. Delivering positive outcomes on health	SPCC002_6b.3 Percentage of Care Inspectorate Inspections undertaken within Registered Learning Disability Services graded good or above. (target 100%)	PUBLIC	16.5	8,186,892	(787,000)	7,399,892
			SPCC035 9a1c Net cost per head of population of social care services to adults with a learning disability. (target £159.13)	PUBLIC				
Learning Disabilities community based care and support services	Support activities to enable adults with learning disabilities to live independently or with family and to support positive life experiences (includes care at home, respite, day care and other services).	7. Delivering positive outcomes on health	SPCC035 9a1c Net cost per head of population on social care services to adults with a learning disability. (target £159.13)	PUBLIC	52.4	14,837,389	(3,246,360)	11,591,029
			SPCC028_9b Percentage of people with a Learning Disability supported in their own tenancies. (target 60%)	PUBLIC				
Learning Disabilities	Support activities to enable adults	2. Improving the	SPCC003_9b.1a Number of adults with learning disability provided with employment support. (Target 44)	HIGH LEVEL	4.7	176,497	0	176,497

Supported Employment	with disabilities into employment.	employment position in West Lothian						
Service Support	Provision of management and administrative support.	Enabler Service - Corporate Governance and Risk	Support activities contribute towards the overall performance of the service. Performance is monitored through the indicators for front line activities.		15.1	632,443	(11,875)	620,568
	Total :-				**101.3**	**24,504,297**	**(4,045,235)**	**20,459,062**

Community Care – Physical Disabilities

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2021/22	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2020/21 £	Revenue Income Budget 2020/21 £	Net Revenue Budget 2020/21 £
Physical Disabilities Assessment and Care Management	Provision of an assessment and care management service to adults with physical disabilities or sensory impairments.	7. Delivering positive outcomes on health	SPCC036 9a1c Net cost per head of population on social care services to adults (age 18-64) with physical disabilities. (Target £73.91)	PUBLIC	10.3	613,457	(68,400)	545,057
			SW04 % of adults supported at home who agree that they had a say in how their help, care or support was provided. (Target 79%)	PUBLIC				
Physical Disabilities care home provision	Provision of care home placements for adults with physical disabilities.	7. Delivering positive outcomes on health	SPCC019 9b1a Average number per month of West Lothian patients whose discharge from hospital is delayed (Target 1)	PUBLIC	0.0	2,895,119	(24,000)	2,871,119
			SPCC036 9a1c Net cost per head of population of social care services to adults with a physical disability. (Target £73.91)	PUBLIC				
Physical Disabilities community based care and support services	Support activities to enable adults with physical disabilities to live independently or with family and to support positive life experiences (includes care at home, respite, day care and other services).	7. Delivering positive outcomes on health	SPCC036 9a1c Net cost per head of population on social care services to adults (age 18-64) with physical disabilities. (Target £73.91)	PUBLIC	9.9	5,227,542	(315,245)	4,912,297
			SPCC027_9b.2a Percentage of people who have a physical disability with intensive needs receiving 10 hours+ care at home. (Target 30%)	PUBLIC				
Service Support	Provision of management and administrative support.	Enabler Service - Corporate Governance and Risk	Support activities contribute towards the overall performance of the service. Performance is monitored through the indicators for front line activities.		5.5	231,448	(4,346)	227,102
	Total :-				25.7	8,967,566	(411,991)	8,555,575

Community Care – Mental Health

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2021/22	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2020/21 £	Revenue Income Budget 2020/21 £	Net Revenue Budget 2020/21 £
Mental Health Assessment and Care Management	Provision of an assessment and care management service, including statutory mental health officer service, to adults with a mental health or substance misuse problems.	7. Delivering positive outcomes on health	SPCC037 9a1c Net cost per Head of population on social care services to adults with mental health problems. (Target £39.71)	PUBLIC	22.5	1,585,288	(488,226)	1,097,062
			SPCC005_9b.1a Percentage of all clients waiting no longer than three weeks from referral to appropriate drug or alcohol treatment (HEAT A11). (Target 90%)	WLAM				
Mental Health care home provision	Provision of care home placements for adults with mental health problems.	7. Delivering positive outcomes on health	SPCC019 9b1a Average number per month of West Lothian patients whose discharge from hospital is delayed (Target 1)	PUBLIC	0.0	1,594,415	(660,000)	934,415
			SPCC037 9a1c Net cost per Head of population on social care services to adults with mental health problems. (Target £39.71)	PUBLIC				
Mental Health community based care and support services	Support activities to enable adults with mental health problems to live independently (includes care at home, respite, day care and other services).	7. Delivering positive outcomes on health	SPCC037 9a1c Net cost per Head of population on social care services to adults with mental health problems. (Target £39.71)	HIGH LEVEL	3.8	4,198,503	(1,709,874)	2,488,629
Alcohol and Drug Partnership	Partnership support to commissioning of services to	7. Delivering positive	SPCC007_9b.1a Percentage of adults with substance misuse problems who demonstrate a reduction of harmful use of substances. (Target 40%)	PUBLIC	7.3	1,792,074	(1,641,544)	150,530

	improve health and wellbeing and reduce health inequalities by reducing tobacco, alcohol and drug use, and substance misuse.	outcomes on health						
Service Support	Provision of management and administrative support.	Enabler Service - Corporate Governance and Risk	Support activities contribute towards the overall performance of the service. Performance is monitored through the indicators for front line activities.		5.9	246,130	(4,620)	241,510
	Total :-				**39.5**	**9,416,410**	**(4,504,264)**	**4,912,146**
Time Limited - Counselling	Increased support for independent counselling services for individuals who have experienced trauma relating to violence and abuse	7. Delivering positive outcomes on health			0.0	75,000	0	75,000
Time Limited - Alcohol & Drugs Team	Enhanced budget provision for Drugs & Alcohol Team	7. Delivering positive outcomes on health			0.0	45,000	0	45,000
	Total :-				**39.5**	**9,536,410**	**(4,504,264)**	**5,032,146**

Actions 2021/22

The service will undertake a range of actions to support corporate priorities and objectives, improve services and deliver transformation.

Community Care Actions 2021/22							
Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
Strategic Commissioning Plans: • **Services for Older People and People Living with Dementia** • **Mental Health Services** • **Physical Disability** • **Learning Disability** • **Alcohol and Drug Services**	Implementation of Strategic Plans for each care group to support the strategic aim of shifting the balance of care in favour of community-based services.	Whole system redesign across health and social care to deliver sustainable and cost-effective community-based services. Providing support and services that allow our citizens to live well. Increasing Wellbeing and reducing inequalities	Head of Social Policy	January 2020	April 2023	Active	Strategic Commissioning Boards are in place to take forward the implementation of each plan.
Royal Edinburgh Campus Modernisation Programme (LD and PD)	Review of Health and Social Care services which will inform the specification for the design of Health Services currently based on the Royal Edinburgh Campus.	Whole system redesign to deliver sustainable and effective community based services for Mental Health, Learning and Physical Disability groups. The main aim is to enable more complex care to be available and delivered at a local level in line with 'Coming Home' best practice.	Head of Social Policy	March 2015	June 2022	Active	• The new build complex care unit for 16 adults with learning disabilities continues to progress. With a completion date of June 2022. • In tandem to the build a tender exercise will be undertaken for the delivery of the support service.

Community Care Actions 2021/22

Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
West Lothian Carers Strategy	Implementation of the West Lothian Carers Strategy and Short Breaks from Caring Statement.	Carers feel supported in their care role and involved in the design of services to support the cared for person.	Senior Manager, Older People Services	August 2020	August 2023	Active	The strategy was published in published in August 2020. The West Lothian Carers Strategy Implementation Group is in place to implement the strategy.
Care for Adults day Services	Review of day services for adults with a disability.	Models of day services to allow for greater choice and flexibility.	Senior Manager, Adult Services	April 2018	March 2022	Active	Phase 1 of the project is complete and planning for Phase 2 is underway but delayed due to COVID-19 impact.
Care for adults – supported accommodation	Investment in core and cluster models to enable people to live more independently in their own tenancies.	Reduced number of residential care placements and promotion of independent living options.	Senior Manager, Adult Services	April 2018	March 2023	Active	Redesign work is underway in line with the Learning Disability Commissioning Plan.
Care for Adults and Older People – supported accommodation	Redesign of Housing with Care.	Housing with Care model that allows for greater flexibility and less fixed cost.	Senior Manager, Adult Services	April 2017	March 2022	Active	Redesign work is underway in partnership with RSLs.
Recovery following COVID-19	Ensure services continue to be delivered in line with service user need and capitalise on lessons learned from the pandemic.	Continued positive provision.	Senior Manager, Adult Services Senior Manager Older People's Services	April 2021	March 2022	New	Services continue to be reviewed.
Review of management and support	Critical review to ensure that all support functions are adding value to the delivery of social care services.	Streamlined support structure.	Head of Service	September 2018	March 2023	Active	Redesign work is underway.

Community Care Actions 2021/22

Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
Digital transformation projects	A programme of activity to ensure that the council is well placed to take advanced of opportunities offered in the digital age.	To deliver improved user-focused digital public services.	Head of Service	April 2018	March 2023	Active	Identification of processes underway. Project Team in place and being progressed.
Introducing digital care solutions in Older Peoples Care Homes	Digital Care Planning including Electronic Medication Administration Record	Automating and simplifying manual recording processes will allow staff to focus more on direct care with service users and improve outcomes.	Senior Manager Older People	March 21	December 21	New	Software pilot to start March 21
Pilot digital solutions in Support at Home service to enable more efficient access to council systems	Pilot the use of 'netbooks' in Support at Home Services supporting remote access to council IT systems such as My HR and on-line training	Close the digital gap with this large mobile workforce and reduce the need for labour intensive manual returns and processes	Senior Manager Older People	April 21	July 21	New	If successful a full business case will be developed for consideration in 2021
Development and Implementation of Specialist Disability Framework	Launch of the new Specialist Disability Framework, building local capacity, integration of Positive Behaviour Support (PBS) into existing support services	Adults with a disability have access to high quality responsive care at home services.	Senior Manager Adults	December 20	July 2021	Active	The contract will be awarded on 25th March 2021 and will commence on 1st July.

Community Care Actions 2021/22

Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
Extension of Discharge to Assess Model	Extend the current Discharge to Assess Model to include all Adult Services	Adults and Older people are supported to transition from inpatient hospital setting to community setting effectively	Senior Manager Adults	April 2021	April 2022	New	This will extend the model currently in place and maximise the use of OTs within the multi-disciplinary team
Implementation of Integrated Joint Stores Technology Project	The project will review all process and identify where possible technological supports	The service will be more efficient, it will remove duplication and ensure best use of resources	Senior Manager Adults	February 2021	September 2021	Active	The review work is underway.
Development health and social care hubs	Hubs will be established within community settings to support effective conversations about health and social care taking an early intervention approach rather than waiting for people to reach crisis point.	Positive impact on people who will have easier access within their local community to health and social care information and advice and an opportunity to have face to face conversations.	Senior Manager Older people & Senior Manager Adults	May 2021	March 2022	Active	
Enhanced quality assurance across adult and older people care home provision	Investment in an assurance team to support best practice across residential care provision	Continued positive provision and positive outcomes for residents	Senior Manager Older people & Senior Manager Adults	August 2021	August 2022	Active	

Community Care Actions 2021/22

Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
Maximise recruitment possibilities across adult and older people services	Ensure workforce planning supports recruitment of staff to key areas of service provision maximising opportunities form national and local recruitment campaigns	Stable and robust workforce	Senior Manager Older people & Senior Manager Adults	March 2021	March 2022	Active	

Children and Families

Service manager:	Susan Mitchell and Tim Ward, Senior Managers
Number of staff:	297.9 (full time equivalents)
Location:	Civic Centre and various locations

Purpose

The Children and Families service comprises a wide range of teams providing interventions for children and their families experiencing a need for support.

The service includes the following teams: Sure Start, Parenting Team, Mental Health and Wellbeing team, school Attendance Improvement Service (AIMS), Child Disability Service, Whole Family Support Service, Child Care and Protection Teams, Duty and Child Protection Team, Inclusion and Aftercare Service, Family Placement Team, Residential Child Care Houses, Children's Rights, Reviewing Officer Team, Domestic and Sexual Assault Team (DASAT), Social Care Emergency Team (SCET) and Public Protection lead officers. The service provides support from pre-birth to age 26 for those who have experienced care.

During 2021-22, the service will be implementing the Inclusion and Support Service to respond more effectively in regard to early intervention and prevention. The service brings together teams from Social Policy and Education to enable a coordinated approach to early intervention and support for young people and their families. It will provide specialist knowledge and expertise in the area of early intervention and prevention and ensure consistency of approach and equity of opportunity across West Lothian. The service will be delivered with a single vision, shared values and purpose, which in turn will strengthen professional links and build capacity through shared knowledge and expertise and will provide a streamlined pathway for families and professionals to access supports to address identified need making efficient use of resources.

The main aim of the service is to ensure that children, young people and their families can maximise their potential through the identification of additional supports. This includes disabled children, young people and their families. We are committed to providing services that are child-centred, developed in partnership with other organisations and with families themselves, that tackle inequalities and are focused on improving outcomes for children. These aims are in line with Getting It Right For Every Child (GIRFEC) principles. We are committed to providing help that is appropriate, proportionate and timely to ensure children and young people have the best start to their lives building on family strengths and promoting resilience. Our service is focused on keeping children safe and teams also provide support through statutory intervention, looked after children services and child protection interventions when these are needed. The service is focussed on minimising the impact of child poverty wherever possible.

In addition to a focus on providing early help and action to prevent difficulties escalating, the service is committed to shifting the balance of care. This means providing support to families and the wider family network to enable them to safety continue to care for children and young people in challenging circumstances. This also means where children or young people require to be accommodated away from home that more use is made of community based resources with less reliance on residential care and far from home placements.

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

In going forward we are using the learning from our response to COVID-19 and are making better use of online supports for parents using parenting groupwork programmes. We are using technology to support contact between looked after and accommodated children and their families to enhance the range of contact arrangements we already have.

Activities

The main activities of the service during the period of the Management Plan will be:

◆ Childcare and Protection
  • Child Care and Protection Practice Teams, including Throughcare
  • Child Disability Service

◆ Residential and Placement Services
  • Services for Looked After Children – Residential Houses and Family Placement
  • Domestic and Sexual Assault Team (DASAT)
  • Public Protection Lead Officers

◆ Child and Family Support
  • Whole Family Support and Crisis and Intensive Support services
  • Social Care Emergency Team (SCET)
  • Inclusion and Support Service
  • Reviewing Officers Team

All services are subject to review and redesign in order to reflect Transforming Your Council priorities.

Key Partners

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

Our key partners include; NHS Lothian, other council services, Police Scotland, Scottish Fire and Rescue Service, West Lothian College, Children's Reporter, third sector providers and private sector providers.

Customer Participation

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

Customer Consultation Schedule 2021/22				
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

Activity Budget 2021/22

Children and Families – Child Care and Protection

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2021/22	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2020/21 £	Revenue Income Budget 2020/21 £	Net Revenue Budget 2020/21 £
Child Care and Protection Practice Teams	Provision of a statutory child care and protection service for children at risk or in need. This includes the Duty and Child Protection team and long term teams for children who are looked after or at risk of accommodation	1. Delivering positive outcomes and early interventions for early years	SPPPC_100 Number of child protection re-registrations within 12 months of deregistration. (target 0)	WLAM	70.8	3,942,899	0	3,942,899
			SPCF097_9b.1a Number of Children supported in Residential Schools out with West Lothian. (target 16)	PUBLIC				
Throughcare and Aftercare	Provision of a statutory Through and Aftercare service for young people eligible for support who were previously looked after or eligible for continuing care.	1. Delivering positive outcomes and early interventions for early years	CP:SPCF124_9b.1c Percentage of young people eligible for an Aftercare service experiencing one or more episodes of homelessness (target 10%)	PUBLIC	4.6	1,744,171	0	1,744,171
			SPCF100_9b1.b Number of Children in Continuing Care arrangements (target 4)	WLAM				
Service Support	Provision of management and administrative support.	Enabler Service - Corporate Governance and Risk	Support activities contribute towards the overall performance of the service. Performance is monitored through the indicators for front line activities.		11.0	434,741	(3,936)	430,805
	Total :-				86.4	6,121,811	(3,936)	6,117,875

Children and Families – Looked After Children

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2021/22	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2020/21 £	Revenue Income Budget 2020/21 £	Net Revenue Budget 2020/21 £
Child Disability Service	Provision of statutory services for children affected by severe disability and their families.	1. Delivering positive outcomes and early interventions for early years	SPCF077 Percentage of section 23 assessments undertaken by the Child Disability Service within 12 weeks of referral. (target 80%)	WLAM	7.6	3,297,468	(387,000)	2,910,468
			SPCF098_9b.1a Number of Children with a disability in Residential Schools (target 6)	HIGH LEVEL				
Family Placement	Provision of statutory and regulated fostering, kinship and adoption services providing support to children who need to be looked after in family settings away from their family or in extended family.	1. Delivering positive outcomes and early interventions for early years	P:SPCF112_9b Average time taken from point of accommodation of a child to permanent placement decision (target 50 weeks)	PUBLIC	11.5	7,293,904	0	7,293,904
			SPCF105_9b.1a Number of children placed in external foster placements (target 18)	HIGH LEVEL				
Residential Care (Internal/ External)	Provision of statutory and regulated residential and residential school service, including secure care, providing support to children who need to live or be educated away from home	3. Improving attainment and positive destinations for school children	SPCF131_9b.1a Percentage of Children and Young People placed in residential care who have gone on to be placed in external resources (target 10)	WLAM	38.3	7,869,598	0	7,869,598
			SPCF092_9b Balance of Care for Looked After Children: Percentage of Children being Looked After in the Community (target 92%)	WLAM				
	Provide high-quality support and services	6. Reducing crime and	SOA1305_04 Percentage of women who report that they feel safe as a result of	HIGH LEVEL	15.5	738,862	(157,350)	581,512

Domestic and Sexual Assault Team (DASAT)	to women and children who are, or have, experienced domestic abuse or other forms of gender-based violence.	improving community safety	intervention by the Domestic and Sexual Assault Team (%) (target 100%)					
			CF090_9a.1b Cost per domestic abuse referral (Target £185.00)	WLAM				
Service Support	Provision of management and administrative support.	Enabler Service - Corporate Governance and Risk	Support activities contribute towards the overall performance of the service. Performance is monitored through the indicators for front line activities.		33.0	1,165,434	(13,125)	1,152,309
	Total :-				**105.9**	**20,365,266**	**(557,475)**	**19,807,791**
Time Limited - Care at Home	Funding to support care at home packages for children with disabilities	1. Delivering positive outcomes and early interventions for early years			0.0	50,000	0	50,000
	Total :-				**105.9**	**20,415,266**	**(557,475)**	**19,857,791**

Children and Families – Children and Family Services

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2021/22	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2020/21 £	Revenue Income Budget 2020/21 £	Net Revenue Budget 2020/21 £
Public Protection (Leader officers and independent chair)	Provision of professional advisory role to services involved in child protection, adult protection, multi agency public protection arrangements (MAPPA), Violence Against Women and Girls (VAWG) and Counter Terrorism.	1. Delivering positive outcomes and early interventions for early years	SOA1305_05 Percentage of closed adult protection cases where the adult at risk reported that they felt safer as a result of the action taken. (target 80%)	HIGH LEVEL	3.1	198,813	(80,113)	118,700
			CF099_9b1.b Number of Children in Secure Accommodation. (target 1)	HIGH LEVEL				
Independent reviewing team of childcare protection	Provision of an independent chairing service in relation to child protection and looked after children.	1. Delivering positive outcomes and early interventions for early years	P:SPCF090_9b.1b Current Number of Looked After Children (LAC) (target 430)	PUBLIC	5.5	308,138	0	308,138
			SPCF074_6b Percentage of Looked After Children reviews completed within statutory timescales (target 80%)	PUBLIC				
Social Care Emergency Team (SCET)	Provision of an out of hours emergency social work service to children and adults at risk of harm.	1. Delivering positive outcomes and early interventions for early years	SPCF145 -9b Number of legal orders obtained out of hours (target 25)	WLAM	5.6	550,109	0	550,109
			SPCF062_9a Social Care Emergency Team cost per head of population (target £3.20)	WLAM				
Inclusion & Support Sevrice	Early intervention and prevention to school age children and their families who have	3. Improving attainment and positive destinations	SPCF137_9b.1a Percentage of parents involved with Positive Steps programme who demonstrate an improvement in mental health (target 100%)	WLAM	58.6	3,320,740	(76,942)	3,243,798

	experienced adverse experiences and may be at risk without intervention.	for school children					
Intensive Family Support		3. Improving attainment and positive destinations for school children	SPCF139_9b.1c Percentage of families involved with the Whole Family Support service who have demonstrated an improvement in their parenting skills (target 85%)	WLAM	23.0	593,738	(96,616)	497,122
			P:SPCF138_9b.1c 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 (target 85%)	PUBLIC				
Service Support	Provision of management and administrative support.	Enabler Service - Corporate Governance and Risk	Support activities contribute towards the overall performance of the service. Performance is monitored through the indicators for front line activities.		9.8	392,942	(3,449)	389,493
	Total :-				**105.6**	**5,364,480**	**(257,120)**	**5,107,360**
Time Limited - Carers	Funding to support unpaid carers and young people.	7. Delivering positive outcomes on health			0.0	25,000	0	25,000
Time Limited - Advocacy	Funding for advocacy services for children	3. Improving attainment and positive destinations for school children			0.0	70,000	0	70,000
	Total :-				**105.6**	**5,459,480**	**(257,120)**	**5,202,360**

Actions 2021/22

The service will undertake a range of actions to support corporate priorities and objectives, improve services and deliver transformation.

Children and Families Actions 2021/22							
Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
Develop model of intensive and crisis support	Increase and Improve the level of crisis support to communities out with normal office hours.	Fewer instances of emergency accommodation of children.	Senior Manager, Children's Services	April 2018	March 2022	Active	Service successfully piloted and moving towards full implementation.
Reduce timescale for children who are Looked After to achieve permanency	Use the Permanence and Care Excellence (PACE) Programme in partnership with CELCIS to redesign processes for children to achieve permanency.	More children achieve secure placements in a shorter timescale.	Senior Manager, Children's Services	April 2018	April 2022	Active	Redesign will commence post pandemic when systems are operating more normally. PACE programme is in implementation as a test of change. CELCIS have now ceased their involvement.
Shifting the balance of care for looked after children	Reshape services to ensure children are supported to remain in family based care.	Fewer children are accommodated in residential care placements.	Senior Manager, Children's Services	April 2018	March 2023	Active	Redesign in the process of implementation.
Improve Transitions for all young people	Redesign the transition process as it relates to children with a disability and looked after children.	Improved outcomes for children and young people aged 16 and over.	Senior Manager, Justice and Looked After Children	April 2018	March 2021	complete	New transition process for children with a disability is complete and will be monitored on an ongoing basis.
Care for Looked After Children and Children with a Disability	Reduction in external placements.	More Looked After Children cared for in West Lothian with fewer external placements.	Senior Manager, Justice and Looked After Children	April 2018	March 2023	Active	Redesign work is underway. Placement numbers for children with disabilities has reduced.

Children and Families Actions 2021/22

Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
Family and Parenting Support	Review of early years services.	Increased outreach provision to deliver services closer to family's community or home setting.	Children's Services	April 2018	March 2023	Active	Redesign work is underway.
SWIFT Replacement	Procure and implement a replacement for SWIFT, Social Work Information System.	A robust and secure information system is in place.	Senior Manager, Justice and Looked After Children	November 2019	April 2023	Active	Procurement options being considered.
Review of Family Placement and Kinship Care Provision	Undertake service review to ensure that approaches to Fostering and Kinship Care are robust.	Services for looked after children in the community are improved.	Senior Manager, Justice and Looked After Children	January 2019	March 2022	Active	Initial scoping has commenced.
Review of management and support	Critical review to ensure that all support functions are adding value to the delivery of social care services.	Streamlined support structure.	Head of Service	September 2018	March 2023	Active	Redesign work is underway.
Digital transformation projects	A programme of activity to ensure that the council is well placed to take advanced of opportunities offered in the digital age.	To deliver improved user-focused digital public services.	Head of Service	April 2018	March 2023	Active	Redesign work is underway. Project Team in place.
Residential Care for children	Design a model of residential provision that enable more children to remain at home.	A model of delivery that provides better outcomes for children.	Senior Manager, Justice and Looked After Children	April 2020	March 2022	Active	Organisational change being progressed.

Children and Families Actions 2021/22							
Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
Review of Adoption Support and Provision	Redesign Adoption Services to improve support, increase income and reduce adoption breakdown.	Explore the development of a dedicated Adoption Service.	Senior Manager, Justice and Looked After Children	April 2021	March 2022	New	Scoping work completed and further benchmarking taking place
Implementation of 'The Promise'	Introduce Lead Officer for taking forward service development to reflect national Care review.	Improved level of service	Senior Manager, Justice and Looked After Children	April 2021	March 2022	New	Scoping work completed and further benchmarking taking place
Review of Mental health and wellbeing support to children and young people	Undertake strategic needs assessment to identify how best to deploy support for children.	Improved response in relation to mental health of children and young people.	Senior Manager, Justice and Looked After Children	April 2021	March 2022	New	Scoping work completed and further benchmarking taking place
Implement Inclusion and Support Service	Joint response to early intervention with Education.	Improved outcomes resulting in fewer escalations to statutory services.	Senior Manager, Children's Services	April 2021	March 2023	New	Preparatory work complete and staff teams ready to implement
Recovery following COVID-19	Ensure services continue to be delivered in line with service user need and capitalise on lessons learned from the pandemic.	Continued positive provision.	Senior Manager, Children's Services Senior Manager, Justice and Looked After Children	April 2021	March 2022	New	Services continue to be reviewed

Justice Services

Service manager: Tim Ward, Senior Manager
Number of staff: 73.2 (full time equivalents)
Location: Civic Centre and various locations

Purpose

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

The service has four main aims:

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

The service supports offenders to live in the community and works to ensure that the strategic aims of reducing reoffending are achieved. It will play a lead role within the new powers of the Community Planning Partnership in relation to Community Justice, following the cessation of Community Justice Authorities.

During the pandemic Criminal and Youth Justice services engaged in the national Near Me collaborative led by IRISS and also used virtual approaches to undertake statutory reviews and offence focused work.

Activities

The main activities of the service during the period of the Management Plan will be:

◆ Re-commencing unpaid work and returning to full service capacity on anticipation of increased number of orders when courts return to normal operations.
   Community Payback, the management of supervision and unpaid work requirements
◆ Early intervention and support
◆ Work with young people who offend
◆ The Almond Project aimed at women who offend
◆ Managing high risk offenders
◆ Offender assessment, Court Support, and offering alternatives to prosecution and to custodial remands
◆ Drug Treatment and Testing Orders
◆ Prison-based Social Work at HMP Addiewell
◆ Enhancing Throughcare arrangements for short-term prisoners
◆ Offender intervention programmes, including a Domestic Abuse Perpetrators' programme
◆ Multi Agency Public Protection Arrangements

All services are subject to review and redesign in order to reflect Transforming Your Council priorities.

Key Partners

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

Our key partners include; other council services, Police Scotland, NHS Lothian, HMP Addiewell (Sodexo Justice Services), Scottish Prison Service, third sector providers, Scottish Government, Scottish Fire and Rescue Service, Department of Work and Pensions, Crown Office and Procurator Fiscals Service, Scottish Courts and Tribunal Service and Children's Reporter.

Customer Participation

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

Customer Consultation Schedule 2021/22				
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 but reported / collated annually	Unpaid Work Manager	• Public performance indicators • Reporting on the council's website
Unpaid Work consultation	Focus group	Annual	Unpaid Work Manager	• Annual report • Report to Policy Development and Scrutiny Panel (PDSP)

Activity Budget 2021/22

Justice Service

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2021/22	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2020/21 £	Revenue Income Budget 2020/21 £	Net Revenue Budget 2020/21 £
Youth Justice	To offer a service to young people charged with offending behaviour with a view to reducing referrals to the Reporter to the Children's Hearing System. To provide a flexible and focused service to young people as a diversion from secure accommodation.	6. Reducing crime and improving community safety	SPCJ114_9b Percentage of Early and Effective Intervention (EEI) cases 8 to 17 years who do not become known to the Youth Justice Team within 12 months (Target 95%)	WLAM	10.5	494,347	0	494,347
			SOA1304_31 Number of children/young people in secure or residential schools on offence grounds. (target 1)	PUBLIC				
Throughcare	Provision of Statutory Justice service for adults serving long term sentences in custody, on release subject to licence in the community and those requesting voluntary Throughcare	6. Reducing crime and improving community safety	SPCJ083_6b.5 Percentage of new Parole or other Throughcare Licences seen within one working day of release from custody. (target 100 %)	PUBLIC	6.0	346,821	0	346,821
			SPCJ062_9a.1c Cost of delivery of the Criminal Justice Throughcare Service (target £340,000)	WLAM				
Addiewell	Provision of Statutory Justice service for adults serving long term sentences in custody at HMP Addiewell	6. Reducing crime and improving community safety	SPCJ084_6b.5 Percentage of new long-term prisoners contacted within 7 days of notification by Sodexo Justice Services (Addiewell prison). (target 100%)	WLAM	7.0	410,165	(390,000)	20,165
			SPCJ065_9a.1a Cost of delivery of the prison based social work service at HMP Addiewell (target £310,000)	WLAM				
Unpaid Work	Provision of statutory Justice service to individuals subject to	6. Reducing crime and improving	SPCJ151_9b Average Tonnes of scrap metal recycled by the Unpaid Work Order Team (target 34,000)	WLAM	8.8	403,050	(133,985)	269,065

	unpaid work conditions of a Community Payback Order	community safety	SPCJ073_9a Number of Community Payback Orders with an Unpaid Work Condition (target 280)	WLAM				
Community Payback	Provision of statutory Justice service to individuals subject to supervision requirements of a Community Payback Order	6. Reducing crime and improving community safety	CP:SPCJ144_9b.1a Percentage of Community Payback Orders supervised by the Criminal and Youth Justice Service with a successful termination (target 75%)	PUBLIC	21.4	992,016	(329,776)	662,240
			SPCJ063_9a.1a Cost of delivery of the Community Payback Order Service (target £1.44 million)	WLAM				
Assessment and Early Intervention	Provision of statutory Justice service to individuals requiring preparation of criminalo justice social work report at the request of a court, provision of court services as required, bail supervision and Diversion from Prosecution	6. Reducing crime and improving community safety	P:SPCJ148_9b.1a Percentage of Criminal Justice Social Work reports resulting in a custodial sentence of less than 6 months (target 5%)	PUBLIC	7.5	422,793	0	422,793
			SPCJ061_9a.1a Cost of delivery of Criminal Justice Assessment and Early Intervention Service (target £380,000)	WLAM				
DTTO	Provision of statutory Justice service to individuals suject to a Drug Treatment and Testing Order	6. Reducing crime and improving community safety	SPCJ075_9a Number of Drug Treatment and Testing Orders (target 12)	WLAM	3.5	217,557	0	217,557
			SPCJ067_9a.1a Cost of delivery of Drug Treatment and Testing Orders (DTTO) (target £220,000)	WLAM				
Service Support	Provision of management and administrative support.	Enabler Service - Corporate Governance and Risk	Support activities contribute towards the overall performance of the service. Performance is monitored through the indicators for front line activities.		8.5	586,040	(9,887)	576,153
	Total :-				73.2	3,872,789	(863,648)	3,009,141

Actions 2021/22

The service will undertake a range of actions to support corporate priorities and objectives, improve services and deliver transformation.

Social Policy Actions 2021/22

Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
Review of unpaid work activity	Review and redesign of unpaid work team within Justice Services.	A revised approach to unpaid work activity is in place.	Senior Manager, Justice and Looked After Children	April 2021	March 2023	Active	Review has completed and implementation is now progressing.
Unpaid work/ Review utilisation of 'Other Activity'	Explore possibility of expanding educational and developmental approaches to support completion of unpaid work order hours.	Improved rates of completion of unpaid work.	Senior Manager, Justice and Looked After Children	April 2021	March 2023	Active	Review has completed and implementation is now progressing.
Recovery following COVID-19	Ensure services continue to be delivered in line with service user need and capitalise on lessons learned from the pandemic.	Continued positive provision.	Senior Manager, Justice and Looked After Children	April 2021	March 2022	New	Services continue to be reviewed.
Review of management and support	Critical review to ensure that all support functions are adding value to the delivery of social care services.	Streamlined support structure.	Head of Service	September 2018	March 2023	Active	Redesign work is underway.
Digital transformation projects	A programme of activity to ensure that the council is well placed to take advanced of opportunities offered in the digital age.	To deliver improved user-focused digital public services.	Head of Service	April 2018	March 2023	Active	Redesign work is underway.

Developing the Management Plan and reporting progress

The Management Plan was developed to support the delivery of the Council's Corporate Plan and to take account of a range of factors that are likely to impact the delivery of council services in the next two years.

Context

The next two years will be a period of significant challenge for the council with ongoing spending constraints expected to continue. However, the council has clearly defined long term aims relating to the development of high quality services, designed to meet the needs of its customers. These long term aims are captured in the Local Outcome Improvement Plan, Community Plan and in the council's Corporate Plan and together these strategic plans determine the work of the council's services.

The development of the Corporate Plan 2018/23 has been directly influenced by the views of the people living and working in West Lothian, ensuring that all employees are focused on meeting the needs of a growing and vibrant community. The Corporate Plan sets the strategic priorities for the council up to 2022/23 and this will be the continued focus for all council services during the period.

This will help to ensure that we continue to tackle the most important issues for West Lothian. Also, that we invest in and prioritise the services which make the most significant contribution to the achievement of positive outcomes.

Influences

There will be many internal and external factors which will influence the work of Social Policy. The more prominent include;
- Changes in legislation
- Policy changes
- Demographic changes
- Significant Incidents
- Emergency and Crisis situations
- Poverty

Planning Process

The Management Plan was developed by the Social Policy Management team, using a range of information to ensure that services, activities and resources are aligned to:
- The council's Corporate Plan and the deliverables for which Social Policy will be 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 2020/23
- Implementing the priorities outlined in the Corporate Parenting Plan 2020/23
- Implementing the priorities outlined in the Community Justice Strategy 2019/24

◆ Implementing the priorities outlined in the Violence Against Women and Girls Strategy 2020/23
◆ Integration Strategic Plan 2019/23
◆ Integration Participation and Engagement Strategy 2020/23
◆ West Lothian Autism Strategy 2015/25
◆ Joint Commissioning Plans in all main operational areas will ensure a clear focus on delivery of Transforming Your Council priorities.

The process and timescales for the development and publication of the management plan is set out, including consultation with the appropriate stakeholders.

Corporate Plan	The Corporate Plan is approved by West Lothian Council, setting out the key priorities for all council services for the period 2018/19 to 2022/23.	February 2018
Social Policy Planning	The service management team develop the plan taking account of a range of factors, business requirements and customer needs.	February to March 2021
Executive Management Team approval	The council's executive management team (EMT) will review all service management plans to ensure they are sufficiently focused on corporate priorities. The EMT will also review the plans annually, scrutinising performance and progress in the stated outcomes and actions.	March 2021
PDSP consultation	The Management Plan is taken to the relevant Policy Development and Scrutiny Panel(s) for consultation, providing Panel members the opportunity to shape planning and resource allocation.	April to June 2021
Management Plan launch	The service cascades the plan to Corporate Service employees to ensure that they understand the key priorities and challenges ahead and how they will contribute to successful outcomes.	April to June 2021
WLC website	The Management Plan is published on the council's website to provide detailed information for the public and external stakeholders on council services, resource allocation and performance.	July 2021
Management Plan updates	The Management Plan progress is reviewed by the appropriate PDSP each year	April to June 2021

Continuous Improvement

Social Policy will continue to play a key role in the development and support of high quality customer services. Social Policy will continue to engage with our customers to modernise structures and processes to ensure that they continue to provide the most efficient and effective model for service delivery.

Social Policy is subject to regular scrutiny on at least an annual basis in relation to a significant number of its statutory services across Children and Families and Community Care and Criminal and Youth Justice. During 2021/22 there will be continuous self-evaluation activity and Quality Assurance of Adult, Child Protection and Corporate Parenting processes and approaches.

All three WLAM areas completed WLAM Assessment in 2019, with improvements on their previous cycles.

Social Policy Scorecard

The service will report on the following key measures of the success throughout the lifetime of our plan (short term trend arrows: 2020/21 performance exceeded the target = ⬆ / 2020/21 performance met the target = ▬ / 2020/21 performance was below the target = ⬇):

Indicators					
WLAM unit / service	PI Code and Short Name	2020/21 Performance	2020/21 Target	Performance against Target	2021/22 Target
Community care	SPCC017_Percentage of customers who rated the overall satisfaction with the Older People's service they received as good or excellent.	100%	98%	⬆	100%
	SPCC038_Number of complaints received by the Community Care Service	55	72	⬆	72
	SPCC024_Net cost per head of population for services for older people	£1432	£1,432	▬	£1,484
	SW03a_Percentage of People Aged 65+ with long-term care needs who are receiving personal care at home.	65.7%	64%	⬆	64%
Children and Families	SPCF001_Percentage of customers who rated the overall quality of Children and Families services as good or excellent.	98%	100%	▬	100%
	SPCF040_Number of complaints received by the service	54	60	⬇	60
	SPCF060_Net cost of Children and Families services per 1000 of population.	£161,000	£159,000	▬	£162,000
	SPCF133_Percentage of children on the Child Protection Register who have been on the register for two years or more.	0%	0%	▬	0%
Criminal and Youth Justice	SPCJ001_Percentage of service users responding to surveys who rated overall quality of the Criminal & Youth Justice Service as being 'good' or 'excellent'	100%	95%	⬆	100%
	SPCJ040_Number of complaints received by the service	4	10	⬇	10
	SPCJ060_Net cost of Criminal and Youth Justice services per 1000 of population.	£19,982	£19,000	⬆	£20,000
	SPCJ143_Percentage of Community-based Orders supervised by the Criminal and Youth Justice Service with a successful termination.	83%	80%	⬆	83%

This scorecard offers a high-level snapshot of the service performance. More information about the performance of Corporate Services can be viewed via the council's website: www.westlothian.gov.uk/performance

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Social Policy

Management Plan 2021/22

April 2021

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