



# Social Policy Service Improvement Plan

2023/26

## Message from the Head of Social Policy



Jo MacPherson  
Head of Social Policy

Social Policy provides social work and social care support for children and their families, for adults and older people and justice services where those are needed.

In support of the Corporate Plan 2023/28, we will play an important role in contributing to the five council priorities and will lead on the priority of strengthening care and support for children, adults and older people.

There has been significant change across the service over the last five years. The next three years will again be a period of further transformation. Social Policy will retain its focus on continuous improvement. This is to ensure we are providing the most effective help and support for people, supporting independence and rights, providing direct care when that is needed, in a variety of settings. We will do this within a context of challenging resources. We will continue to strive to be a service that attracts new recruits into social work and social care to provide the valuable services needed to support the citizens of West Lothian for the future.

Social Policy has statutory duties and responsibilities to protect people at risk and communities when there are broader risks. Working closely with partners, this is an area of highest priority for the service. Alongside this, we will continue to be an active participant in key strategic partnerships supporting effective strategic planning.

This improvement plan sets out how Social Policy 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 continue to be well planned and managed.

I hope this plan will help people who use our services, employees and partners to understand how we will deliver and transform our services for West Lothian over the next three year period.

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## I. Our Service

### What we do

The Social Policy service delivers a range of social work and social care services for the people of West Lothian.

The core service areas are, Community Care services for adults and older people, Children and Families services and Justice Services.

In terms of governance, adult and older people social work and social care services are delegated functions to West Lothian Integration Joint Board (IJB). The West Lothian IJB Strategic Plan 2023/24 to 2027/28 sets out the strategic vision and direction for all IJB delegated services. Children and Justice services fall within West Lothian Council governance arrangements. There is strategic alignment of the IJB Strategic Plan 23/28 with the Corporate Plan 2023/28.

In terms of the service's public protection role, a number of public protection committees provide strategic multi-agency leadership. These are; the Adult Support and Protection Committee, the Child Protection Committee, the Gender Based Violence Committee and the Offender Management Committee. Social Policy is a key contributor to each of these Committees.

### Our Service Users

Social Policy services are delivered for those most at risk and in need in communities, providing support for individuals and families from pregnancy through to older age. The service is provided for service users in a range of ways. This includes; individual and whole family support, group work support, supervision, care and support in the community, day service support, supported housing and accommodation, residential houses and care home support and prison-based services.

Wherever the setting, the service actively engages service users and potential service users using various methods in the delivery and re-design of services to ensure that they are accessible and focused on their needs and preferences.

### Our Way of Working

The service actively works with service users, employees, partners and stakeholders to plan, design and deliver improved services. This encompasses person centred and human-rights based approaches, promoting principles of choice and control for service users.

## Our Purpose

Social Policy provides social work and social care support to meet needs with a focus on support for those who are vulnerable

The service helps individuals and families to live safely and well in their homes and supports people to have better life chances and outcomes.

Social Policy also provides direct support and care for people when they are not able to live at home

The service contributes to the protection of children and adults at risk of harm, to public protection and offender management

## 2. Social Policy Overview

### Our Services:

#### Community Care

Budget: £95,338,713

Staff resource: 695.5 FTE

Community care services provided for adults and older people, supporting independence and promoting strengths include; social work assessment teams, adult support and protection social work team, care at home support, care homes for adults and older people, occupational therapy, sheltered housing and housing with care. Services are commissioned from the third and independent sector in line with service needs and strategic direction.

Mental health and addictions social work and social care services are delivered through integrated teams and management within the Health and Social Care Partnership.

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#### Children and Families

Budget: £30,948,546

Staff resource: 230.4 FTE

Children and families services supporting improved outcomes, opportunities and protection include; social work practice teams, duty and child protection team, child disability service, residential houses for young people, through and aftercare for care experienced young people, family-based care services covering kinship care, foster care, adoption, supported placements for young people, services for children and adults experiencing or affected by domestic abuse and sexual violence. Services are commissioned from the third and independent sector in line with service needs and strategic direction.

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#### Inclusion and Support Service

Budget: £3,293,705

Staff resource: 55.60 FTE

The Inclusion and Support Early Service, a collaboration between education and social policy services, provides early intervention support for children, young people and their families with additional support needs. The service provides educational support and a range of other interventions including outreach parenting support and family work, parenting group work and counselling.

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#### Justice Services

Budget: £2,995,560

Staff resource: 66.00 FTE

The Justice Service provides services statutorily required for the assessment, supervision and management of offenders. Justice adopts the 'Whole system approach' to supporting young people who are at risk of offending. Non-statutory early intervention and prevention services are also provided to support people to avoid conflict with the law or to minimise the risk of further conflict with the law.

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FTE = full time equivalent

### 3. Operating Context

Social Policy services operate within a complex, challenging environment. The service delivers a range of statutory services for people in need of support and protection from pre-birth through to older age. There are a number of factors, many interconnected, the service must consider when planning for the future, including:

- A range of demographic factors including an increasing older population
- Increased complexity of assessed need
- Financial constraints faced by public services in Scotland
- Workforce related challenges of recruitment and retention
- Poverty, the cost of living crisis and impact on service users and service demand
- New legislation and policy developments

Social Policy services have a key role to play in supporting the five priorities identified by the Council for the period up to 2027/28, and in particular on achieving progress in relation to the priority area – strengthening care and support for children, adults and older people.

The context in terms of age, demographic profile, public sector financial constraints, increased complexity of customer need, impact of poverty on customers means the service must engage further with people and their families to maximise their strengths and assets to allow delivery of the Council's priorities. We aim to support people living in their own homes, within their own families and within their own communities as far as it is safe and possible to do, in line with wishes and rights. In keeping with this, the service will drive forward improved access to technology supporting care over the next three-year period. The service will continue with modernisation of processes and systems to enable more customers digital access and to support the workforce in meeting service-critical recording and data requirements in its future strategic planning.

Social Policy will continue to prioritise earlier intervention approaches supported through strong robust partnership working. The benefits of preventing crisis are long recognised as supporting better outcomes for the individual, the wider family and community.

The service will continue to assess the impact of new legislation and policy developments, the impact of these on available financial resources and the changes to practice and standards that will be required. The exact implications for the service of the proposed National Care Service (NCS) are as yet undetermined but the service over the next three-year period will require to focus on planning for change in relation to NCS developments and managing the impact of this within the context of significant other ongoing transformation and reform.

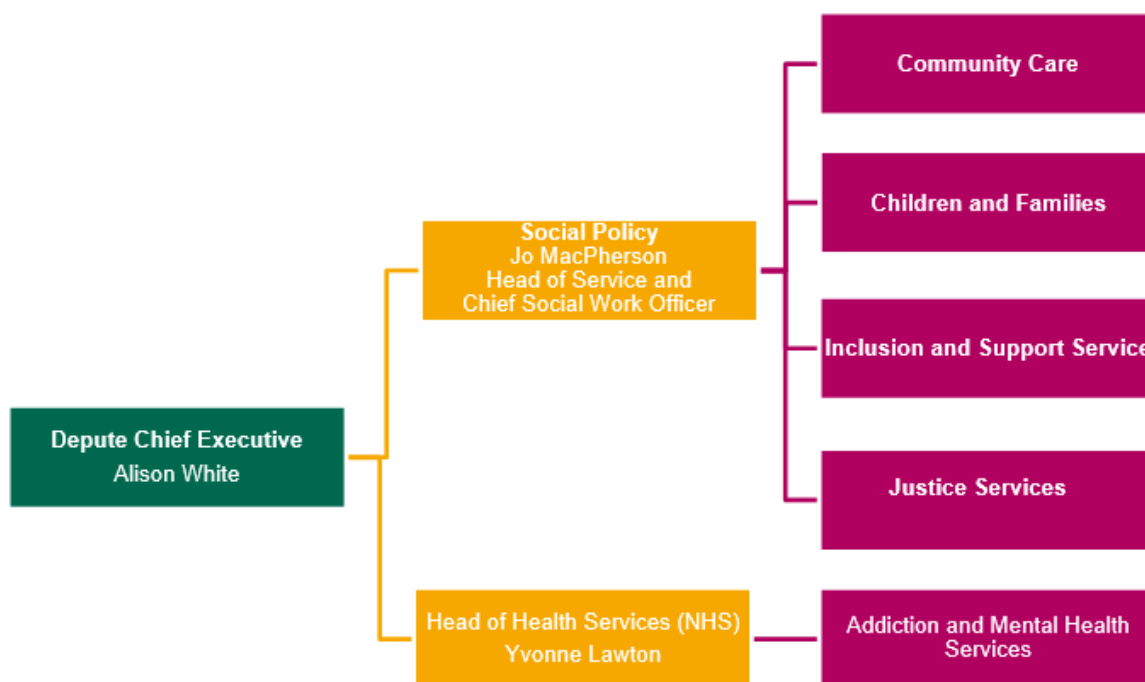
In order to address these operational context challenges and maximise opportunities for learning and improvement, Social Policy will continue to create a culture of cooperation, co-production and co-ordination across all partners. By working with people who use our services, their families and carers and the wider community, the service aims to develop effective and sustainable solutions and achieve the best outcomes for service users in West Lothian.

## Governance and Partnership Working

The service operates within key governance structures relating to West Lothian Council, the Integration Joint Board (IJB) and Health and Social Care Partnership (HSCP).

Social Policy together with locally managed health services, form the Health and Social Care Partnership (HSCP). The HSCP is focused on the delivery of integrated health and care services to improve the wellbeing, safety and quality of life for people living in West Lothian, particularly those most at risk. The service undergoes external and internal scrutiny and assessment to ensure services are delivered to a high quality to meet the needs of all service users whilst delivering best value.

The Public Bodies (Joint Working) (Scotland) Act 2014 established the framework for integration of health and social care. The West Lothian Integration Joint Board (IJB) assumed direct control of integrated services from 1 April 2016, with the delegation of relevant functions and resources by the council and NHS Lothian to the IJB. The IJB is responsible for the strategic planning and delivery of adult social work and social care services.



## Partnership Working

Social Policy contributes to partnership working in three key strategic planning partnerships: The Integration Joint Board and its Strategic Planning Group; the Children and Families Strategic Planning Group; and the Safer Communities Strategic Planning Group. These partnership groups cover the work of all the services that comprise Social Policy and set strategic direction across children, adults and older people and justice services.



Social Policy also holds statutory public protection duties. There are four dedicated public protection committees reporting to the West Lothian Chief Officer Group (COG) providing leadership across Adult Support and Protection, Child Protection, Gender Based Violence and Offender Management (MAPP). The West Lothian Alcohol and Drug Partnership (WLADP) also reports to the COG. The WLADP has key responsibility to minimise alcohol and drug related harm and usage, to improve the lives of those in West Lothian harmed by substance use, with a focus on prevention and early intervention.

The COG comprises Chief Officers from Council, Health Board and Police Scotland. The COG is responsible for ensuring that all agencies, individually and collectively work collaboratively to protect the children, young people and vulnerable adults of West Lothian. Strong connections remain across the areas, ensuring a holistic and joined up public protection approach.



Social Policy services have a role in the delivery of actions from the range of plans developed by the West Lothian strategic partnerships noted above and does not operate in isolation. The service contributes with key partners to a number of strategic plans including:

- The Council's Corporate Plan
- The Integration Joint Board Strategic Plan
- Local Outcome Improvement Plan (LOIP)
- The Children's Services Plan
- The Community Justice Plan
- Carers Strategy
- Plans agreed by all West Lothian Public Protection Committees
- Anti-Poverty Strategy
- The Council's Transformation Programme and Digital Transformation Strategy
- Joint Delivery / Action Plans

### **Financial and Budgetary Pressures**

Ongoing budget and financial pressures are expected to continue and decisions will have to continue to be made in order to prioritise the services that meet the needs of the most vulnerable in our community, such as children, older people, vulnerable adults and families living in poverty.

Over the three-year period 2023/24 to 2025/26 there are agreed budget saving measures for Social Policy of £7.75 million.

A range of service re-design and transformational change work is being progressed to support delivery of these budget saving measures.

The service will prioritise service redesign, efficiency and modernisation of services and invest in digitalisation and technology to empower people to make informed choices in ways that meet their needs.

### **Workforce recruitment and retention**

Employee resource levels and recruitment pressures in health and social care are sector-wide national challenges. The service is working to address this and manage any impact on operational performance and employee morale. The service currently operates in a highly competitive market and, in line with national actions to address the skill shortage, will continue to review and adapt the local approach to recruitment and retention, to ensure West Lothian has a capable workforce who are highly valued for the services they deliver.

The West Lothian HSCP Workforce Plan 2022-2025 outlines the challenges, the opportunities, and the potential solutions in relation to supporting and developing the social care and social work workforce and recognises the importance of partnership working to deliver services.

### **Digitalisation and Technology**

The importance of technology in supporting the delivery of social care services has never been greater. The service is striving and working to maximise the use of technology to support care, creating choice for service users in the way that they access and receive services and also supporting increased digitalisation to increase effectiveness and deliver budget efficiencies using transformational methods. Using further advances in technology to improve the meeting



of service users' needs is a service priority but there is also recognition of the possibility of service users' lack of digital confidence and digital poverty. We will continue to seek ways to address these issues.

In responding to the Covid-19 pandemic there was a focus on the use of digital technology as services adapted to enable remote delivery. The service will continue to keep under review how we can further embed digital technology and advances in the delivery of services.

Social Policy's primary case management and recording system will be replaced with a new system by April 2024. This investment will provide significant opportunity to modernise and simplify the recording, monitoring and reporting of information and data. Extensive work is underway to prepare for this transition of systems and ensure that the new system capacity is used to maximum benefit.

## 4. Key Objectives

Social Policy has a key role in the delivery of the Council's Corporate Plan 2023/28 and IJB Strategic Plan 2023/28 priorities. The service will continue to review, transform and modernise services as well as developing strategic and delivery plans to ensure services are provided as effectively and efficiently as possible.

Social Policy's objectives are to continually improve services, with a learning culture embedded across all parts of the service supporting provision of effective social work and social care support for people in West Lothian when they need it, to support them to have the best chance of leading safe, fulfilling and healthy lives.

The key objectives are grouped around the service key business areas. Social Policy will monitor progress on each objective, supported by service action plans with appropriate performance indicators and targets, set to enable improvement.

### Objective 1

#### **To deliver and strengthen care and support for adults and older people**

Adults and older people services comprises a range of social work and social care services provided for people with care needs. Services include; social work assessment teams, an adult support and protection social work team, care at home, care homes, occupational therapy, sheltered housing and housing with care, support for people with learning and physical disabilities, support for people with mental health issues and addictions services.

A key strategic driver is for service delivery to enable people to live as independently as possible and to live at home or in a homely setting as long as possible. This recognises the crucial contribution that unpaid carers make to their families, friends and extended communities by supporting people who need additional help to cope with differing needs. The

service, working in partnership, supports carers to take a break from caring when needed, to look after their own health and also ensure that they are not defined by their caring role.

Social Policy is committed to the principles of Self-Directed Support (SDS) 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 service takes steps to facilitate the four SDS principles: participation and dignity, involvement, informed choice, and collaboration, to ensure service users can make informed decisions on how their care is delivered on an individual basis.

Activities to deliver the objectives include:

- ▶ Assessment and social work services for adults and older people
- ▶ Adult Support and Protection social work team
- ▶ Commissioning of care home placements including residential respite care
- ▶ Commissioning of community-based care and support services
- ▶ Social work embedded as part of the Integrated Discharge Hub at St John's Hospital
- ▶ Provision of Care at Home / Home First / 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 Opportunities for Adults with Learning and Physical Disabilities, Housing with care, Supported living
- ▶ Joint management with NHS Lothian of the Community Equipment Store
- ▶ Provision of Home Safety Services and development of Telecare
- ▶ Access to employment service for adults with disability
- ▶ Support to unpaid carers including short breaks from caring
- ▶ Community Occupational Therapy service
- ▶ Business Support Services providing the following activities for all Social Policy:
  - Strategy Policy and Change
  - Performance and Quality Assurance
  - Contract tendering and monitoring
  - Customer Engagement and Community
  - Administrative and clerical support

Performance will be monitored in this objective through:

| Key Output   | Key Indicator  | Target |
|--|--|--------|
| 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.                                       | SW03a Percentage of People Aged 65+ with long-term care needs who are receiving personal care at home                                  | 66%    |
| Redesigning services for older people with a focus on supporting those most in need and maximising the use of technology enabled care where appropriate.   | CP:SPCC100_9b.2a The number of people aged 75+ supported by technology to remain at home   | 2,993  |
| 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_6b.5 Percentage of Occupational Therapy assessments allocated within 6 weeks of referral.                                   | 70%    |
|  | CP:SPCC062_6a.2 Percentage of customers who rated the service delivered by Learning Disability (adults) services as good or excellent. | 97%    |
|  | P:SPCC024_9a.1a Net cost per head of population of services for older people.  | £1,621 |
|  | P:SPCC015_9b.2a Number of households receiving telecare  | 4.000  |
| 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. | CP:SPCC101_9b.2 The number of carers of older people who have an adult carer support plan.   | 200    |
|  | SOA1306_17 Percentage of carers who feel supported in their care role  | 46%    |

## Objective 2

### **Deliver and strengthen care and support for Children and Families**

In West Lothian we recognise investment in children and young people is one of the most valuable long-term investments we can make.

The Children and Families service comprises a range of teams providing a continuum of support services for children and their families. The primary function of the teams is to ensure that children, young people and families can maximise their potential through the provision of additional support services, ensuring that children and young people are safe and supported as far as possible within their own family, their own family network and community.

The delivery of services encompasses the principles of Getting It Right for Every Child (GIRFEC), the United Nations Convention on the Rights of the Child (UNCRC) and The Promise. There is a commitment to providing prevention and early interventions and where required intensive and crisis support. The service provides support from pre-birth to age 26 years for those who have experienced care.

Children and Families Services are committed to providing supports that are holistic, and developed with families themselves and partner agencies; that tackle inequalities, and focus on improved outcomes for children and deliver the right help at the right time.

Activities to deliver the objectives include:

- ▶ Children and families social work Practice Teams,
- ▶ Provision of a duty and child protection service, offering short term support
- ▶ Throughcare service for young people who have experienced care
- ▶ Provision of a Child Disability Service
- ▶ Families Together offering Intensive family support and crisis services
- ▶ Social Care Emergency Team (SCET) providing out of hours social work response
- ▶ Residential Houses for children and young people
- ▶ Family based care services delivering assessment, recruitment, support for foster and kinship carers and developing a new adoption service
- ▶ Mental health and wellbeing early intervention and prevention services
- ▶ Domestic and Sexual Assault Team (DASAT)
- ▶ Public Protection Lead Officers, supporting the Public Protection committees
- ▶ Participation and engagement with children, young people and their families
- ▶ Reviewing Officers Team, providing a chairing service for key child protection and looked after children meetings, independent from the involved team
- ▶ Commissioning early intervention services from third sector providers

- Commissioning specialist services from third sector providers, for example, Family Group Decision Making Service

Performance will be monitored in this objective through:

| Output  | Indicator  | Target   |
|---|--|----------|
| Promoting The Promise and providing local community-based care for children who become looked after                       | SPCF096_9b Balance of Care for Looked After Children: Percentage of Children being Looked After in the Community   | 93%      |
| Providing intensive support for families, sustaining children and young people within their family network                | P:SPCFI38_9b.1c 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%      |
| Care experienced young people will have positive destinations   | SPCFI27_9b.1c Percentage of young people eligible for Aftercare identified as homeless as at 31st July   | 2%       |
| Children are protected and effective multi-agency planning and interventions prevent repeat child protection registration | SCHN22 Percentage of child protection re-registrations within 18 months  | 3%       |
| Young children have security of permanent care  | P:SPCFI12_9b Average time taken from point of accommodation for a child under the age of 5 to obtain a permanent placement decision  | 60 weeks |
| Children feel safe and supported  | SOAI305_17: Percentage of children who report feeling safer as a result of intervention by specialist domestic abuse services  | 100%     |

### Objective 3

#### **Deliver and strengthen Inclusion and Support Services**

The Inclusion and Support 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. The service encompasses school and outreach teaching support as well as early intervention and family support. The service supports children and young people most at risk of disengaging from education or assessed as having additional support needs.

The service has close connections to the voluntary sector, CAMHS, social work practice teams, education (ASN) and DASAT. The Wellbeing Recovery Group - a multi-agency group - meets regularly to consider requests for supports for children and their families when this is appropriate. Supports are provided for school aged children and care experienced young people up to the age of 26 years.

Part of the service offered is the Family Assessment and Support Service which has close links to the third sector with multi-agency group working to consider supports where needed for vulnerable unborn babies and children under age 5 years.

Activities to deliver the objectives include:

- ▶ Supporting children and young people most at risk of disengaging from education or assessed as having additional support needs
- ▶ Level Up attainment project, an education and social work collaboration providing bespoke support for a targeted group of care experienced young people in the senior phase of education
- ▶ Support relating to promoting school attendance
- ▶ Outreach parenting support
- ▶ Range of parenting groupwork programmes
- ▶ Counselling
- ▶ Range of groupwork and individual work to promote children's mental health and wellbeing
- ▶ Providing support for women during their pregnancy, and in the early stages of parenthood
- ▶ Targeted and tailored support for fathers-to-be and those who have young children
- ▶ Support for women who are experiencing post-natal depression

Performance will be monitored in this objective through:

| Output   | Indicator   | Target |
|--|---|--------|
| Providing an effective early intervention service and preventing escalation to crisis and intensive support  | SPISS040_9b.1a Percentage of families allocated to ISS who do not go on to receive a service from Families Together within 6 months of ISS ending their involvement | 100%   |
| Parental wellbeing improves, with positive impact on child and preventing other interventions  | SPISS137_9b.1a Percentage of parents involved with Positive Steps programme who indicate an improvement in mental wellbeing   | 100%   |
| Effective early intervention for parents so they are supported and empowered, improving outcomes for children and families and preventing escalation | SPISS144_9b.1c Percentage of parents who complete the parenting programme they were referred to   | 75%    |

## Objective 4

### Deliver and strengthen Justice Services

The Justice Service provides services statutorily required through legislation for the assessment, supervision and management of young people and adults who are in conflict with the law and who may have been charged with offences.

The Justice service is also focussed on the delivery of the 'Whole System Approach' supporting young people who are potentially at risk of harm from offending behaviour. The service provides support to people who have been charged with offences to enable them to contribute positively to their communities and to ensure that the strategic aims of reducing reoffending are achieved.

In West Lothian, responsibility for Community Justice is undertaken by the Community Justice Partnership which is part of the West Lothian Community Planning Partnership structure. The revised National Strategy for Community Justice was launched in June 2022 and includes four national aims and associated priority actions. The Community Justice planning partnership is developing a revised action plan to align with the Community Justice Performance Framework, published 31 March 2023.

Activities to deliver the objectives include:

- ▾ Community Payback, the management of supervision and unpaid work requirements
- ▾ Providing early intervention and support using the Whole System Approach
- ▾ Working with young people who are in conflict with the law and who may have been

- charged with offences
- ▶ The Almond Project aimed at women who offend and reducing reoffending
- ▶ Early and Effective Intervention Programme (EEI) for young people at risk of entering the justice system
- ▶ Protecting the public and communities by managing high risk offenders
- ▶ Providing offender assessment, court support services, and offering alternatives to prosecution and to custodial remands
- ▶ Providing a Drug Treatment and Testing service
- ▶ Delivering a prison-based social work service at HMP Addiewell
- ▶ Enhancing throughcare arrangements for short-term prisoners
- ▶ Providing offender intervention programmes, including a Domestic Abuse Perpetrators' programme
- ▶ Full engagement in Multi Agency Public Protection Arrangements (MAPPA)

Performance will be monitored in this objective through:

| Output  | Indicator   | Target |
|---|---|--------|
| 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 | CP:SPCJ103a_9b Percentage of Early and Effective Intervention (EEI) cases 12 to 17 years who do not become known to the Youth Justice Team within 12 months | 95%    |
|   | CP:SPCJ144_9b.1a Percentage of Community based supervision Orders supervised by the Justice Service with a successful termination                           | 80%    |
|   | P:SPCJ082_6b.5 - Percentage of Criminal Justice Social Work Reports (CJSWRs) delivered to Court on time   | 100%   |



## 5. Delivering Our Services

Social Policy aims to provide the highest possible quality of service for service users. We have used the principles of Connect – Empower – Deliver to develop clear commitments to our service users about the way we will work with them and for them:

### Connect



- We will be connected to the business of the council and the services we deliver by working collaboratively with service users, employees and partners
- We will focus on early intervention and prevention approaches to provide effective support and information for our service users
- We will build productive relationships with service users through regular two-way engagement
- We will communicate with clarity, providing concise information for service users

### Empower



- We will empower service users through Self Directed Support legislation to be supported in having control over how their care and support outcomes are achieved
- We expect teamwork and collaborative working across all Social Policy teams and with partners to add value for service users
- We will empower service users, employees and partners to make the right decisions by providing them with information to help them identify and manage opportunities and risks, and provide independent advocacy services for service users
- We will seek feedback from service users and adapt service delivery where appropriate

### Deliver



- We will continue to prioritise the delivery of services that meet the needs of service users
- We will strive to continuously improve the quality of our services by learning from best practice
- We will encourage and support our service users to achieve their goals
- We will ensure our employees are equipped to deliver outstanding customer service


## 6. Risk Management

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 service objectives are set out in the council's corporate risk register. The risks identified below align directly to the key objectives outlined at section 4. This ensures key objectives outcomes are closely monitored and improvement actions put in place if necessary. Service risks are regularly monitored by managers and are reviewed on a monthly basis by the senior management team to ensure that appropriate and effective control measures are in place and the level of risk robustly reviewed.

Social Policy is currently managing the following risks considered to be high and moderate: The risks are:

| Risk Title   | Risk Description  | Current Risk Score | Traffic Light Icon  |
|--|---|--------------------|---|
| SPCC001<br>Insufficient availability of beds to meet service demands – care homes  | Insufficient supply of care home beds to meet service demands. 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 (IJB006) The risk is closely monitored by the Social Policy Management Team.  | 12                 |    |
| SPCC002<br>Insufficient supply to meet service demands - care at home              | Insufficient supply of care at home to meet service demands arising from lack of availability of carers. This is a national and local issue. The challenges relate to recruitment and retention of care at home staff. This impacts on capacity to deliver care for existing and new service users. Currently this risk is highest in respect of older people's service. These capacity issues impact on people in the community needing care at home provision and also on capacity to discharge people from hospital where a care at home service is required. (also noted as risk IJB008)<br><br>The risk is closely monitored by the Care at Home Oversight Group | 12                 |  |
| SP003 Financial failure of contractor  | Social Policy commissions a large number of services through its commissioning strategies. Financial failure of a contractor could result in an inability to provide essential care or a significant impact on key performance areas  | 10                 |  |
| SP018 Staff absence and risk to service sustainability as a consequence of illness | Various parts of the service have been affected by staff absence, identified reasons include mental & behavioural, musculoskeletal and the impact of long Covid. The risks to the service of these absences can be serious with staffing levels being below safe levels, or those needed for the service to operate   | 9                  |  |

| Risk Title  | Risk Description   | Current Risk Score | Traffic Light Icon  |
|---|--|--------------------|---|
| SP011 Failure to maintain effective staffing levels | External economic factors, demographic pressures, and /or internal financial pressures, leading to a failure to recruit staff in sufficient numbers to maintain an effective level of service provision. | 8                  |  |

## 7. Performance and Transformation – Actions

Social Policy will undertake a number of actions in support of the Council’s Corporate Plan, IJB Strategic Plan, the Council and IJB Budget Strategies and other relevant plans. We will focus on actions that will improve the customer experience, increase the efficiency and effectiveness of services and advance our use of technologies to increase choice and/or reduce costs.

**Key** This action should have the following intended impact:



Improve services for service users



Improve performance and/or process efficiency



Reduce the cost of delivering our services



Increase the use of technology

| Action  | Description   | Planned Outcome  | Responsible Officer                              | Start      | End           | Links  |
|---|---|--|--|------------|---------------|--|
| <b>Review and adapt approach to recruitment and workforce development</b> | <p>The service will review the strategy for resourcing and recruitment, considering options for engaging new talent.</p> <p>Strengthen development opportunities for the workforce and strengthen succession planning.</p>              | <p>The service will position itself within the market as an employer of choice.</p> <p>The workforce will be sufficiently trained to support delivery of key activities.</p> | Business Support Group Manager / Senior Managers | April 2023 | March 2026    | Investing in skills and jobs   |
| <b>Strengthen the approach to service user engagement</b>                 | <p>The service will review and enhance participatory approaches to service delivery and maximise service user participation and engagement.</p> <p>The service will enhance options to gather feedback on service user experiences.</p> | <p>Improvements to service delivery, service user experience and service user engagement.</p> <p>Improved response to service user consultation.</p>                         | Customer & Community Engagement Group Manager    | April 2023 | December 2023 | Strengthening care and support for children, adults and older people |
| <b>Make better use of data to drive performance</b>                       | The service will strengthen recording and reporting of data.  | Improved performance data, planning and priority setting.  | Senior Managers / Performance Team               | April 2023 | June 2024     | Strengthening care and support for children, adults and older people |

| Action   | Description   | Planned Outcome   | Responsible Officer              | Start      | End        | Links  |
|--|---|---|----------------------------------|------------|------------|--|
| <b>Maximise use of technology, creating choice for service users in the way they access and receive services</b> | A programme of activity to ensure that Social Policy is well placed to take advantage of opportunities offered in the digital age to support customers and the workforce. | Service users have the best possible technology options to support their care needs.<br><br>Employees will have access to improved digital processes to support them in the delivery of key priorities. | Senior Managers                  | April 2023 | March 2026 | Strengthening care and support for children, adults and older people |
| <b>Build a Trauma Informed workforce</b>   | The service will progress building a trauma informed and trauma responsive workforce.   | Service users impacted by trauma are provided with services which support recovery.<br><br>The workforce will respond in ways which prevent further harm.   | Senior Managers                  | April 2023 | March 2025 | Strengthening care and support for children, adults and older people |
| <b>Implement a new primary case management system for all social work services</b>                               | Replacement of existing social work case recording and management system with a new system.<br><br>Maximise use of the new system.  | The new system provides opportunity to modernise and simplify case recording, reporting of information and data, contributing to service efficiency.  | Senior Managers / Group Managers | March 2023 | April 2024 | Strengthening care and support for children, adults and older people |
| <b>Implementation of the key actions of West Lothian Carers Strategy</b>   | Full Implementation of the West Lothian Carers Strategy and Short Breaks from Caring Statement.   | Carers feel supported in their caring role and involved in the design of services to support their cared for person.  | Senior Manager Adults Services   | April 2023 | March 2026 | Strengthening care and support for children, adults and older people |

| Action   | Description  | Planned Outcome   | Responsible Officer            | Start          | End        | Links  |
|--|--|---|--------------------------------|----------------|------------|--|
| <b>Redesign of Adult &amp; Older People Social Work Services</b> | <p>A full review of current service delivery will be undertaken, including analysis of current and future demand for service.</p> <p>This will include options of multi-disciplinary teams and locality working.</p> | <p>Social Works services are delivered effectively and efficiently</p> <p>High risk activities such as Adult Support and Protection will continue to remain a key priority through maintaining specialist teams.</p>                                  | Senior Managers                | April 2023     | March 2025 | Strengthening care and support for children, adults and older people |
| <b>Review of internal Care Homes</b>                             | A review of internal care homes providing longer term care will be undertaken to ensure best value and secure future sustainability.   | <p>Care home provision delivered effectively and efficiently to meet the needs of residents.</p> <p>Provision aligned to Home First principles, with range of supports available, responsive to needs of older people requiring residential care.</p> | Senior Manager<br>Older People | September 2023 | March 2026 | Strengthening care and support for children, adults and older people |
| <b>Redesign of internal support at home services</b>             | A review of internal support at home services will be undertaken to ensure best value and secure future sustainability.  | Support at home services delivered effectively and efficiently to meet the needs of service users.  | Senior Manager<br>Older People | September 2023 | March 2026 | Strengthening care and support for children, adults and older people |
| <b>Review of Housing with Care</b>                               | A review of housing with care services will be undertaken to ensure best value and secure future sustainability.   | Housing with care services delivered effectively and efficiently to meet the needs of service users.  | Senior Manager<br>Older People | September 2023 | March 2026 | Strengthening care and support for children, adults and older people |

| Action  | Description  | Planned Outcome   | Responsible Officer   | Start      | End        | Links  |
|---|--|---|---|------------|------------|--|
| <b>Ensure services are delivered with a human rights approach including implementation of UNCRC</b> | Services that are developed and delivered will be rights respecting.   | People’s rights are protected in the care and support they receive.   | Senior Managers   | April 2023 | March 2025 | Tackling homelessness, poverty and inequality                        |
| <b>Review of commissioned services</b>  | Across children and families services, all commissioned activity will be reviewed to ensure best value.  | Maintain a clear focus on fulfilling the service’s main statutory requirements by providing safe and effective services.  | Senior Managers for children / Contracts and Commissioning Team | April 2023 | April 2024 | Strengthening care and support for children, adults and older people |
| <b>Creation of a Children &amp; Families access team</b>  | A revised approach to service delivery with rights respecting preventative services being available for families at the right time for them.   | Improved service user experience ensuring timely responses at the earliest opportunity. This will allow for a reduction in crisis interventions and ensure families access the most appropriate service for them. | Children’s Senior Managers                                      | April 2023 | April 2024 | Strengthening care and support for children, adults and older people |
| <b>Redesign of fostering and adoption services</b>  | Development of the new Family Based Care Service, incorporating Fostering (including intensive and short breaks), Kinship Care Support Service, Supported Adult Placement Service and Adoption Services. | Improved outcomes for children, young people and their carers and increased implementation of The Promise.  | Children’s Senior Managers                                      | April 2023 | April 2024 | Strengthening care and support for children, adults and older people |

| Action   | Description  | Planned Outcome  | Responsible Officer              | Start      | End          | Links  |
|--|--|--|----------------------------------|------------|--------------|--|
| <b>Whole Family Wellbeing Public Social Partnership</b>  | A Public Social Partnership will provide flexibility and ensure an alliance of partners working together to share expertise.   | Improved access to holistic whole family support services and strengthened multi agency partnership working.   | Children's Senior Managers       | April 2023 | October 2023 | Strengthening care and support for children, adults and older people |
| <b>Review and adapt approach to unpaid work services</b>   | Review of unpaid work service utilising the voice of those with lived experience. Progression of improvements to the delivery of unpaid work.  | A revised approach to unpaid work to support improved outcomes and success of unpaid work orders.  | Senior Manager, Justice Services | April 2023 | April 2024   | Strengthening care and support for children, adults and older people |
| <b>Review existing intervention services and develop new early intervention services for young people in conflict with the law</b> | Existing services and processes will be enhanced by the development of multi-agency whole family flexible support interventions, focussed on multi agency working, community safety. | A revised approach to service delivery with rights respecting preventative services being available for families at the right time, to prevent young people coming into conflict with the law. | Senior Manager Justice Services  | April 2023 | June 2024    | Strengthening care and support for children, adults and older people |