

# Agenda

## Community Planning West Dunbartonshire Management Board

**Date:** Wednesday, 24 May 2017

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**Time:** 09:30

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**Venue:** Committee Room 3,  
Council Offices, Garshake Road, Dumbarton

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**Contact:** Craig Stewart, Committee Officer  
Tel: 01389 737251 [craig.stewart@west-dunbarton.gov.uk](mailto:craig.stewart@west-dunbarton.gov.uk)

Dear Member

Please attend a meeting of the Community Planning West Dunbartonshire Management Board as detailed above. The business is shown on the attached agenda. **Please note the time of the meeting.**

Yours faithfully

**JOYCE WHITE**

Chief Executive

WEST DUNBARTONSHIRE COUNCIL  
Council Offices, Garshake Road, Dumbarton G82 3PU

Distribution:

Councillor Jonathan McColl (Chair)  
Councillor Caroline McAllister  
Councillor Martin Rooney  
Vacancy [substitute]  
Vacancy [substitute]  
Vacancy [substitute]  
Ms Joyce White, Chief Executive, West Dunbartonshire Council  
Ms Angela Wilson, Strategic Director – Transformation & Public Service Reform,  
West Dunbartonshire Council  
Mr Keith Redpath, Chief Officer of West Dunbartonshire Health and Social Care  
Partnership  
Mr Richard Cairns, Strategic Director – Regeneration, Environment & Growth, West  
Dunbartonshire Council  
Ms Laura Mason, Chief Education Officer, West Dunbartonshire Council  
Mr Malcolm Bennie, Strategic Lead – Communications, Culture and Communities  
Ms Amanda Coulthard, Corporate & Community Planning Manager, West  
Dunbartonshire Council  
Mr Peter Barry, Strategic Lead – Housing and Employability, West Dunbartonshire  
Council  
Ms Jackie Irvine, Head of Children's Health, Care & Criminal Justice, West  
Dunbartonshire Council  
Ms Catriona Morton, District Manager, Jobcentre Plus  
Mr Danny Logue, Operations Director, Skills Development Scotland  
Mr James Hymas, Group Commander – West Dunbartonshire, Scottish Fire &  
Rescue Service  
Mr John Binning, Principal Transport Policy Officer, Strathclyde Partnership for  
Transport  
Chief Superintendent Grant Manders, Divisional Commander, Police Scotland  
Ms Selina Ross, Manager, West Dunbartonshire Community Volunteering Service  
Scottish Government Location Team  
Mr Tony McGale, Scottish Government Location Director Support  
Mr Steve Dunlop, Chief Executive, Scottish Canals  
Mr Gordon Watson, Loch Lomond & Trossachs National Park  
Ms Audrey Cumberland, Principal, West College Scotland  
Mr John Anderson, Manager, West Dunbartonshire Leisure Trust  
Ms Linda Murray, Scottish Enterprise  
Mr Nick Allan, Dunbartonshire Chamber of Commerce  
Mr David Abernethy, Scottish Prison Service

Date of Issue: 19 May 2017

# **COMMUNITY PLANNING WEST DUNBARTONSHIRE MANAGEMENT BOARD**

**WEDNESDAY, 24 MAY 2017**

## **AGENDA**

### **1 APOLOGIES**

### **2 DECLARATIONS OF INTEREST**

Members are invited to declare if they have an interest in any of the items of business on this agenda and the reasons for such declarations.

### **3 MINUTES OF PREVIOUS MEETING 5 – 10**

Submit for information, the Minutes of Meeting of the West Dunbartonshire Management Board held on 25 January 2017.

### **4 MINUTES OF COMMUNITY ALLIANCE – 1 MARCH 2017 11 – 14**

Submit for information, the Minutes of Meeting of the Community Alliance held on 1 March 2017.

### **5 COMMUNITY PLANNING WEST DUNBARTONSHIRE UPDATE 15 – 26**

Submit report by the Corporate & Community Planning Manager providing an update on progress of a range of issues and progress currently underway within the Partnership.

### **6 JOINT INSPECTION OF SERVICES FOR CHILDREN AND YOUNG PEOPLE IN WEST DUNBARTONSHIRE – 2017 27 - 84**

Submit report by the Chair of Children and Families Delivery & Improvement Group providing an outline of the process and purpose of the Joint Children's Services Inspection and the outcome in terms of the Care Inspectorate's evaluation and final report.

- 7      LOCAL POLICE & FIRE SCRUTINY      85 – 152**
- Submit report by the Divisional Commander, Police Scotland and Local Senior Officer, Scottish Fire & Rescue Service providing a quarterly performance update on delivery of both the local fire and police plans.
- 8      DELIVERY & IMPROVEMENT GROUP UPDATES      153 – 176**
- Submit report by the Corporate & Community Planning Manager providing a progress report on the 2016-17 Action Plan for each Delivery & Improvement Group against agreed outcomes.
- 9      TACKLING HEALTH INEQUALITIES      177 – 186**
- Submit report by the Head of Strategy, Planning & Health Improvement, H&SCP setting out West Dunbartonshire Community Planning Partners' approach to tackling health inequalities in relation to the new duties placed on Community Planning Partners by the Community Empowerment (Scotland) Act 2015.
- 10      COMMUNITY JUSTICE OUTCOME IMPROVEMENT PLAN      187 – 235**
- Submit report by the Corporate & Community Planning Manager providing an update on the Community Justice Outcome Improvement Plan as submitted to the Scottish Government.
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## COMMUNITY PLANNING WEST DUNBARTONSHIRE MANAGEMENT BOARD

At a Meeting of the Community Planning West Dunbartonshire Management Board held in the Committee Room 3, Council Offices, Garshake Road, Dumbarton on Wednesday 25 January 2017 at 9.32 a.m.

**Present:** Councillor Martin Rooney; Joyce White, Chief Executive, West Dunbartonshire Council; Stuart McLean, Group Manager and Jim Devaney, Local Authority Liaison Officer, Scottish Fire & Rescue Service (SFRS); Chief Superintendent Grant Manders, Police Scotland; John Anderson, Manager, West Dunbartonshire Leisure Trust; Linda Murray, Scottish Enterprise; Sharon Kelly, Head of Operations, Skills Development Scotland; Brian Fleming, Operations Manager, DWP; Selina Ross, Chief Officer, West Dunbartonshire Community Volunteering Service; Audrey Cumberland, Principal, West College Scotland; and David Abernethy, Governor, HMP Low Moss, Scottish Prison Service.

**Attending:** Peter Barry, Strategic Lead – Housing and Employability; Amanda Coulthard, Corporate & Community Planning Manager; Jackie Irvine, Head of Children's Health, Care & Criminal Justice; Norman Firth, Criminal Justice Manager; Craig Stewart, Committee Officer, West Dunbartonshire Council.

**Also Attending:** Irene Beautiman, Project Manager, Improvement Service.

**Apologies:** Apologies were intimated on behalf of Angela Wilson, Strategic Director – Transformation & Public Service Reform, West Dunbartonshire Council; Keith Redpath, Chief Officer, West Dunbartonshire H&SCP; Richard Cairns, Strategic Director – Regeneration, Environment & Growth; Bruce Kiloh and John Binning, SPT; Jim Hymas, SFRS; Superintendent Gail McClymont, Police Scotland; Danny Logue, Skills Development Scotland; Steve Dunlop, Scottish Canals; Catriona Morton, DWP and Nick Allan, Dunbartonshire Chamber of Commerce.

**Councillor Martin Rooney in the Chair**

## **CHAIR'S REMARKS**

Councillor Rooney, Chair, welcomed David Abernethy, Scottish Prison Service, to his first meeting of the Board, and introductions were then given.

## **DECLARATIONS OF INTEREST**

It was noted that there were no declarations of interest in any of the items of business on the agenda at this point in the meeting.

## **MINUTES OF PREVIOUS MEETING**

The Minutes of Meeting of the West Dunbartonshire Management Board held on 21 September 2016 were submitted and approved as a correct record.

## **MINUTES OF COMMUNITY ALLIANCE – 23 NOVEMBER 2016**

The Minutes of Meeting of the Community Alliance held on 23 November 2016 were submitted for information and noted.

## **LOCAL POLICE & FIRE SCRUTINY**

A report was submitted by the Divisional Commander, Police Scotland and Local Senior Officer, Scottish Fire & Rescue Service providing a quarterly performance update on delivery of both the local fire and police plans.

After discussion and having heard Chief Superintendent Grant Manders and Group Manager, SFRS, respectively, in further explanation and in answer to Members' questions, the Board agreed:-

- (1) to note the comprehensive, full and detailed presentations on their respective reports and for the helpful analysis behind the statistical data contained within;
- (2) that in respect of the discussion that had taken place in relation to the subsidence issue on Kilbowie Road, Clydebank (adjacent to Clydebank Fire Station), that a briefing note on the current status of this matter would be shared with the Partnership, for their information; and
- (3) otherwise to note the contents of the report and the terms of the discussion that had taken place in respect of this matter.

## **DELIVERY & IMPROVEMENT GROUP (DIG) ACTION PLANS**

A report was submitted by the Corporate & Community Planning Manager providing a progress report on the 2016-17 Action Plan for each Delivery & Improvement Group against agreed outcomes.

After discussion and having heard the relevant Delivery and Improvement Group (DIG) Chairs (or representative) in elaboration and in answer to Members' questions, the Board agreed to note the progress made to date on delivery of the 2016-17 DIG Action Plans.

## **COMMUNITY JUSTICE OUTCOME IMPROVEMENT PLAN – PROGRESS UPDATE**

A report was submitted by the Corporate & Community Planning Manager providing an update on development of the community justice outcome improvement plan as requested by the Scottish Government.

After discussion and having heard the Criminal Justice Partnership Manager and the Head of Children's Health, Care & Criminal Justice in further explanation and in answer to Members' questions, the Board agreed :-

- (1) to note the progress update on development of the community justice outcome improvement plan;
- (2) that consultation on the draft plan be remitted to officers;
- (3) that final sign off and submission of the plan be remitted to the Chief Executive, West Dunbartonshire Council on behalf of CPWD

## **COMMUNITY PLANNING UPDATE**

A report was submitted by the Strategic Director – Transformation & Public Service Reform providing an update on progress of a range of issues and projects currently underway within the partnership.

After discussion and having heard the Corporate & Community Planning Manager and relevant officers in further explanation and in answer to Members' questions, the Board agreed:-

- (1) to note the terms of the discussion that had taken place, including information relating to the recent ministerial visit that had received very positive feedback, and had been considered a considerable success in raising awareness of the diversity of community projects, and the very active community participation ongoing throughout West Dunbartonshire;

- (2) that, with regard to the Hospital transport issue affecting community members in Clydebank (Queen Elizabeth University Hospital), the Chief Executive and the Corporate & Community Planning Manager would be raising this issue with SPT representatives on the Partnership, with a view to this item being on a future agenda for consideration; and
- (3) otherwise to note the terms of the report.

### **COMMUNITY BUDGETING**

A report was submitted by Strategic Director – Transformation & Public Service Reform providing an update on plans to implement Stage 2 of community budgeting in West Dunbartonshire.

After discussion and having heard the Corporate and Community Planning Manager in further explanation and in answer to Members' questions, the Board agreed to note the contents of the report.

### **WEST COLLEGE SCOTLAND ESTATES STRATEGY**

A report was submitted by the Principal, West College Scotland providing members with the West College Scotland Estates Strategy.

After discussion and having heard the Principal, West College Scotland in further explanation of the report, the Board agreed to note the estates strategy of West College Scotland.

### **PRESENTATION – LOCAL AREA PROFILING**

A presentation was given by Amanda Coulthard, Corporate & Community Planning Manager, and Irene Beautiman, Project Manager, Improvement Service on Local Area Profiling. In this regard, a report was submitted by the Strategic Director – Transformation & Public Service Reform providing members with recently published data from Scottish Index of Multiple Deprivation and Improvement Service.

After discussion and having heard the Corporate & Community Planning Manager in further explanation and in answer to Members' questions, the Board agreed:-

- (1) to thank both presenters for the interesting and informative nature of the presentation; and
- (2) to note the terms of the discussion that had taken place on this matter, including the next steps for data analysis.



## **CLOSING REMARKS**

In closing the meeting, Councillor Rooney, Chair, asked members to consider and feedback to the Corporate & Community Planning Manager, one thing we as a Partnership should be signing up to, for each and every future meeting of the Board.

The meeting closed at 12.28 p.m.

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## COMMUNITY ALLIANCE

At a Meeting of the Community Alliance held in Committee Room 3, Council Offices, Garshake Road, Dumbarton on Wednesday, 1 March 2017 at 10.00 a.m.

**Present:** Anne MacDougall, Chair; Rhona Young, Clydebank Seniors Forum; Barbara Barnes, HSCP Locality Engagement Network; Neil Etherington, HSCP Local Engagement Network; Hope Robertson, Clydebank Asbestos Group; Gillian Kirkwood\*, Ysort-it; Brenda Pasquire, West Dunbartonshire Citizens Advice Service; and John Hainey, Linnvale and Drumry Community Council.

\* Attended later in the meeting.

**Attending:** Peter Barry, Strategic Lead – Housing and Employability; Amanda Coulthard, Corporate & Community Planning Manager; Michelle Lynn, Client Business Partner; Wendy Jack, Planning and Improvement Manager, West Dunbartonshire Health & Social Care Partnership; and Craig Stewart, Committee Officer.

**Also Attending:** Chief Superintendent Grant Manders, Divisional Commander, Police Scotland and Jim Hymas, Local Senior Officer, Scottish Fire & Rescue Service (SFRS).

**Apologies:** Apologies were intimated on behalf of Councillors Gail Casey and Martin Rooney; Angela Wilson, Strategic Director – Transformation & Public Service Reform; Gilbert Howatson, Community Councils' Forum (Substitute); and Haji Munir, West Dunbartonshire Minority Ethnic Association.

**Anne MacDougall (Chair) in the Chair**

## WELCOME AND INTRODUCTIONS

Anne MacDougall, Chair, welcomed everyone to the meeting and introductions were then given. Anne welcomed John Hainey, to his first meeting of the Community Alliance as a Linnvale & Drumry community council representative in the public gallery and invited Mr Hainey to join the members at the table during the Community Alliance.

## **DECLARATIONS OF INTEREST**

It was noted that there were no declarations of interest in any of the items of business on the agenda.

## **MINUTES OF PREVIOUS MEETING**

The Minutes of Meeting of the Community Alliance held on 23 November 2016 were submitted and approved as a correct record, subject to Hope Robertson's name being added to the list of apologies in the sederunt of the meeting.

## **COMMUNITY ALLIANCE ACTION PLAN 2017/18**

A report was submitted by the Corporate & Community Planning Manager presenting options for key topics to be delivered over 2017/18.

After discussion and having heard the Corporate & Community Planning Manager and Strategic Lead – Housing & Employability in elaboration and in answer to Members' questions, the Alliance agreed:-

- (1) to note the terms and tenor of the discussion that had taken place in respect of this matter, including discussion on Elected Member attendance and issues relating to the transition from a Community Participation Committee to a Community Alliance;
- (2) to approve the draft action plan, appended to the report, for progression; and
- (3) to approve a review of membership being carried out.

Note: Gillian Kirkwood entered the meeting during consideration of the above item.

## **YOUR COMMUNITY UPDATE**

A report was submitted by the Corporate & Community Planning Manager providing an update on the ongoing actions to deliver Your Community across West Dunbartonshire.

After discussion and having heard the Corporate & Community Planning Manager in further explanation and in answer to Members' questions, the Alliance agreed to note the content of the report and the discussion that had taken place.

## COMMUNITY PLANNING WEST DUNBARTONSHIRE UPDATE

A report was submitted by the Corporate & Community Planning Manager providing an update on the range of issues, projects and initiatives currently underway within the partnership.

After discussion and having heard the Corporate & Community Planning Manager, Local Senior Officer Jim Hymas (SFRS) and Chief Superintendent Grant Manders (Police Scotland) in further explanation of their respective reports and in answer to Members' questions, the Alliance agreed:-

- (1) having heard Chief Superintendent Manders, in respect of the recently launched ***“Serving a Changing Scotland” - Our 10 Year Strategy for Policing***, also known as the 2026 Strategy, Community Alliance Members were encouraged to complete the consultation, which would be made available to them by email and/or hard copy, as required;
- (2) to note the verbal update given by the Corporate & Community Planning Manager on the Ministerial Visit on Monday, 23 January 2017, and the update provided by Neil Etherington in respect of the Minister for Local Government & Housing, Kevin Stewart's, visit to Men's Shed;
- (3) having heard Anne MacDougall, Chair, that it would be helpful for a presentation to be given on Men's Shed, as well as having a separate presentation on Youth Strategy at future meetings of the Community Alliance;
- (4) to note the progress made to date on delivery of the Quarter 2 2016-17 DIG Action Plans on the four Thematic Groups, i.e. Employability & Economic Growth; Safe, Strong & Involved Communities; Supporting Children & Families; and Older People; and
- (5) otherwise to note the content of the report.

## DEVELOPMENT OF THE LOCAL OUTCOME IMPROVEMENT PLAN

A report was submitted by the Corporate & Community Planning providing an update on the ongoing actions to develop the Local Outcome Improvement Plan 2017-2027.

After discussion and having heard the Corporate & Community Planning Manager and Planning and Improvement Manager in further explanation and in answer to Members' questions, the Alliance agreed to note the content of the report.

## COMMUNITY ASSET TRANSFER STRATEGY

A report was submitted by the Strategic Lead – Regeneration providing an update on West Dunbartonshire Council's Community Asset Transfer Policy and Procedures

following guidance issued by the Scottish Government in December 2016 and the legislation coming into force on 23 January 2017.

After discussion and having heard the Client Business Partner and the Corporate & Community Planning Manager in further explanation and in answer to Members' questions, the Alliance agreed to note the content of the report and the terms of the discussion that had taken place in respect of this matter.

### **QUESTIONS FROM THE PUBLIC GALLERY**

It was noted that there was no questions from the public gallery.

### **CLOSING REMARKS – YSORT-IT**

Gillian Kirkwood took the opportunity of advising Alliance Members of the success of Ysort-it in achieving two national awards in recognition of their work in the community. Anne MacDougall, Chair, on behalf of the Community Alliance, congratulated Ysort-it on their significant achievement.

The meeting closed at 11.47 a.m.



Report by the Corporate & Community Planning Manager

Management Group

Wednesday 24<sup>th</sup> May 2017

**Subject: Community Planning West Dunbartonshire Update**

**1. Purpose**

- 1.1 The purpose of the report is to update members on progress of a range of issues and projects currently underway within the partnership.

**2. Recommendations**

- 2.1 Members are asked to note the content of the report

**3. Background**

- 3.1 Since 2014 we have seen significant progress and change in the development of community planning at both a local and national level. New legislation related to both Community Justice and Community Empowerment has changed the context for partnership working and places increased responsibilities on Community Planning Partnerships (CPPs). There is increasing additional focus on scrutiny of performance and achievement of outcomes at a local and national level.
- 3.2 At a local level there has been an embedding of the new arrangements under Community Planning West Dunbartonshire, focused on strengthening the focus on the Delivery & Improvement Groups, building the capacity and remit of the Community Alliance and rolling out the Your Community approach.

**4. Main Issues**

Community Planning West Dunbartonshire - Governance

- 4.1 Since Community Planning West Dunbartonshire took effect in April 2014, with a revised Single Outcome Agreement for the period 2014/17 and an enhanced membership of key agencies, the partnership has developed and strengthened.

- 4.2** A key success of Community Planning West Dunbartonshire since establishment in 2014 is the Development of the Delivery & Improvement Group (DIG) model, which has focused attention and resource on the delivery of the key priority areas for improvement and collaboration. The shared ownership of the CPWD agenda is evident in the diverse membership and the shared leadership of the groups, with key local partners assuming chair and vice chair roles across the DIGs.
- 4.3** The annual action plans for the DIGs have been refined year on year to focus on those particular activities which require a collaborative and partnership approach in order to succeed. This allows a targeting and resource and effort to deliver improved outcomes over time.
- 4.4** In addition to this the Community Alliance was developed from the previous community participation committee of Council to strengthen the voice of residents in the strategic partnership agenda. The role of chair of the community alliance rotates between an elected member and a community representative on an annual basis, with political representation on both CPWD and the Community Alliance consistent to ensure a depth of knowledge and understanding of key issues.
- 4.5** The maturity and strength of CPWD will continue to develop as the Local Outcome Improvement Plan (LOIP) is adopted, ensuring a focus on delivery of improvements across themes and geographies. As this develops it is important that CPWD members continue to identify and embrace opportunities to further strengthen the input and involvement of wider partner agencies. This includes contribution to action plans across all DIG outcome areas, taking opportunities to develop shared service delivery models, the sharing of strategic plans at CPWD meetings to raise awareness and identify opportunities for collaboration and a strategic partnership approach to consultation and engagement activities.

#### Community Empowerment Act Implementation

- 4.6** The Community Empowerment (Scotland) Act received Royal Assent in July 2016, with regulations and guidance following to support implementation of the various parts of the Act itself. Parts 1 (national outcomes), 6 (delegation of Forestry Commissioners' functions), 7 (football clubs) and 10 (participation in public decision making) do not require any implementation plans at a local level.
- 4.7** Supporting guidance on Part 2 of the Act came into force in December 2016, detailing the requirements being placed on Community Planning Partnerships. This guidance explains the purpose of community planning, the principles of effective community planning and specific guidance on development of Locality Outcome Improvement Plans (LOIPs) and locality plans. All CPPs must publish LOIPs by October 2017. Further detail of the development of the CPWD LOIP can be found in paragraphs 4.12 – 4.17 below.



- 4.8** Part 3 of the Act relates to participation requests, a new process which allows community bodies to enter into dialogue with public authorities about local issues and local services on their terms. Where a community body feels it could help to improve an outcome locally they can make a request to take part in a process to improve that outcomes. Guidance suggests that this could be used by community bodies to discuss provisions to better meet the needs of service users, offer volunteers to support service delivery or even propose to take over the delivery of the services themselves. This part of the Act came into force in April of this year with supporting guidance for use by public bodies and community organisations. To support a partnership response to participation requests it is intended that any/all requests be coordinated centrally through the community planning support function.
- 4.9** Community rights to buy land are detailed within Part 4 of the Act, enhancing previous rights given only to rural and crofting communities. All community groups now have the opportunity to express interest in the purchase of land. In addition to this Part 4 of the Act gives community groups the right to buy abandoned and neglected land, through Scottish Ministers, even if the land is not for sale. This supports the wider community empowerment agenda locally, with a number of community organisations within West Dunbartonshire exploring their rights through this section of the Act.
- 4.10** Part 5 of the Act relates specifically to Asset Transfer, that it the right for community bodies to make requests to all local authorities, Scottish Ministers and a wide ranging list of public bodies, for any land or buildings they feel they could make better use of. Guidance issued in December 2016 details the process to be followed in relation to asset transfer under the legislation, which came into force on 23 January 2017. The West Dunbartonshire policy & procedures supporting asset transfer were adopted in draft following consultation through the Community Alliance before being formally approved in March of this year.
- 4.11** Parts 8 and 9 of the Act (Common Good and Allotments respectively) place duties on local councils in relation to information being published and the accessibility of this information. Both parts are focused on making it easier and clearer for local residents to find out more about what their Council has planned in relation to use of land held in common good and development of allotments.

#### Development of the Local Outcome Improvement Plan

- 4.12** All partnerships are required to have their new LOIP in place by 1 October 2017. This document should detail local priorities and a profile of the area built on an evidence base of local needs and assets. This will be supported by locality plans for those areas agreed as requiring targeted intervention.
- 4.13** Following discussion at the January 2017 meeting of CPWD and further consultation on the key priorities for the LOIP, it is recommended that CPWD adopts 5 key priority outcomes for delivery over the period 2017-2027. These high level priority areas will be targeted through delivery of annual action

plans detailing the collaborative actions of partners in each of the Delivery & Improvement Groups.

- 4.14** The key outcome areas for the LOIP are as follows:
- Our local economy is thriving
  - Our communities are safe
  - Our children and young people are nurtured
  - Our older residents are supported to remain independent
  - Our residents are empowered
- 4.15** Detail on the structure of the LOIP and supporting priorities for each of these outcomes can be found as appendix 1 to this report. Each of the 5 priority outcomes will be supported by a DIG, building on and enhancing existing structures. Action plans for these 5 areas will be developed in line with the LOIP and supporting locality plans.
- 4.16** Concurrent to development of the priority outcomes, work has been carried out across the partnership to develop an area profile using available data from individual agencies as well as the SIMD 2016 publication and the Community Planning Outcome Profiles. This profile sets the context for delivery in West Dunbartonshire and informs the identification on priority areas for locality planning as required through the Community Empowerment (Scotland) Act 2015.
- 4.17** Public consultation will be carried out on the 2017-2027 LOIP following discussion and refinement at the May meeting of CPWD, with further development sessions and focus groups planned to support development of the final draft of the LOIP. This will be considered and adopted by CPWD ahead of the final deadline of October 2017 as defined in the supporting guidance to the Act.

#### Your Community

- 4.18** As has previously been reported to CPWD, West Dunbartonshire Council allocated £1m of capital investment in February 2016 to support delivery of Your Community across West Dunbartonshire. It was agreed that this money would be used to support improvement activity identified through the roll out of your community and also a project to explore participatory budgeting in the area. £425,000 was allocated to participatory budgeting, with the remaining £575,000 allocated for improvement activities. Following discussion in October 2016 Council allocated a further £60,000 of revenue funding to support participatory budgeting.
- 4.19** The first round of participatory budgeting was delivered over November 2016, with £25,000 was available in each community council area and bids of up to £2,000 per bid accepted. 87 applications were received and 76 groups were able to present their ideas at one of 8 local voting evenings held in November. 350 residents came along to the events to support local activity in their area

and participated in the allocation of over £90,000 of funding (split equally between capital and revenue allocation).

**4.20** A number of useful points were highlighted during and after round one of community budgeting. This informed some key changes to the process phase two of the community budgeting work:

- Many participants and other stakeholders reported concern at the £2,000 cap on bids as this didn't allow much scope for the large capital projects that community organisations were keen to develop. The low cap has been acknowledged as a barrier to application and will be increased to up to £10,000 per bid for phase two. This allows for larger projects to be presented but also ensures that there is scope for funding of more than one idea per area.
- A number of initial bids in phase one were not eligible as they related to a wider area or were West Dunbartonshire wide, which does not fit within the criteria for community budgeting. The advice surgeries planned for phase two allow groups to come forward with ideas for discussion and signposting. This allows other funding routes and opportunities to be worked through for wider area projects.
- Many participants in phase one felt that timescales were tight for application and for preparing to present at community voting evenings. We understand that many individuals were anxious about presenting ideas to an audience and that more time is required to help groups prepare for this and to develop robust bids. The process has been extended at each stage for phase two to allow for this.
- Although the communities team and partners undertook a wide spread programme of advertisement for phase one, both for applications and events, feedback received was that this process was not widely known about in the community. To combat this information drop in events will be held from the end of January, communities' team members and partners will contact all known community organisations to highlight phase two, information cascades will be carried out through Community Alliance, Community Council Forum, WDTRO and other wider umbrella forums.

**4.21** Phase two of community budgeting commenced in February 2017, with widespread advertising and drop in events held over March to support development of bids ahead of the 10<sup>th</sup> April submission deadline.

**4.22** 78 applications were received for phase 2 of community budgeting and 70 of these are progressing to voting events. 9 local voting events are planned over a 3 week period from 23<sup>rd</sup> May 2017 to 7<sup>th</sup> June 2017 (appendix 2 contains the details for these events).

**4.23** Underpinning this community budgeting activity is the continued phased roll out of steering group development and community action planning across West Dunbartonshire. Community surveys have been carried out across the area and work is ongoing to support steering groups and finalise action plans for each of the 17 areas. This development will also be used to support development of the locality plans required to support the new Local Outcome

Improvement Plan. Local steering groups are in various stages of development across West Dunbartonshire, with two community led action plans already published in the areas linked to the National Park community planning structures.

- 4.24** At the same time work has continued on use of the improvement funding, with a number of projects developed and planned in response to community feedback and walk rounds. Improvement funding is being used in line with the problem solving approach of the Your Community model, with funding allocated to date for increased CCTV provision, additional lighting, bin improvements, environmental projects and community clean up events. Work continues to identify further improvement activities through Your Community.
- 4.25** In addition to this structured Your Community activity the Communities Team have continued to support consultation and engagement at a local level for specific geographical projects. This has included support to consultation on the future use of the Bruce Street Baths site, supporting the libraries and culture team. Work has also been underway on local engagement with residents around the former St Eunan's Primary School site on the future for this land, engagement on the provision of a community facility in Dalmonach and development of a community managed facility in Westbridgend.
- 4.26** Further work will be carried out to identify more opportunities for a partnership approach to community level consultation and engagement, supporting delivery of a partnership approach to community empowerment. This is linked to development of community led action plans and will also inform the local police and fire plans for West Dunbartonshire.

## **5. People Implications**

- 5.1** None, all activity is delivered through existing team capacity.

## **6. Financial Implications**

- 6.1** The capital and revenue allocations for Your Community are progressing on track, and will be delivered within the £1m capital allocation.
- 6.2** Financial implications from implementation of the Community Empowerment Act require to be further scoped, particularly in relation to the potential financial implications of asset transfer and participation requests.

## **7. Risk Analysis**

- 7.1** As outlined above there is an increasing drive nationally for community planning partners to work at an increased pace to deliver outcomes for communities. This is evidenced through the range of work currently underway.
- 7.2** Failure to engage in this work and to respond to the new challenges being set for community planning in Scotland would not reflect well on CPWD and

would risk performance against the national policy priorities set by the Scottish Government.

## **8. Equalities Impact Assessment (EIA)**

- 8.1** An EIA is not required as this is a progress update on a range of activities. An EIA will be carried out as the LOIP is developed.

## **9 Consultation**

- 9.1** This is an update on areas of work. Consultation has been carried out relevant to each project and initiative, involving all appropriate partners.

## **10. Strategic Assessment**

- 10.1** Progressing work as outlined in this report ensures CPWD can deliver on the outcomes set in the Single Outcome Agreement.

### **Communication Bulletin**

Community Planning West Dunbartonshire were pleased to note the progress being made across a range of initiative underway in the partnership, focused on bringing decision making to local communities.

Amanda Coulthard  
Corporate & Community Planning Manager  
10 May 2017

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<b>Person to Contact:</b>	Amanda Coulthard <a href="mailto:Amanda.coulthard@west-dunbarton.gov.uk">Amanda.coulthard@west-dunbarton.gov.uk</a>
<b>Appendices:</b>	Appendix 1 – LOIP development Appendix 2 - Community Budgeting Phase 2 events
<b>Background Papers:</b>	<a href="#">Scottish Government Guidance – Community Empowerment Act Part 2</a> <a href="#">Scottish Government Guidance – Community Empowerment Act Part 5</a>
<b>Wards Affected:</b>	All



# Local Outcome Improvement Plan

## Strategic Context

The Community Empowerment (Scotland) Act 2015 places additional duties and requirements on Community Planning. Part 2 of the Act relates specifically to Community Planning and is supported by a suite of guidance.

The Act requires each Community Planning Partnership to have in place a Local Outcome Improvement Plan (LOIP) by 1<sup>st</sup> October 2017. These LOIPs require to be focused on the case for change in a local area, with a real understanding of varying needs and outcomes levels in our diverse communities.

The priorities identified in the LOIP should be high level ambitions that all partners can sign up to and that require a collaborative effort in order to make a difference.

A strategic area profile has been developed to support identification on priority localities in line with the requirements around locality planning.

## Our Vision

Community Planning West Dunbartonshire is committed to making West Dunbartonshire a great place to live, work and visit. In order to deliver on this our long term aspiration is to reduce inequality and disadvantage in West Dunbartonshire.

We are adopting 5 key outcomes for the partnership, which will be the focus for partnership activity and investment over the period of the plan. Each outcome is supported by a suite of priority areas, which will be the focus of activity in the Delivery & Improvement Groups and measured through a performance and improvement monitoring framework.

It is important to recognise that these priorities are cross cutting in nature and, while they have been assigned to a 'lead' area, will link to delivery of all outcomes and the long term vision of CPWD.

<b>Outcomes</b>	<b>Key Priorities Areas (draft)</b>
Our local economy is thriving	sustainable business growth
	Regeneration and investment in our local areas
	Enhanced employability skills and routes into employment
	Enhanced quality and availability of affordable housing
Our communities are safe	Community justice outcomes
	Domestic Abuse / Violence against Women
	Addictions
	Vulnerable Adults
Our children and young people are nurtured	Corporate parenting
	Raising attainment
	Improving outcomes for looked after children in the community
	Keeping Children and Young People safe
Our older residents are supported to remain independent	Promoting independence
	Enablement
	Housing options
Our residents are empowered	Resilient communities
	Confident and resilient families
	Supporting identified needs of carers





## COMMUNITY BUDGETING PHASE 2 COME ALONG AND VOTE FOR LOCAL PROJECTS IN YOUR AREA

Community Budgeting is making capital funding available in each of our 17 neighbourhoods. Community organisations have bid for this funding and now it's over to you to decide which projects are funded.

Local groups applied for funding for a wide range of ideas and projects including community gardens, equipment for sporting activities and improving community facilities. Information on each bid can be found on the community planning pages of the Council website – [www.west-dunbarton.gov.uk/council/community-planning-west-dunbartonshire/phase-two-community-budgeting/](http://www.west-dunbarton.gov.uk/council/community-planning-west-dunbartonshire/phase-two-community-budgeting/)

All local residents are invited to attend the planned voting events and have their say on which projects should be funded. Anyone who lives in West Dunbartonshire and is over the age of 8 can come along to one or more of the events detailed below.

If you want to have your say but can't come along to an event, you can cast a vote in advance – details can be found on the website page detailed above.

<b>Date &amp; Time</b>	<b>Location</b>	<b>Areas covered</b>
Tuesday 23 <sup>rd</sup> May 6pm – 8pm	Vale of Leven Academy	<b>Alexandria, Balloch &amp; Haldane, Renton</b>
Wednesday 24 <sup>th</sup> May 6pm – 8pm	Gavinburn Primary School	<b>Old Kilpatrick</b>
Thursday 25 <sup>th</sup> May 6pm – 8pm	Loch Lomond & Trossachs National Park, Balloch	<b>Kilmarnock</b>
Tuesday 30 <sup>th</sup> May 6pm – 8pm	Cutty Sark Centre, Bellsmyre	<b>Bonhill &amp; Dalmonach, Dumbarton North</b>
Wednesday 31 <sup>st</sup> May 7pm – 9pm	Glenhead Centre, Duntocher	<b>Duntocher &amp; Hardgate, Faifley</b>
Thursday 1 <sup>st</sup> June 6pm – 8pm	Napier Hall, Old Kilpatrick	<b>Bowling &amp; Milton &amp; Old Kilpatrick</b>
Monday 5 <sup>th</sup> June 6pm – 8pm	Dalmuir CE Centre, Clydebank	<b>Dalmuir &amp; Mountblow</b>
Tuesday 6 <sup>th</sup> June 6pm -8pm	Clydebank High School	<b>Clydebank East, Parkhall North Kilbowie &amp; Central</b>
Wednesday 7 <sup>th</sup> June 6pm – 8pm	Concord Centre, Dumbarton	<b>Dumbarton East &amp; Central, Dumbarton West</b>





**Report by Jackie Irvine, Chair of Children and Families DIG**

**Community Planning Partnership Management Board:  
24<sup>th</sup> May 2017**

**Subject: Joint Inspection of Services for Children and Young People in West Dunbartonshire - February 2017**

## **1. Purpose**

- 1.1** The purpose of this report is to provide the Community Planning Management Group (CPMG) with an outline of the process and purpose of the Joint Children's Services Inspection and the outcome in terms of the Care Inspectorate's evaluation and final report as attached at **Appendix 1**.
- 1.2** In addition attached at **Appendix 2** is the Improvement Action Plan for considerations and approval. This plan has already been agreed in principle by the Care Inspectorate.

## **2. Recommendations**

- 2.1** The Community Planning Management Group is asked to:
  - i) Note the content of this report and the attached Care Inspectorate Report as published on 28<sup>th</sup> February 2017.
  - ii) Approve the content of the attached Improvement Action Plan at Appendix 2.
  - iii) Note that further progress reports will be provided to the CPMG.

## **3. Background**

- 3.1** The joint inspection of services for children and young people in the West Dunbartonshire Community Planning area took place between 29 August and 14 October 2016. This inspection looked at the difference services are making to the lives of children, young people and families.
- 3.2** There were several phases to the inspection including some offsite scoping of key documents and evidence that had been submitted in advance of the inspection. The inspectors read 96 case records of the most vulnerable children and young

people. They undertook 79 Focus Groups with staff and met with 103 children and young people and 39 parents and carers.

- 3.3** West Dunbartonshire area is one of the last few CPP areas to be inspected and this cycle of inspection will conclude in 2017. Thereafter it is anticipated that the Care Inspectorate will move to thematic inspections on Child Protection and Corporate Parenting.

## **4 Main Issues and Outcome**

- 4.1** The result of the inspection was extremely positive for West Dunbartonshire and for this we should acknowledge the commitment and efforts of all staff across the children's services partnership, both in terms of their dedication to children, young people and families and in relation to the time and enthusiasm they committed to the inspection process. The inspectors commented at various points about the commitment, enthusiasm and positive contribution made by staff and all partners.
- 4.2** The inspection team covered a wide range of areas and issues in respect of achieving positive outcomes for children and their families; we were awarded grades in respect of specific Quality Indicators. These are as follows:

<b><i>How well are the lives of children and young people improving?</i></b>	
Improvements in the wellbeing of children and young people	<b>Good</b>
Impact on children and young people	<b>Very Good</b>
Impact on families	<b>Good</b>
<b><i>How well are partners working together to improve the lives of children, young people and families?</i></b>	
Providing help and support at an early stage	<b>Very Good</b>
Assessing and responding to risks and needs	<b>Adequate</b>
Planning for individual children	<b>Adequate</b>
Planning and improving services	<b>Good</b>
Participation of children, young people, families and other stakeholders	<b>Very Good</b>
<b><i>How good is the leadership and direction of services for children and young people?</i></b>	
Leadership of improvement and change	<b>Good</b>

- 4.3** The inspectors identified a number of particular strengths which were making a positive difference to the lives of children and young people:
- The strength of strategic approaches to targeting key universal health services had achieved some real gains within a very challenging context of high deprivation;*
  - Highly committed staff groups across the partnership demonstrated clear ownership of the strategic vision for children, young people and families and felt clearly connected to improvement planning;*

- *Young people, including the most vulnerable, were meaningfully involved in influencing policy and service development;*
- *There was an evident commitment to early intervention and prevention with very effective help and support processes;*
- *A coherent shared vision was in place and modelled by a mature partnership.*

**4.4** In respect of areas for improvement, the inspection team concluded that;

*Partners had demonstrated a commitment to continuous improvement and reflective practice and we are confident that partners are well placed to incorporate the opportunities for further improvement highlighted during this inspection within their ongoing activities. In doing so, the community planning partnership should take action to:*

- *Demonstrate the difference investments in early intervention and prevention are making for all children and young people through measurement of robust data and progress across strategic plans.*
- *Strengthen strategic plans in recognition of national policy directives on prevention of domestic abuse and local trends in use of kinship care.*
- *Achieve greater consistency in quality of assessments of risk and need and the formulation of plans to meet identified factors by ensuring that approaches to day-to-day quality assurance of operational practice are robust, systematic and deliver intended improvements.*

**4.5** The inspection team also identified 3 examples of Good Practice;

- Effective change management –Seasons for Growth
- Leadership by young people for young people – Y Sort It
- Commitment to equality and inclusion – Highly Dependent Learners

#### Improvement Action Plan

**4.6** Following the publication of the report all Community Planning Partnerships are required to submit an Improvement Action Plan to set out how the CPP will address the key recommendations of the report as outline at 4.4 above. The Improvement Action Plan attached at **Appendix 2** has been approved by our link inspector Rosie Laurence in advance of presenting it to the Community Planning Management Group on 24<sup>th</sup> of May.

**4.7** The CPP Joint Children's Services Inspection Improvement Plan represents a number of improvement actions and milestones which will in effect be developed and implemented across the various CPP strategic planning fora. This plan is therefore a collection of the actions that will be taken to address the learning arising

from the joint inspection of children's services carried out in 2016 by the Care Inspectorate.

- 4.8** Whilst the overall strategic Responsibility lies with the Children and Families Delivery and Improvement Group (DIG) there are aspects of the actions assigned to either additional Community Planning Strategic Groups or Key Officers who do not sit on the Children and Families DIG. The expectation is therefore that the actions assigned to both the officers and strategic groups will be reported directly into the Children and Families DIG at regular intervals. From there progress made will be reported to the CPMG and any challenges or barriers to progressing actions will be passed to the CPMG for remedial action if necessary.

## **5. People Implications**

- 5.1** There are no people implications.

## **6. Financial Implications**

- 6.1** The requirement to address the recommendations as detailed in the Improvement Outcome Plan (Appendix 2) will require Community Planning Partners to be considerate of the implications of any future funding implications or efficiencies. Inspectors particularly highlighted the effectiveness of preventative and early intervention services in improving outcomes for the most vulnerable children and families.

## **7. Risk Analysis**

- 7.1** There are no immediate risks identified however it will be imperative that the CPMG and all partners ensure that the required improvements are fully realised.

## **8. Equalities Impact Assessment (EIA)**

- 8.1** There is no need to carry out an equalities impact assessment.

## **9. Consultation**

- 9.1** All partners who play a part in addressing the recommended improvements were consulted in the process of drawing up the Improvement Action Plan (Appendix 2).

## **10. Strategic Assessment**

- 10.1** This reflects our key strategic priorities and outcomes for children, young people and families as set out in the Single Outcome Agreement and in the developing Local Outcome Improvement Plan (LOIP).

**Author:** Jackie Irvine, Head of Children's Health, Care and Criminal Justice Services and Chief Social Work Officer.

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Chair of the Children and Families Delivery and Improvement Group

**Date:** 15<sup>th</sup> May 2017

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**Person to Contact:** Jackie Irvine, Head of Children's Health, care and Criminal Justice and Chief Social Work Officer

**Appendices:** Appendix 1: Care Inspectorate Report February 2017  
Appendix 2: CPP Improvement Action Plan

**Background Papers:** None

**Wards Affected:** All





## Services for children and young people in West Dunbartonshire

February 2017

Report of a joint inspection

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## 1. Introduction

At the request of Scottish Ministers, the Care Inspectorate is leading joint inspections of services for children and young people across Scotland. When we say 'children and young people' in this report we mean people under the age of 18 years or up to 21 years and beyond if they have been looked after.

These inspections look at the difference services are making to the lives of children, young people and families. They take account of the full range of work with children, young people and families within a community planning partnership area. When we say 'partners' in this report we mean leaders of services who contribute to community planning, including representatives from West Dunbartonshire Council, NHS Greater Glasgow and Clyde, Police Scotland, the Scottish Fire and Rescue Service.

When we say 'staff' in this report we mean any combination of people employed to work with children, young people and families, including health visitors, school nurses, doctors, teachers, social workers, police officers, and the voluntary sector. Where we make a comment which refers to particular groups of staff, we mention them specifically, for example health visitors or social workers.

Our inspection teams are made up of inspectors from the Care Inspectorate, Education Scotland, Healthcare Improvement Scotland and Her Majesty's Inspectorate of Constabulary for Scotland. Teams include young inspection volunteers, who are young people with direct experience of care and child protection services who receive training and support to contribute their knowledge and experience to help us evaluate the quality and impact of partners' work. Associate assessors are also included on inspection teams. These are staff and managers from services in another community planning partnership area.

In September 2014, the Care Inspectorate published *How well are we improving the lives of children, young people and families?* A guide to evaluating services for children and young people using quality indicators. This framework is used by inspection teams to reach an independent evaluation of the quality and effectiveness of services. While inspectors keep in mind all of the indicators in the framework, we evaluate nine of the quality indicators in each inspection, using the six-point scale as set out in Appendix 2. These nine indicators are chosen for evaluation because they cover the experiences of children, young people and families and the difference services are making to their lives; the outcomes partners collectively are making in improving outcomes for children across the area; and key processes which we consider to be of critical importance to achieving positive outcomes for children and young people. These are leading change and improvement; planning and improving services and involving children and families in doing so; and assessment and planning for children who are particularly vulnerable, including children and young people who are looked after or in need of protection.

## 2. How we conducted the inspection

The joint inspection of services for children and young people in the **West Dunbartonshire Community Planning area** took place between 29 August and 14 October 2016. It covered the range of partners in the area that have a role in providing services for children, young people and families.

We reviewed a wide range of documents and analysed inspection findings of care services for children and young people. We spoke to staff with leadership and management responsibilities. We carried out a survey of named persons and lead professionals. We talked to large numbers of staff who work directly with children, young people and families and observed some meetings. We reviewed practice through reading records held by services for a sample of 96 of the most vulnerable children and young people. We met with 103 children and young people and 39 parents and carers in order to hear from them about their experiences of services. We are very grateful to everyone who talked to us as part of this inspection.

The Care Inspectorate regulates and routinely inspects registered care services provided or commissioned by West Dunbartonshire Council. For the purposes of this inspection, we took into account findings from inspections of all relevant services for children and young people undertaken over the last two years. We also referred to a report of a joint inspection of services to protect children in the West Dunbartonshire Council area published by Her Majesty's Inspectorate of Education in 2012 to consider what progress had been made in the areas for improvement outlined in that report. This report can be found at [www.educationscotland.gov.uk](http://www.educationscotland.gov.uk)

As the findings in this joint inspection are based on a sample of children and young people, we cannot assure the quality of service received by every single child in the area.

### 3. The community planning partnership and context for the delivery of services to children, young people and families

With a population of 90,340, West Dunbartonshire is one of Scotland's smallest local authorities. It is an area of geographical contrasts and diverse communities; from remote rural villages to the densely populated former industrial areas on the River Clyde. Almost half of the population live in Clydebank. The town of Dumbarton serves as the civic headquarters for the local authority and the Vale of Leven area attracts visitors to the Loch Lomond and Trossachs National Park. There is a strong sense of pride in the area's shipping heritage and tourist industry. The Scottish Index of Multiple Deprivation is the Scottish Government's official tool for identifying communities suffering from deprivation. The index divides Scotland into small areas, called data zones, each containing around 350 households. The most recent 2016 index identified 48 data zones as among the most deprived 20%, highlighting West Dunbartonshire as one of the most deprived areas in Scotland. As at 2011, approximately 1.6% of the West Dunbartonshire population belonged to an ethnic minority, which was less than the Scottish figure of 4%.

The population of children aged 0-15 is 15,913 equating to 17.5% of the population. Young people aged 16-19 years, at 4,494 make up 5% of the population. Many communities have experienced lower employment rates than the rest of Scotland for an extended period, with 7.2% of the population being described as unemployed compared to the national figure of 5.6%. West Dunbartonshire has 9.8% lone parent households, which exceeds the national average of 7.2%. The percentage of the population living in low-income families at 25% is also above the national average of 18%.

During 2013-14 the community planning partnership implemented a new framework for community planning. A single **community planning partnership management group** titled **Community Planning West Dunbartonshire** replaced previous structures with a view to strengthening partnerships and ensuring effective participation. The community planning partnership management group is chaired by the leader of West Dunbartonshire Council. The membership of the group includes elected members, chief officers from key public agencies such as Police Scotland, Scottish Fire and Rescue Service and the Health and Social Care Partnership as well as important third sector partners and other stakeholders. The management group is responsible for agreeing joint priorities and delivery of resources. It also acts as the final approval and scrutiny body for the partnership.

The Single Outcome Agreement 2014-17 expresses four priorities for children, young people and families with specific intentions of improving attainment, increasing positive destinations and ensuring families are confident and equipped. These priorities are delivered through groups aligned to the community planning management group: the public protection chief officers group; **the child protection committee; delivery and implementation groups**; and **review and improvement** subgroups. All of these groups report on progress through a performance framework. Commitments to community engagement and empowerment are being taken forward by the Your Community and Youth Alliance initiatives.



## 4. How well are the lives of children and young people improving?

### Improvements in the wellbeing of children and young people

This section considers improvements in outcomes community planning partners have achieved in relation to three themes. These are: improving trends through prevention and early intervention; improvements in outcomes for children and young people and improvements in the lives of vulnerable children and young people.

Performance in improving outcomes for children and young people was good. We recognised the clear challenges partners faced in advancing the life chances of children given the high levels of enduring poverty and inequality across communities. Partners had a strong commitment to early intervention and had invested in approaches and services to prevent problems escalating. While there were improving trends in a number of health measures, others remained stubbornly difficult to shift, in spite of the concerted efforts of staff across services. This led us to conclude that current joint approaches to give children the best start in life were unlikely to significantly narrow outcome gaps unless partners are supported in taking a more radical approach. Importantly, partners had achieved strong and improving trends in early literacy, raising attainment and narrowing the attainment gap. Increasing numbers of vulnerable young people were able to remain within their families. Care leavers were being well supported into education, employment and training. The most recent performance report helpfully combined progress reporting on the single outcome agreement and integrated children's services plan. However, several areas of strategic importance lacked identified measures of success. Consequently, this limited the ability of partners to demonstrate the extent to which investments in early intervention and prevention and the commitment to corporate parenting were delivering improvements in the lives of children and young people, particularly the most vulnerable.

### How well are trends improving through prevention and early intervention?

There were positive improvements in a number of health measures such as childhood immunisations, the numbers of women attending for antenatal care by the twelfth week of pregnancy and health screening for newborn babies. In 2015-16, uptake of 27-30 month developmental assessments was above the national average. Positively, 77% of children assessed were found to be meeting their developmental milestones compared to the national figure of 71.6%.

In spite of concerted efforts, achieving improvements in other key early-years indicators continued to prove challenging. Smoking in pregnancy was higher than the national average. Although the numbers of women involved were very small, a successful **Early Years Collaborative** approach to smoking cessation was beginning to show positive results. This approach has been upscaled across NHS Greater Glasgow and Clyde.

In 2015-16, the percentage of babies who were exclusively breastfed at 6-8 weeks and mixed-fed on breast milk and formula were lower than national rates (17.4% and 24.7% compared to 28.2% and 38.9% respectively). Although partners were proactive in addressing this issue, progress was slow.

West Dunbartonshire had a higher rate of hospital admissions due to unintentional injuries than any other area of the NHS Greater Glasgow and Clyde Board. However, specific initiatives had helped reduce the number of incidents of children ingesting medication prescribed to parents from 18 in 2013 to one in 2015.

Self-reporting by secondary school pupils within the 2010-2013 Scottish Schools Adolescent Lifestyle and Substance Use Surveys showed significant improvements in smoking, alcohol consumption and drug use. This change in behaviour was reflected within a reducing trend in alcohol-related admissions to hospital among 15-19 year old young people.

Extensive activity was taking place to alleviate the adverse consequences of deprivation, including community-led approaches. School breakfast clubs were provided and clothing grants had been enhanced. There were successes in maximising income and reducing debt. However, available data did not identify those who had benefitted, such as households with children or young people living independently. As a result, opportunities to demonstrate the difference strategies to tackle child poverty and inequality had made to the lives of children and young people were missed.

Rates of reported domestic abuse were the second highest in Scotland. Prevalence was markedly worse in the most deprived areas, with 49% of reported incidents from Clydebank. Numbers rose from 768 incidents in 2014-15 to 975 in 2015-16. Partners had been unsuccessful in their bid to secure government funding which would have enabled them to deliver the accredited **Caledonian** programme. As a result, they were attempting to co-design and deliver an integrated approach from within available resources. Partners had purposefully analysed data and identified the number and age of children present during domestic abuse incidents. The number of children and young people involved rose from 1578 in 2014-15 to 2008 in 2015-16. Given there were families with repeat incidents, the numbers of children reflect some duplication. Overall, the numbers indicate an increase of 27% in both incidents and children. Work had also been undertaken to change operational practice and raise awareness among staff. However, a lack of mutually agreed outcome measures hindered partners' ability to evaluate the effectiveness and impact of early intervention and prevention approaches.

Investments in all strands of the **Whole System Approach** had resulted in the delivery of a wide range of early intervention approaches. As a result, children and young people at risk of offending were being appropriately diverted from formal systems. Between May 2015 and April 2016, the children's reporter received 37 referrals on offence grounds, only three of which needed to proceed to a children's hearing.

The Lord Advocate's guidelines direct the police as to when children and young people over the age of 12 are reported to both the procurator fiscal and to the children's reporter. Of the young people who were "jointly reported", the majority avoided prosecution due to the use of diversion and restorative approaches.

In 2014-15, there were 445 homeless applications by young people. This represented 23.6 per 1,000 of the population under 18 years compared to 15.3 nationally. Although the trend in homeless applications by young people was decreasing, we found performance was worse than other local authority areas, including cities. Partners recognised the need to achieve sustained improvements through more effective approaches to youth homelessness and a new strategy was in the final stages of development at the time of inspection.

### How well are outcomes improving for children and young people?

Health and education services made a significant contribution through partnership working to improving the wellbeing of all children and young people. As part of the national Childsmile programme, supervised, daily tooth brushing was taking place in all nurseries and almost all primary schools. Similar to other areas, the percentage of fluoride varnishing treatments had yet to reach the expected national target. In 2015/16, the percentage of children in Primary 1 with no obvious signs of tooth decay was 66.3% compared to 69.4% nationally. Over the past decade, childhood obesity rates have been similar to the child population for Scotland as a whole. The latest data for body mass index of children in Primary 1 showed that 82.1% of children achieved a healthy weight compared to 84.8% nationally. Although still above the national figure, teenage pregnancy rates were reducing.

A whole-child approach to nurture within schools had utilised Scottish Index of Multiple Deprivation data to target approaches aimed at improving the emotional wellbeing of children and young people and combat the impact of domestic abuse. Nurture groups, the widespread delivery of the **Seasons for Growth** programme and external evaluation of the **Roots of Empathy** initiative reported improvements in the emotional wellbeing of children. These findings were complemented by Young People in Mind and the Life Link Youth school counselling service using "before and after" self-reporting. Child and adolescent mental health services had successfully reduced waiting times over the previous three years to an average of five to six weeks, well below the national target of 18 weeks.

The council's 2014-15 Standards and Quality Report demonstrated improving performance in early literacy, raising attainment and closing the attainment gap. Attendance in primary schools was in line with the national average, and in secondary schools sat just below the national figure (89.6% compared to 91.8%). Attendance at schools for children with additional support needs was higher than the national average. Partners were tracking attendance at early years and childcare centres and nurseries with specific areas for improvement being taken forward by the Early Years Collaborative. Although the percentage of primary and secondary school exclusions were less favourable when compared to national figures, rates were reducing.



The proportion of children excluded from primary school was slightly above the national figure and in secondary school sat at 57 per 1,000 pupils compared to 49.5 per 1000 nationally. The proportion of children and young people excluded from schools for children with additional support needs was well below the national figure (62.5 compared to 126.4 per 1000 pupils.)

A high percentage of children and young people were living in the most deprived areas. Despite this, some secondary schools performed better than others in comparator areas. Levels of attainment in reading, writing and mathematics for primary-aged learners had been increasing, most notably in schools that served areas of deprivation. Although attainment for older young people at levels 5 and 6 was less positive than comparators, in 2013/14 there were improvements by the end of S4, S5 and S6 on almost all measures, particularly at SCQF Level 2. There was evidence that partners were beginning to close the outcome gap. Significantly, the percentage of pupils from deprived areas gaining five or more awards at SCQF Level 5 was higher than the national average and the majority of comparators. Following a period of above average performance, in 2014-15, the percentage of young people who entered a positive destination fell below comparators and the national rate, now standing at 90% compared to 93% nationally.

A snap shot at September 2015 of children affected by homelessness identified 28 families in temporary accommodation, all of whom were appropriately placed, with none in bed and breakfast establishments or hostels.

### **How well are the life chances of vulnerable children and young people improving?**

The partnership was able to demonstrate improvements in the life chances of vulnerable children. However, an absence of outcome focused indicators within the existing performance framework meant that measures tended to relate to volume and frequency of activities.

Partners were committed to reducing the use of out-of-area placements. This approach was supported by the Alternative to Care service which had proved highly successful in sustaining young people within their families and local communities. The use of independent foster care placements had increased and a highly visible campaign was aimed at recruiting local carers. The proportion of children who needed to be looked after was, at 31 July 2015, equivalent to 2.2% of the child population compared to 1.5% nationally. The balance of care at 85% community-based and 14% in residential accommodation was below the national rates of 88% and 12% respectively. While there were significantly more children placed with kinship carers than nationally (38% compared to 27%), measures of improved wellbeing for this particular group had yet to feature within performance frameworks.

Over time, there have been consistently fewer children on the child protection register than the national average (currently 1 compared to 3 per 1,000).

With high levels of deprivation and domestic abuse, leaders sought assurance that decision making in response to child protection concerns and removing children's names from the register was effective by routinely analysing quantitative and qualitative data and requesting additional information as required.

Although there had been a decreasing trend in the number of school exclusions of looked after children, other data was limited. Education services planned to include analysis on the attendance, attainment and achievements of looked after children in the next standards and quality report.

Of the children and young people eligible for aftercare support in 2014-15, 89% were in contact with services, which significantly exceeded the national figure of 69%. Within this group, 41% was in employment, education or training compared to the national figure of 28%. However, there was more work to be done in terms of increasing the proportion of looked after young people remaining in care placements over the age of 16, which in 2015 was 7% compared to the national average of 12%. As corporate parents, partners had very few ways of measuring the extent to which the actions they were taking resulted in improvements in the wellbeing and life chances of looked after children and care leavers. Measures of trends among care leavers that reflect success in moving towards independence were not being tracked, for example sustaining suitable accommodation, increased employability, keeping active and being included.

## Impact on children and young people

This section is about the extent to which children and young people are able to get the best start in life and the impact of services on their wellbeing. It is about how well children and young people are helped to be safe, healthy, achieving, nurtured, active, respected, responsible and included.

**The impact of services on the wellbeing of children and young people was very good. Children benefitted from positive and respectful relationships with highly committed and motivated staff. A wide range of innovative programmes raised awareness of risk and enabled children and young people to make informed decisions to ensure their personal safety at home, online and in the community. Children and young people were important, effective contributors within their communities via a range of volunteering and mentoring opportunities. Access to universal and specialist health provision promoted the physical and emotional wellbeing of children and young people. For some of the most vulnerable children and young people, there had been insufficient attention paid to identifying and recording strengths and deficits in wellbeing within their individual plans.**

## **How well are children and young people helped to keep safe?**

A wide range of projects and diversionary activities were raising awareness about personal safety among large numbers of children and young people, promoting opportunities to make informed decisions and choices. Experiential learning programmes alerted primary pupils to dangers such as carrying knives and fire-raising. Secondary school pupils attending the Safe Drive Stay Alive programme were better able to understand the importance of driving safely.

Children and young people previously at risk of serious harm and abuse had been helped to be safe as a result of effective multi-agency interventions and close monitoring of their progress. Some children were ultimately protected by appropriately removing them from parental care. Children looked after away from home benefitted from the security offered within their respective care placements. Care experienced young people were making safe transitions towards independence as a result of the highly effective support they received. There were clear processes in place to identify, manage and mitigate risks in respect of young people who had potential to cause harm to themselves or others.

Children were clearly safer when their parents received the support they needed to address issues related to substance misuse, domestic abuse and parental mental health. In a small number of instances, we found that children's safety was less assured because staff held an overly optimistic view of the improvements made by parents over relatively short timescales. On a very few occasions, actions taken met children's needs in the short term only, with insufficient consideration of what contingency arrangements were needed.

## **How well are children and young people helped to be healthy?**

The health of babies was promoted through increased attendance at antenatal appointments and uptake of specific supports offered by the Special Needs in Pregnancy Service (SNIPs) and Family Nurse Partnership. Within early years children's centres, nurseries and primary schools young children benefitted from health promotion activities and provision such as breakfast clubs, healthy eating and supervised tooth brushing. Early identification of need within 27-30 months assessments had enabled young children and their parents to access specific supports at an early stage.

An extensive range of early intervention, universal and specialist services contributed to improvements in the emotional wellbeing of children and young people, often helping them to come to terms with significant loss and trauma. Sexual health was promoted through specialist after-school drop-in and advice services, with vulnerable young people benefitting from a priority, same day service. Structured services, delivered by third sector partners alongside crisis intervention through GPs, enabled young people with substance misuse issues to access comprehensive support.

Children looked after away from home benefitted from comprehensive health assessments. The majority of children and young people looked after at home had their physical and emotional needs met. In some instances, greater direction and challenge from professionals was required to ensure parents prioritised the health needs of their children.

### How well are children and young people helped to achieve?

Caring staff within stimulating nursery and early years childcare centres helped young children to reach their developmental goals. There had been sustained improvements in literacy within primary education.

Redirection of savings made by elected members enabled provision of an internet enabled laptop for every primary 7 pupil, enhancing digital learning and improving connections between school and home.

Children were being supported to manage the transition from primary to secondary school as a result of effective supports provided by pupil and family support teams and a highly visible educational psychology service.

Improvements in literacy and numeracy helped children gain more from education. Increasing numbers of young people achieved awards and qualifications, with results showing marked progress in attainment by young people from the most deprived communities. Young people at risk of not entering a positive destination were increasingly benefitting from earlier identification and specialist support. Funding of educational maintenance allowance awards payments exceeded what is required nationally, which supported increasing numbers of young people in post school destinations.

Children who were looked after away from home enjoyed improved outcomes related to attendance, behaviour and presentation. The same was not always true for children and young people looked after at home as a number continued to experience poor attendance and limited progress in school.

### How well are children and young people helped to experience nurturing care?

Effective work with families at home, in early years centres and schools was strengthening attachments between vulnerable children and their parents and enhancing experiences of being nurtured. Young people who were not yet in a position to secure a positive destination spoke of an increased sense of belonging as a result of their attendance at an activity agreement nurture group.

From our review of case records it was clear that support from Seasons for Growth, **CEDAR** (Children Experiencing Domestic Abuse Recovery) and **CARA** (Challenging and Responding to Abuse) programmes enabled vulnerable children and young people to come to terms with difficult life experiences. However, we also found instances of children who may have benefitted from similar support but there was no evidence of a service having been offered to them.

In a few instances, earlier recognition of the cumulative impact of the factors that affect parents' emotional availability might have enhanced children's wellbeing and improved their sense of stability and security.

For many children, their lives were clearly transformed when they became permanently settled within alternative families. However, for a few children, delays in planning contributed to uncertainty over their longer-term futures.

Care leavers felt valued and talked positively of the supports offered by throughcare staff. A growing number of young people were taking the opportunity to either remain within their care placements for longer or maintain links to their former children's house.

### **How well are children and young people helped to be active?**

Partners delivered a range of sport and leisure opportunities to children and young people of all abilities. Initiatives also promoted opportunities for families. For example, the Set 4 Sport programme enabled parents living in properties with little or no garden to creatively engage their children in physical activities in any location. Children and young people with a disability benefitted from the disability sport programme which offered coaching and support to access a range of well used activities. The programme was viewed positively by children, young people and their parents. Free access to leisure activities for young people who were looked after away from home and subsidised Pulse vouchers for other groups of young people helped them to access community resources. With Loch Lomond on their doorstep, youth groups were assisted to attain a range of awards through services delivering outdoor education and conservation programmes.

The School Games initiative enabled 4,900 students from P2 to S6 to participate in competitions and fixtures incorporating a range of different sports. A successful summer programme supported over 300 young people to access physical activities on a weekly basis during the school holidays.

Our review of records found that the majority of children and young people participated in some form of activity that they enjoyed. However, for a significant number of the most vulnerable children and young people, lack of attention to this wellbeing indicator within plans resulted in lost opportunities to recognise, support and encourage meaningful activity.

### **How well are children and young people respected?**

Staff across services treated children and young people with respect, to their considerable benefit. Young people we met felt listened to and involved. During the Dare to Care event organised by care experienced young people, corporate parents had clearly heard and were acting on the messages they received from young people about making changes that would reduce stigma and promote respect.

Examples related to rounding up the amount of weekly allowance to avoid the counting out of coins, which was viewed as demeaning by young people, and discontinuing the practice of requiring receipts for all money spent, including for personal hygiene products.

Children and young people looked after away from home within children's houses viewed their Youth Forum as not only enabling them to raise concerns, issues and ideas, but to have them acted on. Who Cares? Scotland actively supported the Youth Forum and offered an individual support and advocacy service. However, from our review of cases records and discussions we identified many young people who had yet to benefit from independent advocacy. The views of looked after children were not always routinely recorded or gathered using the tools available. This activity is particularly significant when children and young people do not have access to an independent person to represent their views.

### **How well are children and young people helped to become responsible citizens?**

School-based programmes enabled children and young people to improve their awareness of safe choices and to make informed, responsible decisions. For younger children, use of the ClassDojo app creatively encouraged pupils to behave well.

Youth work initiatives enabled potentially vulnerable young people to demonstrate their ability to be responsible citizens through a range of positive activities in the evening and across weekends. This was contributing to a reported reduction in antisocial behaviour by young people. Restorative approaches and diversion from prosecution enabled young people to explore the issues that contributed to offending behaviour and make reparation where appropriate. The contribution made by the **Y Sort It** group, which is led by young people, has been recognised as an example of good practice and is discussed in further detail at the end of the report.

Children who were looked after away from home were encouraged and supported to be responsible. It was clear that residential care staff helped young people to exercise age-appropriate decision making skills.

### **How well are children and young people helped to feel included?**

A range of volunteering and mentoring opportunities promoted children and young people's sense of belonging and enabled them to make important contributions to their communities. For example, the Scottish Government's accredited award scheme for 12-25 year old volunteers enabled young people to complete over 1,500 Saltire Awards.

There was a strong, embedded approach to mentoring which 'matched' children and young people to pro-social volunteers who acted as important sources of flexible support for as long as needed.



Examples included the award winning Youth Mentoring Project and the Buddy Up initiative, which enabled formerly looked after young adults to act as mentors to care experienced young people.

Young carers benefitted from in-school champions and a range of flexible supports that contributed to them feeling more resilient, included and supported.

The Lesbian Gay Bisexual Transgender and Intersex (LGBTI+) committee was an example of an important pupil-led initiative which promoted inclusivity and positive outcomes for often marginalised young people. There were many examples of cross-generational initiatives whereby children and young people developed mutually beneficial relationships with older people. In one school, the parent council had bought hens and children sold the eggs to fund afternoon tea dances for older people.

Foster families involved children and young people in family life while contact arrangements enabled children and young people to maintain important relationships where appropriate. However, some children who were looked after at home were socially isolated with reduced opportunities to form friendships. These issues were exacerbated when school attendance was poor.

## **Impact on families**

This section is about the extent to which family wellbeing is being strengthened and families are supported to become resilient and meet their own needs. It also considers parental confidence and the extent to which earlier help and support has a positive effect on family life.

**The impact on families was good. The provision of parenting supports across all ages, but particularly in early years, was a key strength. Families were signposted to supports by a range of online and written information. A broad range of universal supports and specialist interventions were evaluated positively by parents. Effective partnership working was having a positive impact on families, including families caring for a child with a disability, as well as parents experiencing mental health and substance misuse issues. The shared language of Getting it Right for Every Child enhanced communication across services and offered greater consistency of understanding for parents and carers. The experience of some families was diminished by their needs not being effectively recognised within plans, or delays in getting help when it was most needed. While there was helpful guidance available to staff working with reluctant families, in a few instances lack of parental engagement was tolerated for too long, which impacted on outcomes for parents and children.**

Many parents grew in confidence as a result of participating in a range of available parenting programmes such as Triple P, Incredible Years, Mellow Parenting and Handling Teenage Behaviour.

Evaluations of parenting programmes demonstrated positive impact on parental resilience and confidence. An extensive programme of family learning opportunities delivered in partnership across services had a significantly positive impact on families who participated. When parents lacked confidence to attend group provision, there were opportunities for individual supports to be provided by trained outreach and family support workers.

Early education and childcare centres offered opportunities for parents to become involved and engaged with other parents. This impacted positively on their sense of inclusion, for example the well-attended daily 'tea, toast and talk' groups. Families and Schools Together (FAST) provided a successful, evidence-based programme of interactive family activities. Increased parental involvement enhanced the child's engagement and experiences in school, at home and in the wider community.

Vulnerable women and their partners benefitted from the flexible and effective support given by the Special Needs in Pregnancy Service (SNIPs). As a result, there were improvements in parenting skills, confidence and parents' ability to address their own wellbeing needs. Young Family Support Workers and the Family Nurse Partnership worked collaboratively with increasing numbers of vulnerable young women, offering early help, practical and educational support to promote antenatal care and promote the wellbeing of very young children. Pregnant women were asked about smoking throughout their pregnancy with help available to reduce or cease smoking.

Parents of children with complex health needs were often more resilient as a result of the services, advice and guidance they received. The uptake and creative use of self-directed support was helping some families to address their needs flexibly. Overnight and daytime respite provision for children and young people with a disability and their families was higher than the national average. Early identification of children with low-level communication difficulties was helping to ensure that most families requiring speech and language therapy were getting the timely help that they needed.

Overall, partner agencies worked well together to support families and carers to access help and support at an early stage. Parents involved with the CEDAR project demonstrated improved communication with children. The Action for Children family support project used local volunteers to befriend and mentor parents, resulting in improvements in parenting capacity for all who attended. Support had been extended to offer kinship carers greater insight into the impact of domestic abuse. Kinship carers and foster carers had benefitted from training on child sexual exploitation and online safety to promote the safety of their households.

Good communication and co-ordinated supports across adult services helped parents to address mental health, substance misuse issues and offending behaviour. Parents facing difficulties in managing the sometimes complex and challenging behaviour of their teenage children welcomed the flexible, often intensive supports available.



Working in partnership with skilled and experienced staff enabled parents to resolve and manage conflict, ultimately resulting in young people remaining at home. Parents viewed the 24-hour helpline offered by the Alternative to Care service as particularly helpful.

Kinship carers we spoke to expressed a variety of views, more negative than positive, regarding the practical, emotional and financial supports they had received over time. However, a comprehensive review of financial arrangements and the introduction of a new, more robust kinship carer assessment were welcome initiatives. With increasing numbers of children in kinship care, leaders recognised the need to work collaboratively and build trusting relationships with carers.

A clear parenting strategy was in place and demand for support services was monitored. However, our review of case records indicated that many more families could have benefitted from available interventions if their needs had been better identified and reflected within plans. For example, some families affected by domestic abuse could have benefitted from support at an earlier stage to understand better the impact of domestic abuse on children.

Although staff worked in partnership with parents to increase resilience, in a few instances there was over optimism about a family's ability to meet their own needs or sustain necessary change in the longer term. We say more about this later in the report.

## 5. How well are partners working together to improve the lives of children, young people and families?

### Providing help and support at an early stage

This section considers how well staff recognise that something may be getting in the way of a child or young person's wellbeing, share relevant information and intervene early to stop difficulties arising or getting worse.

The extent to which services provide help and support at an early stage was very good. Staff across services were confidently recognising when children and young people needed help or support to prevent difficulties arising or escalating. A very high percentage of staff who responded to our survey viewed Getting it Right for Every Child principles as having made it easier to access assistance at an early stage. There was a well-embedded, common understanding of the wellbeing indicators and the national practice model, supported by a strong culture of collaborative working. Helpful and effective processes were in place to support staff to share information appropriately. Most children and young people received the right support from the right service at the right time. Partners had yet to make full use of feedback and data to gauge the effectiveness of early support and to consider all available opportunities to address jointly emerging difficulties for families.

Staff in universal services were clear about the responsibilities of the named person. A helpful set of frequently asked questions had been produced which reduced anxiety over the role and enhanced staff knowledge and confidence. From our review of case records, we found information was being shared appropriately. Managers were confident that practice complied with the recent Supreme Court ruling.<sup>1</sup>

There was a particular focus on promoting speech and language development in early years services. Link workers within early education and childcare centres had greatly improved joint working and helped respond to issues at an early stage. Staff in schools deployed a range of tools to help them in identifying children and young people who may be in need of additional support at an early stage. Children's attainment was monitored and tracked, which was helping to alert staff to emerging difficulties. Partnership working with Skills Development Scotland helped in identifying as early as S1 those older young people who were at risk of not reaching a positive destination. The **Joint Assessment Team** arrangements were being used as an effective multi-agency forum to share information, review needs and respond to the issues identified. Funding of additional educational maintenance allowance payments incentivised and supported young people to engage and enabled services to track attendance as part of the senior phase pathway.

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<sup>1</sup> In July 2016 the Supreme Court delayed implementation of the Children and Young People (Scotland) Act 2014. The Scottish Government is now required to provide greater clarity on how those in a named person role share information.

The Special Needs in Pregnancy multi-agency group was considering all women at all stages of pregnancy. Specialist midwives, mental health and addictions staff within the service provided valuable support to women and their partners. Staff involved with the Family Nurse Partnership programme were recognising the needs of vulnerable young women through use of the universal pathway.

Helpful arrangements were in place for promoting smooth transitions into early years services and for children moving on to primary school. There was a clear focus on identifying children who may need some additional support with helpful involvement of parents. Future planning for young people affected by disability started at age 14, using the wellbeing indicators as a tool to provide early preparation and identification of supports that may be needed in adult services. A dedicated support group for children with a sibling who had a disability was highly valued by participants.

Staff working with adults had well developed relationships with colleagues in services for children. They were alert to the needs of children within complex families and proactively shared child protection concerns in accordance with local guidance. The **EMIS** (electronic management information system) had had a significant positive impact on recording and sharing of information. Staff recognised the benefits of real time access to information about children recorded by colleagues across health disciplines.

Impressively, a scheme to improve information sharing between GPs and other children's service staff had achieved a considerable impact in terms of supporting early and effective intervention. It was improving understanding of respective roles and responsibilities and contributing to trusting relationships between GPs, named persons and lead professionals. This was evidenced by a growing willingness to share relevant information across services, provided consent had been obtained. In turn, this supported improved outcomes for children and young people. There was a better shared understanding of **Getting it Right for Every Child** wellbeing indicators and the importance of sharing information, particularly where potential adverse impact on wellbeing could be anticipated.

Clear pathways for communication had been embedded. For example, the request for assistance process enabled named persons to make referrals to services such as the child and adolescent mental health service, in partnership with GPs. The achievements of the initiative were being increasingly recognised at a national level.

The multi-agency domestic abuse coordinator (MADAC) post had enhanced the earlier identification of children affected by domestic abuse. Staff confidence and awareness had increased and information was being shared appropriately and quickly between services. Notifications regarding incidents of domestic abuse affecting children and young people were being sent routinely to named persons. However, little was being done to intervene with domestic abuse perpetrators at an early, non-statutory stage that could enhance prevention and promote positive role models.

There was strong commitment to early and effective intervention and delivering a whole-system approach to young people at risk of offending. Multi-agency forums were convened when young people aged between 14 and 21 were identified as vulnerable, to consider how best to address issues such as offending behaviour, substance misuse, mental health and wellbeing. Staff viewed the request for assistance process as making it more straightforward to access support and that this was having a positive impact in helping families get the support they needed earlier.

## Assessing and responding to risks and needs

This section examines the quality of assessment of risks and needs in relation to three themes. These are: the initial response when there are concerns about the safety or wellbeing of children; the effectiveness of chronologies to identify significant events in a child's life and the quality of assessments.

**Assessment of risks and needs was adequate. Responses to concerns regarding immediate risk of harm, abuse or neglect were prompt and resulted in the child's immediate safety being assured. In general, appropriate alternative accommodation was secured for children who needed it. Beyond the immediate emergency, a small number of children and young people remained in accommodation that did not provide the best living environment. Implementation of an initial referral discussion process was still at a relatively early stage and routine involvement of all key partners in decision making had yet to be fully established. While most vulnerable children and young people's records had a chronology of significant events, the content was not effectively informing assessment, planning or identification of risk. There was evidence of a shared language of Getting it Right for Every Child within practice, alongside a growing confidence in the use of assessment to inform decisions. Notwithstanding these positive developments, the quality and consistency of assessments of risk and need were variable.**

## Initial responses to concerns about safety and wellbeing

The systems, processes and checks to ensure that children at risk were identified and assessed, were working effectively. Alerts from services prompted the out-of-hours social work service to support families in crisis. Police Scotland was developing standard operating procedures in relation to the initial referral discussion process and their out-of-hours response to enable more effective planning.

Police checked the child protection register following reported incidents of domestic abuse. Thereafter, the **ASSIST** team would visit victims of domestic abuse to establish the level of risk to the victim and offer support. The Domestic Abuse Disclosure Scheme shared information about perpetrators of domestic abuse with persons at risk of being harmed. Such information is shared to help the person at risk make informed decisions about their situation.

In the majority of records we reviewed, agencies responded promptly to concerns that a child or young person faced immediate risk of harm, abuse or neglect. Staff were generally alert to signs of significant harm and recognising accumulated risks associated with parental substance misuse. In a small number of cases, the welfare of children and young people would have been more assured had there been better recognition of the complexities and cumulative impact of domestic abuse.

When it was not safe for children or young people to remain at home, their immediate safety was assured by securing alternative accommodation, most commonly with relatives or friends. Routine checks were carried out to ensure the appropriateness of proposed addresses and carers. Beyond the immediate emergency, a small number of children and young people remained in accommodation that did not provide the best living environment. Some children and young people remained at home with parents who lacked capacity. In a few instances, consideration of the potential risks posed by parents with a history of domestic abuse who were no longer living at home had not been adequately identified within initial risk assessments.

Information was disseminated appropriately by individual agencies. Within initial case conferences relevant details were used to identify the nature of the risk, inform decision making and enhance the ability of services to protect children and young people from the likelihood of further harm.

The recent introduction of the multi-agency domestic abuse co-ordinator role had sharpened focus on domestic abuse issues. Routine sampling of police concern reports received by the hub ensured the effectiveness and efficiency of responses, with children being proactively identified for intervention.

Staff were clear about thresholds and, because of accessible and direct lines of communication, they had become more confident and enabled to escalate child protection concerns. A clearly defined and inclusive approach to initial referral discussions had been introduced, supported by refreshed guidance, comprehensive training and quality assurance processes. Implementation, in the form of telephone calls as opposed to round-table discussion, was at a relatively early stage and managers were continuing to review and refine the process.

Notable improvements had been achieved in the form of securing GP attendance at initial case conferences and inclusion of the named person from the outset. Nevertheless, a number of initial referral discussions did not feature the expected level of multi-agency discussion or decision making. In spite of the training provided, some staff lacked clarity regarding the purpose of initial referral discussions and respective roles and responsibilities within the process.

While local guidance outlined expectations of recording, it was not always possible to track multi-agency discussions or decision-making rationale within our review of children's records. In general, managerial oversight and quality assurance activities were not well recorded within entries.

Gathering information through the child protection unit was improving the picture of risk and need within initial referral discussions. When a comprehensive medical examination is required, the health board's central child protection unit (CPU) in Glasgow is noted as the single point of contact. The NHS Greater Glasgow and Clyde rota for paediatricians, operated through the CPU, considers all requests for medicals from West Dunbartonshire. Any comprehensive medical examinations are arranged by the CPU to take place locally at the Acorn Centre with a local paediatrician. This enabled West Dunbartonshire to use a local, on-site resource, which was viewed by practitioners as offering swift access and additionality as it ensured the child was seen by the local dental service on the same day.

### **The quality and use of chronologies**

Staff told us they recognised the value of chronologies and considered their production as an area of practice that was improving. They welcomed what they viewed as good quality training that covered issues of consent as well as the purpose and value of chronologies within operational practice and professional supervision. Nonetheless, our review of case records found that while the majority of records contained a chronology of the significant events in the child or young person's life, the content was highly variable.

In 60% of records, chronologies did not effectively inform assessment, planning or consistently identify risk. There were different interpretations of what constituted a significant event and entries had varying detail or omitted key information. As a result, decisions were not always supported by an appreciation of the full picture. In a few instances, cumulative risk had not been given the appropriate weighting within assessments, for example about domestic abuse, owing to the lack of a detailed record of events within the chronology.

### **The quality of assessments**

The quality of assessments was variable with a high percentage of adequate performance. When considering assessment of risk, 55% were considered good or above, while 10% were weak.

Almost all children had a needs assessment, with 57% rated as good or above and 10% as weak. The quality of assessments were diminished by inconsistent recording across the wellbeing indicators. In a small number of cases, there was failure to recognise or give appropriate weight to specific risks or needs.

The shared language of Getting it Right for Every Child was embedded within assessments. There was evidence of growing confidence in the use of assessment to inform practice and decisions. The National Practice Model was assisting universal services to contribute meaningfully to shared assessments and enabling parents and partners to be clear about risks and resilience factors. Increasingly, specialist assessments were undertaken as required.



Children's reporters generally viewed assessments as being of a good quality, with some examples of additional information being received, which was seen as helpful to children's hearings. A few services were beginning to see assessments accompanying referrals such as child and adolescent mental health services and within the request for assistance process. Adult services were adapting their assessments to include impact on children and young people. Although planned, a comprehensive multi-agency assessment was not yet in use and the single shared assessment was most often the product of multi-agency discussion.

## Planning for individual children and young people

This section considers the quality of children's plans and the effectiveness of arrangements to review them.

**Planning for individual children and young people was adequate. Comprehensive guidance, tools and briefings were in place to support and direct staff in delivering positive outcomes for children, young people and families. Training on assessment and planning had taken place and was positively received, on the whole. However, while virtually all children and young people had a plan, there was significant variation in quality. Plans were not sufficiently detailed, outcome focused or SMART (specific, measurable, achievable, relevant and time bound) which impacted upon monitoring of progress. Arrangements for chairing children's reviews were inconsistent across services. There was insufficient independent challenge within current reviewing arrangements to hold services to account and drive improvement. Encouragingly, improvements in permanency planning and partnership working were contributing to better outcomes for vulnerable children and young people.**

### The quality of children and young people's individual plans

While almost all children and young people had a plan to manage risk and need there was considerable variation in the quality of plans across all groups of children and young people. Just over a third of plans to manage risk were rated as good or above. Almost half (42%) were evaluated as adequate with 20% considered weak.

In a small number of child protection cases the actions taken to protect children were short-term in nature with insufficient attention to long-term safety issues.

Similarly, plans to meet the needs of children and young people were rated as adequate in 37% of cases. A quarter of plans were weak. It was clear that staff often had all the relevant information available to them but this had not been meaningfully translated within well formulated, purposeful, outcome focused plans.

In a few instances, there was undue optimism in the face of short-term improvement by parents. A lack of further incident was sometimes taken to indicate an absence

of risk. As a result, a small number of children were deemed to be at no risk of further harm too early.

There were clear strengths in the quality of plans for children and young people looked after away from home. There were notable strengths in transition planning for care leavers and young people with mental health difficulties. Plans for children and young people looked after at home or in kinship care often lacked specific detail or longer-term goals. Overall, a significant proportion of plans were not sufficiently SMART. Strengths or intended outcomes were not recorded consistently across the wellbeing indicators.

For those families choosing to take up self-directed support, we saw that creative use was enhancing the lives of young people with complex needs.

Staff had received training on how to prepare a child's individual plan. This was supported by comprehensive policy, practice guidance and briefings that offered clarity around stages and timescales for assessment, support and review. Within our survey of staff, 88% of respondents believed they had the necessary tools and guidance to prepare a child's individual plan. Getting it Right for Every Child had enhanced communication and promoted understanding for parents and carers in terms of meeting the needs of children and young people.

### **The quality and effectiveness of planning and reviewing**

In a high percentage of the records we reviewed, agencies were working collaboratively to implement plans, including specialist services such as child and adolescent mental health services. On occasion, representation across all key agencies could have been more consistent. As noted earlier, a good range of provision, low waiting times and capacity within services resulted in minimal delay in children and young people being assessed for, and receiving, services to meet identified needs.

The inclusion of parents, carers or family members in planning for children was evaluated as good or above in 75% of the cases we reviewed. The majority of parents and carers we spoke to were aware of the child's plan and had contributed to the process. For a few, this was not the case and they would have welcomed further opportunities to better understand the role of services, to be listened to and included.

The majority of child's plans were reviewed regularly and appropriately to meet the child and young person's needs. While 45% of reviews were rated good or above, the majority were adequate or weak. Arrangements for chairing reviews were inconsistent across different groups of children and young people. Where there was a lead professional, reviews were chaired by first line managers.

This process was viewed as beneficial by staff and managers as it meant they knew the circumstances of children, young people and families. However, chairs lacked sufficient distance from operational case management to offer objectivity. In



contrast, across residential care services, reviews of practice were undertaken by managers from a different children's house or team. These alternative arrangements were increasingly seen by residential staff as affording opportunities for effective and constructive challenge within review meetings. Overall, we concluded that there was insufficient independent challenge within current reviewing arrangements to drive improvements in performance.

There were helpful processes in place for senior managers to audit and monitor the quality of plans and progress of interventions. Most recently, a local management review (LMR) process had been introduced and was beginning to identify areas for improvement for specific categories of children and young people. The process has already highlighted the need for routine benchmarking of decision making and monitoring of changes to recording systems. While promising, it was too early to comment upon the effectiveness of this process as a systematic approach to quality assurance and achieving consistency in practice.

### **Securing stable and nurturing environments**

The effectiveness of plans in securing caring and stable environments for children and young people was good or above in just over half of the records we reviewed. The principles of Staying Put were firmly embedded in practice.

A child-centred approach had refocused and reasserted the positive value for some young people remaining longer in foster and residential care. In 2016, adoption and fostering services operated by West Dunbartonshire Council were evaluated by the Care Inspectorate and found to be offering a very good quality of support and a range of positive and nurturing environments. Leaders were actively seeking to recruit foster carers in a bid to further extend the range of provision for looked after and accommodated children and young people. Inspections of registered care services found that children and young people looked after away from home within local children's houses were involved in reviewing their own plans and were working towards mutually agreed goals. Consultation with young people and their families was embedded in everyday practice and young people were found to be achieving positive outcomes. The most recent inspection of the adult placement service noted the significant throughcare supports being offered to young people as they moved towards independent living, with every aspect of the service rated as excellent.

Growing numbers of children and young people were being supported within their own communities through use of kinship care and specialist, often intensive, support services. Plans were generally progressing well for the majority of children and young people requiring permanent substitute care. Following evaluation of practice, timescales for permanence had improved and decisions were being taken at an appropriately early stage. Managers had identified scope for further improvement in this regard, for example for children and young people in kinship care placements.

## Planning and improving services

This section considers the rigour of integrated children's services planning and strategic planning and the extent to which it can be demonstrated to support improvement in the wellbeing of children and young people. It includes a focus on how well partners identify and manage risks to vulnerable groups of children and young people.

**Joint planning to improve services was good. Local priorities and national expectations were well balanced within the single outcome agreement and threaded through a range of coherent, inter-related strategic plans. A dynamic strategic governance structure promoted strong leadership and effective communication. There had been a transformational shift towards empowering and engaging staff within improvement plans and structures. Although not entirely evident from the most recent integrated children's services plan, the system was working well, with progress towards achieving outcomes better evidenced within the plan's subsequent review report. While key groups in need of additional support had been identified by partners, the process by which the needs of these groups had been identified was less explicit. An absence of mutually agreed performance indicators at the outset meant that partners were unable to measure improving outcomes for these important groups across the wellbeing indicators. The voice of the child and detail as to how the views and expectations of children and young people had been used to inform planning decisions was absent. The language and principles of Getting it Right for Every Child had strengthened partnership working and enhanced communication across services. The child protection committee was functioning well with clear direction from the public protection chief officers group. Partners were appropriately risk aware and risk management approaches were well embedded and integrated within a mature partnership.**

### Integrated children's services planning

Strategic planning arrangements were robust with clear connections between structures and processes. The Integrated Children's Services Plan 2015-18 was an outline of intention for a wide audience that reflected the single outcome agreement priorities. It took appropriate account of existing statutory requirements and soon-to-be-enacted legislative duties, including implementation of Getting it Right for Every Child. A comprehensive review reported on the progress made against key actions and refreshed priorities for 2016-17.

Strategic planning was progressed within the multi-agency children and families delivery and implementation group, below which sat six multi-agency review and improvement sub-groups. These groups had reduced duplication and were making purposeful progress towards meeting the demands of improvement plans deriving from the integrated children's services plan.

These were dynamic forums and staff across services showed very high awareness and ownership of these planning processes. Reporting on the delivery and implementation groups was fairly SMART, with some helpful performance information and trend data, but limited detail in terms of outcomes.

Partners worked effectively together to identify cross-cutting themes and agree a manageable number of priorities. Rather than utilising a specific, joint strategic needs assessment, partners used a process of analysis, single agency review, audit and consultations with stakeholders to identify the needs of children, young people and families. This quantitative and qualitative data was then refined by partners within annual, multi-agency development sessions to identify and agree future priorities. A strong third-sector interface, facilitated by an engagement dashboard system, contributed to cost-benefit analysis, enabling partners to commission, review and realign services according to identified priorities and stakeholder's desired level of involvement.

Progress in implementing the integrated children's services plan was reported in 2015-16. Measures tended to report on volume and frequency of activity and improvements in joint processes. A lack of jointly agreed local outcome indicators at the outset limited partners' ability to measure achievements and improving wellbeing, particularly for vulnerable groups.

### **Child protection committee business planning**

The child protection committee was accountable to the public protection chief officers' group. The group's work plan had helped crystallise the business of the committee and increased understanding of the committee's role and function.

The committee was an ambitious group, determined to plan, monitor and improve child protection services. It was working effectively to a comprehensive strategic improvement action plan that linked well to the priorities within the single outcome agreement and integrated children's services plan. Membership of the committee had been reviewed to ensure representatives had an appropriate level of seniority to fully participate with delegated authority. Previously identified issues regarding attendance had been resolved and attendance overall was now good. Long-standing subcommittees had been disbanded and replaced with purposeful, short-life working groups. These arrangements had contributed to improved connectivity, efficiency and accountability.

Performance was monitored through the performance and reporting framework, which provided a snapshot of particular areas of performance. While useful, it did not offer a more comprehensive picture of child protection performance or outcome measures. The frameworks for each strategic group were shared across public protection chief officer group areas of responsibility, with a view to ensuring consistency.

A range of regular single- and multi-agency joint self-evaluation activities had taken place. The committee was keen to learn from good practice elsewhere, using

findings from significant case reviews and joint inspection of services for children in other areas to inform practice. Self-evaluation was making a clear contribution to continuous improvement. A multi-agency audit of 50 police child concerns due to domestic abuse found that the response could have been more robust and that sufficient account was not always taken of a pattern of previous domestic abuse incidents.

Arrangements were in place whereby GPs received weekly lists of children in their practice who were currently on, or had been removed from, the child protection register. Meetings about vulnerable children were held within practices to ensure an overview and monitoring of the potential for risk to present again in respect of these families. The local management review (LMR) process had focused on children on the child protection register and tracked sustainment of progress for those children who had recently been removed from the child protection register. Partners had used the Social Care Institute of Excellence model to consider learning from issues which had arisen in practice.

A programme of joint staff training and development opportunities was in place across the health and social care partnership and education service. Integration and new strategic structures had improved child protection processes and enhanced partnership working. A multi-agency strategy group provided effective oversight and governance of local plans in relation to child sexual exploitation, which was clearly and appropriately seen as a child protection issue. The strategy included partnership working, staff training and engaging children and young people in a range of initiatives to promote personal, online and community safety. An action plan to further support the implementation of the strategy was in development.

### **Identifying and responding to emerging risks**

Robust risk management processes and strategies were in place within single agencies. There was evidence of ownership of risk across business structures and services, with clear expectations as to how risk was to be addressed. Helpfully, there was a system to escalate risks from an operational to strategic level. A joint risk register was appropriately maintained by the community planning partnership's management group.

The child protection committee actively monitored monthly trend information, reporting to the public protection chief officers' group through quarterly reports as well as identifying any pertinent issues as they arose. Fluctuations in the number of children on the child protection register were analysed in terms of impact on specific groups. As a result, leaders were well informed about potential or emerging risks to vulnerable children and young people. They demonstrated confidence in their ability to jointly identify, manage and mitigate risks. Learning from serious events in recent years, including the deaths of young people who were known to services, had further deepened and strengthened working relationships and informed a shared understanding of risk assessment and management.

The Safe, Strong and Included development and implementation group had improved connectivity between the Violence Against Women Partnership, the **EEIDA** (Early and Effective Intervention Domestic Abuse) strategy group and the child protection committee. Leaders had identified areas of duplication between the EEIDA strategy group and the **MARAC** meeting which was now in abeyance as ASSIST had decided that they could no longer manage this process. The potential impact upon risk management and planning in respect of victims had yet to be explored fully by partners.

## Participation of children, young people, families and other stakeholders

This section examines the extent to which children, young people, families and other stakeholders are involved in policy, planning and service development.

The extent of participation by children, young people, families and other stakeholders was very good. There was an embedded culture of involving young people. This was matched by a strong commitment from leaders and staff at all levels to ensure that children and young people were enabled to play an integral role in shaping service design, policy and practice. A helpful three-year participation and engagement strategy directed consultation undertaken by key partners such as the Youth Alliance and Y Sort It. The extent of this consultation and the views of children, young people and families had yet to be meaningfully reflected within the integrated children's services plan or corporate parenting strategy. The educational services parental involvement strategy group facilitated strategic involvement and consultation activities with parents. Staff across services acted as advocates on behalf of children, young people and families. However, Who Cares? Scotland's ability to promote the rights of children and young people was underused, as the service was not sufficiently promoted by professionals.

Strategic planning structures supported children and young people's involvement in a considered, regular and user-friendly way. A range of stakeholders were engaged within the previously described delivery and implementation groups, and review and improvement subgroups. Stakeholders were positive about their involvement within these groups, viewing them as accessible and successful in driving forward improvements for children, young people and families.

Engaging children and young people within service planning was a central priority within the integrated children's service plan review. A three-year plan had been agreed with the **Youth Alliance** who were responsible for directing and providing oversight of engagement and participation processes. Children and young people, along with their parents, were positive about the flexible supports provided to help young people become active citizens within their communities. Staff were fully committed to listening to children, young people and their families, and took very seriously the need to engage service users in planning and improvement activities. Some third-sector providers were successfully engaging with seldom heard young

people and were striving to ensure that the needs of these groups of young people continued to be recognised.

Corporate parenting was a key priority for partners. A range of co-produced events had involved enthusiastic, care experienced young people in raising awareness among elected members and other staff across services. Care experienced young people welcomed the opportunity to share their views about what was needed to support young people to make successful transitions to adulthood. Effectively engaging and representing the views of children and young people looked after at home was an ongoing challenge.

Young people on the autism spectrum had been supported to make a DVD which enabled them to explain their difficulties and how best to overcome these to their teachers as well as raising awareness among staff in other schools. Young people who had participated benefitted from an opportunity to shape service delivery and felt listened to and empowered by their experience. They were rightly very proud of their achievements, as were their parents. Young carers were developing a similar project to share their experiences.

Consultation activities were well planned and on occasion led by young people themselves in partnership with senior managers. Such activities effectively contributed to the flow of information between the partnership and young people. Engaged young people and their families had a sense of ownership about the priorities and changes which were made as the result of consultations. These included practical changes that significantly affected the lives of children and young people who were looked after and accommodated, as well as assisting partners in setting priorities for services.

Likewise, there were active parent councils in all schools that influenced approaches on how support to families was delivered. However, not all parents felt involved or consulted on all pertinent issues.

Leaders were committed to meaningful community engagement and empowerment. Under the auspices of the Your Community approach, local charrettes (intensive public consultations that engage local people in the design of their community) and events were engaging communities in driving transformation across the area. Increasingly, the Community Fund initiative was making money available to community groups to deliver locally agreed improvements. A calendar of consultation events was in place with clear connections across the Youth Alliance, Your Community and corporate parenting activities. Partners worked diligently to avoid duplication by coordinating activities and approaches.

Partners actively sought feedback from service users and communities, with the information received demonstrating high levels of confidence in the services being provided to children, young people and families.

A number of successful consultation events had taken place, exceeding the target numbers of young people that partners had hoped to involve over the last two years.



An annual Youth Alliance consultation event was successfully seeking the views of young people in order to inform youth-led service development and delivery. Most recently, over 300 young people identified three clear priorities related to health and substance misuse, which were being taken forward by the review and improvement subgroups.

Partners were committed to supporting the United Nations Convention on the Rights of the Child, ensuring children and young people were fairly treated and had their needs met. They had implemented the **Rights Respecting Schools** award initiative across a number of schools.

All staff, across services, particularly the third-sector, viewed themselves as advocates for children and young people. While this is not an unusual view for staff to hold, in this instance the children and young people we met agreed with the sentiment. They described staff as advocating on their behalf to ensure that their rights were supported and that they received help when needed.

As previously mentioned, the Youth Forum acted as an important mechanism for children and young people looked after away from home to air their views and affect change. Who Cares? Scotland effectively supported children and young people who were currently looked after within children's houses. The service had capacity to support more eligible young people but had not received referrals from relevant services. From our activities, we identified a general absence of independent advocacy available to other groups of children, young people or their families. A number of young people we met believed they would have benefitted from additional support to express their views and wishes during difficult events and meetings.

## 6. How good is the leadership and direction of services for children and young people?

This section is about the extent to which collaborative leadership is improving outcomes for children, young people and families. It comments on the effectiveness of the shared vision, values and aims, leadership and direction, and leadership of people. It also examines how well leaders are driving forward improvement and change.

**Leadership of improvement and change was good. The collective leadership of the community planning partnership knew its area well and presented as ambitious and committed to delivering improved outcomes for children and young people. Leaders were highly visible and known to their staff. At all levels, across all services, staff not only understood and articulated the shared vision for services, but demonstrated ownership of strategic plans and planning structures. Working across an area of multiple deprivation in a climate of diminishing resources had resulted in partners striving to do more with less. There were clear successes in terms of reducing some outcome gaps, particularly across education services where attainment by children and young people from all communities had improved. In several interconnected areas of strategic importance such as domestic abuse, child poverty and corporate parenting, the lack of shared outcome measures limited the ability of leaders to demonstrate how the lives of children and young people had improved as a result of strategic approaches and investments. A relatively new senior management team had been implementing changes with a view to strengthening performance. However, our review of case records found that the quality of assessment and planning for individual children remained variable, highlighting the need for ongoing robust quality assurance and a systematic approach to addressing operational weaknesses.**

The broad community planning partnership vision for “a prosperous West Dunbartonshire recognised as a dynamic area within a successful Scotland” was articulated well across strategic plans. Within the integrated children’s services plan this over-arching vision was aligned to Getting it Right for Every Child principles and legislation with a stated aim “to improve the life chances of children and young people”.

Refreshed and streamlined strategic governance arrangements supported strong leadership and effective communication. Elected members, the chief executive and senior managers across services were highly visible and known to staff. All were fully engaged in the Back to the Floor initiative which involved them in a regular programme of engagement activities across services. These activities, combined with newsletters, blogs and creative use of social media, enabled leaders to sustain the vision and report on progress in achieving key priorities.



Elected members, central to the delivery of effective leadership, had benefitted from a programme of well received awareness-raising training to help them fulfil their responsibilities in respect of Getting it Right for Every Child, child sexual exploitation, domestic abuse and corporate parenting.

The culture and principles of Getting it Right for Every Child were being embedded within practice. The shared language was promoting communication and staff were confident about their respective responsibilities. Nevertheless, there remained a need for strong leadership going forward in order to deliver on practice developments such as a single child's plan, multi-agency comprehensive assessments and integrated chronologies.

Strategic governance structures supported and encouraged collaborative working. Staff at all levels across services told us they were empowered to make decisions, which enabled them to act autonomously and in partnership with others. Third-sector representatives played an important role in securing and directing resources to best meet need and were keen to become even more involved in strategic planning.

Partners were working hard to achieve cultural change in areas that had traditionally proved difficult to shift, such as health outcomes and domestic abuse. There was clear evidence of resources being shifted to support the commitment to early intervention and prevention. Workers across agencies spoke positively of the restructuring of services, viewing change as sometimes challenging but well handled. Multi-agency leadership groups had removed silo working and contributed to a culture of integration, shared ownership, genuine partnership and an open, listening culture. Staff presented as informed, included and motivated to deliver high quality services. Within our staff survey, 100% of respondents agreed there were positive examples of joint working and shared approaches to service delivery.

There was evidence that services were making use of a range of methodologies, approaches and tools to support continuous improvement and reflective practice. Chief officers viewed the performance and assurance framework as enabling them to question performance and hold one another to account. However, much of the data we scrutinised related to quantitative data and process measures, as opposed to outcomes that could demonstrate improvements in the lives of children, young people and families and contribute to strategic decision making.

Community planning partners estimated that one in 10 children were adversely affected by domestic abuse. Such experiences were often exacerbated by associated parental substance misuse and poor mental health. Reducing the number of children and families affected by domestic abuse was recognised as a key, cross-cutting priority. Concerted efforts had gone into raising awareness, training staff, developing and reviewing practice. Leaders had sought to benchmark against comparators but recognised the scale of domestic abuse in West Dunbartonshire overshadowed many other areas.

Partners had made a positive start in terms of gathering statistical information. Leaders had yet to make full use of the range of analytical data available to them in order to inform strategic planning, quality assurance and self-evaluation plans. The appointment of an equalities officer had advanced many of the connections across governance groups. However, there were opportunities for strategic, tactical and operational activities to be better co-ordinated across the pillars of the **Equally Safe Approach** within a performance framework that is capable of assessing impact across the various work streams.

Corporate parenting was also a key, cross-cutting priority. Although the final format of a champions' board was not yet in place, partners had demonstrated real success in raising awareness and engaging stakeholders. This included involving care experienced young people in the co-production and delivery of a range of annual events. It was clear that leaders were in the process of achieving transformational change in this area of practice. However, as previously commented upon, there was an absence of mutually agreed measures that would demonstrate successful outcomes for care experienced young people.

Investments in the wholesale modernisation of the school estate were commendable. Elected members were committed to raising attainment and had successfully secured increasing amounts of funding to support local efforts. School attainment had improved, including positive exam results for young people from the most deprived communities. Leaders recognised that more needed to be done to improve outcomes for children who were looked after at home and accommodated away from home.

Significant progress has been made since the 2012 joint inspection report in terms of strengthening leadership and embedding a culture of self-evaluation. However, the findings from our review of case records were variable, with clear weaknesses in the quality of assessments and plans for individual children and young people. While leaders had taken steps to improve practice, recent activities such as new staff appointments and actions derived from local management reviews (LMR) were not yet in a position to demonstrate comprehensive impact.

## 7. Conclusion, areas of particular strength and areas for improvement

During the course of this joint inspection, partners evidenced a clear commitment to integration and collaborative working. Strong leaders were delivering a clear vision within a dynamic and responsive system of strategic governance.

Highly committed staff groups across the partnership demonstrated ownership of the strategic vision for children, young people and families and felt connected to improvement planning. There was an obvious culture of self-evaluation and continuous improvement.

These elements, considered alongside the feedback received from service users, led us to confidently conclude that through their collective efforts and commitment of staff, partners were delivering a range of services which were impacting positively on the lives of children, young people and families.

Children in need of protection were safer as a result of prompt responses and the supports they received. Staff across services took their responsibilities to keep children safe very seriously. Some children were ultimately protected by appropriately removing them from parental care. For a small number of children and young people, while they had been protected from immediate harm, they remained within environments that did not offer the optimum level of care or long-term safety.

Children and young people who were looked after away from home told us they felt loved and cared for within nurturing environments. As corporate parents, partners were ambitious to achieve positive outcomes for care experienced young people. However, the quality of plans and arrangements for reviewing the progress and wellbeing of children and young people were too variable.

Getting it Right for Every Child was enhancing communication and information sharing across services. The approach promoted understanding of children's needs for their parents and carers. Elements of the approach, such as integrated chronologies and plans, required continued attention by leaders to improve quality and consistency.

An extensive range of support services was being delivered by partners and stakeholders to support children, young people and families across communities. These initiatives were offering support to parents from pre-birth through teenage years and beyond. Intensive supports were helping to avoid family breakdown and youth homelessness. Young people at risk of offending were being diverted from formal measures as a result of receiving the right service, from the right people at the right time. Staff demonstrated strong persistence in terms of working alongside rarely-heard or reluctant-to-engage children, young people and families in order to facilitate improved outcomes in circumstances and life chances.

In the course of our inspection, we identified a number of particular strengths which were making a positive difference for children and young people in the community planning West Dunbartonshire area.

- The strength of strategic approaches to targeting key universal health services had achieved some real gains within a very challenging context of high deprivation.
- Highly committed staff groups across the partnership demonstrated clear ownership of the strategic vision for children, young people and families and felt clearly connected to improvement planning.
- Young people, including the most vulnerable, were meaningfully involved in influencing policy and service development.
- There was an evident commitment to early intervention and prevention with very effective early help and support processes.
- A coherent shared vision was in place and modelled by a mature partnership.

Partners had demonstrated a commitment to continuous improvement and reflective practice and we are confident that partners are well placed to incorporate the opportunities for further improvement highlighted during this inspection within their ongoing activities. In doing so, the community planning partnership should take action to:

- demonstrate the difference investments in early intervention and prevention are making for all children and young people through the measurement of robust data and progress across strategic plans
- strengthen strategic plans in recognition of national policy directives on prevention of domestic abuse and local trends in use of kinship care
- achieve greater consistency in quality of assessments of risk and need and the formulation of plans to meet identified factors by ensuring that approaches to day-to-day quality assurance of operational practice are robust, systematic and deliver intended improvements.

## **8. What happens next?**

The Care Inspectorate will request that a joint action plan is provided that clearly details how the community planning partnership in West Dunbartonshire will make improvements in the key areas identified by inspectors. The Care Inspectorate and other bodies taking part in this inspection will continue to offer support for improvement through their linking arrangements. They will also monitor progress in taking forward the partnership's joint action plan.

**February 2017**

## Appendix 1: Good practice examples

In each inspection, we ask partners to nominate some examples of good practice which can be shown to have a positive impact on the lives of children, young people and families. During the inspection, we assess these examples to identify those that we consider would be useful to community planning partnerships across Scotland. We commend the following examples.

### Effective change management – Seasons for Growth

While many schools across Scotland run Seasons for Growth groups, the programme in West Dunbartonshire is led strategically, well embedded in primary and secondary schools and is delivered in other settings. The inspection team viewed it as a model of outstanding and sustainable practice.

In 2005, staff recognised that the long-term, negative impact of unresolved issues arising from changes such as bereavement, separation and divorce might be mitigated by using the Seasons for Growth programme. Seasons is a peer education group work programme facilitated by two trained ‘companions’. Initial attempts to introduce the programme were ineffective. Although initially dozens of companions were trained, only one group was actually delivered. As a result, a multi-agency action group was established to develop a sustainable development plan to make Seasons available to all children and young people.

Choose Life committed funding for training, materials and employment of a senior educational psychologist one day a week to chair the multi-agency action group and coordinate the programme. Continued support from strategic leaders (through the mental health and wellbeing strategy group) has been key to success. Partners analysed barriers that had prevented the programme being used. A model of sustainable development was put in place, including two trained companions in each school supplemented by a large pool of multi-agency ‘floating companions’, which included health and social work professionals and staff from the third sector. The programme was successfully rolled out one learning community at a time, over a two-year period. The programme has been delivered in children’s houses and many looked after children attend groups in their own schools. A first adapted programme for Syrian refugees is due to start in January 2017. Every group is evaluated and positive feedback has been received from staff, children, young people and families. Further, the action group has identified a relationship between a well-embedded Seasons for Growth programme and raising attainment. We believe this merits further research as part of the Scottish Attainment Challenge.

### Leadership by young people for young people - Y Sort It

Led by a management board of young people, Y Sort It is an influential project delivering high quality, innovative and inclusive youth work opportunities to children, young people and families. With a proven track record in strategic and operational partnership working over a fifteen-year period, the project has successfully supported young people to achieve positive outcomes.

There is a clear vision of enhancing life opportunities by young people, for young people with staff and mentors acting as strong advocates; influencing decision making and achieving transformation in services.

A strong collaborative partner, the project plays a key role in holding partners to account and ensuring the views and needs of young people are central to strategic decision making, service design and delivery. By accessing important sources of revenue and attracting matched funding, the project supports partners in delivering a range of sustainable, early intervention provision and opportunities for young people.

The project recognises that young people living in an area of multiple deprivation often experience, or are at risk of experiencing, social and economic exclusion. It promotes equality and diversity by helping young people achieve their ambitions. The project has achieved success in engaging and supporting a range of seldom-heard or difficult-to-reach young people, such as young people with caring responsibilities, young people from the lesbian, gay, bi-sexual, transgender and intersex (LGBTI+) community and young people involved in offending behaviour and substance misuse.

A youth centre in Clydebank offers a young person-friendly space, free internet access, a range of youth groups, activities and opportunities. These include: open youth work; volunteering; an arts hub; mentoring for looked after young people by care experienced young adults; support for young parents and self-directing groups for the community of young LGBTI young people. In addition, the Y Sort It bus, known as the **MISC** (Mobile Information Cyber Station) enables youth work activities to be accessed by young people in more rural communities. By understanding new technology and digital media, the project engages, supports and consults young people through social media and social networking.

Y Sort It has led the first specific service for young carers aged 12-18 and has evidenced engagement with young people which has increased year on year since 2010. Y Sort It currently offers support to over 350 young carers. The HomeReach aspect of the project has reached out to young carers who were most reluctant to engage. Support to young people aged 12-21 through the widely respected, Wrecked & Wasted initiative has been helping young people to change attitudes and behaviours related to alcohol and drug use through harm reduction and peer-led youth work approaches.

### **Commitment to equality and inclusion - Highly Dependent Learners**

The Highly Dependent Learners approach, facilitated by a strategic steering group, demonstrated a strong multidisciplinary approach to supporting children and young people with complex physical, medical and learning needs within mainstream education provision. It clearly demonstrates partners' commitment to equality and inclusion. Staff work collaboratively within the spirit and principles of Getting it Right for Every Child to meet legislative requirements and promote positive outcomes for children with additional support needs.



Families have indicated that they feel engaged, listened to and believe that services are responsive to meeting the changing needs of their children at every stage of development. Multi-agency protocols facilitated partnership working, which in turn contributed to positive outcomes for vulnerable young babies. There is very early recognition by neonatal health staff of issues related to prematurity or other additional needs. Excellent communication between neonatal units, primary care and nurseries enables staff to identify and anticipate the longer-term developmental needs of children. One-to-one training sessions between health professionals and education staff have been put in place to build confidence in providing services to this particular group of children and young people.

A centralised store of equipment and dedicated time from an occupational therapist enables staff to have easy access to specialist equipment as required. Centralised processes for requesting, controlling and maintaining equipment have not only resulted in ease of access, but also proved cost effective. Staff within schools work hard to ensure they use similar equipment to that available at home, which results in parents being more confident that their children's needs will be met within mainstream schools and nurseries. The approach has been underpinned by a comprehensive strategic protocol, clear pathways and referral processes which ensure that requests for additional services or equipment can be accessed quickly. Joint assessment and advice clinics ensure assessments and responses are timely and efficient in meeting the needs of children and young people. Access to specialist gym equipment and physiotherapy support enables children and young people with disabilities to expand their physical capabilities within a safe but appropriately challenging environment.

The Highly Dependent Learners steering group has demonstrated clear success in the effective planning for children and young people with a disability, meeting all transitions in line with agreed targets. Highlighting transitions two years before a move taking place is ensuring that necessary adaptations to meet the needs of children and young people are made in good time. This promotes inclusion, demonstrating how much the children and young people are valued as members of the school community, and avoids unnecessary disruption and stress for all parties. A post-review process has ensured that learning is used to inform future activities and to ensure progress for the young person is sustained.



## Appendix 2: Evaluated Indicators of quality

Quality indicators help services and inspectors to judge what is good and what needs to be improved. In this inspection we used a draft framework of quality indicators that was published by the Care Inspectorate in October 2012: How well are we improving the lives of children, young people and families? A guide to evaluating services for children and young people using quality indicators. This document is available on the Care Inspectorate website.

Here are the evaluations for nine of the quality indicators.

<b>How well are the lives of children and young people improving?</b>	
Improvements in the wellbeing of children and young people	<b>Good</b>
Impact on children and young people	<b>Very Good</b>
Impact on families	<b>Good</b>
<b>How well are partners working together to improve the lives of children, young people and families?</b>	
Providing help and support at an early stage	<b>Very Good</b>
Assessing and responding to risks and needs	<b>Adequate</b>
Planning for individual children and young people	<b>Adequate</b>
Planning and improving services	<b>Good</b>
Participation of children, young people, families and other stakeholders	<b>Very Good</b>
<b>How good is the leadership and direction of services for children and young people?</b>	
Leadership of improvement and change	<b>Good</b>

This report uses the following word scale to make clear the judgements made by inspectors.

<b>Excellent</b>	outstanding, sector leading
<b>Very good</b>	major strengths
<b>Good</b>	important strengths with some areas for improvement
<b>Adequate</b>	strengths just outweigh weaknesses
<b>Weak</b>	important weaknesses
<b>Unsatisfactory</b>	major weaknesses

## Appendix 3: The terms we use in this report

**ASSIST** (Advocacy; Support; Safety; Information; Services Together) is a team that aims to offer a high quality, early intervention and proactive service to victims, children and young people to meet individual needs while focusing on reducing risk and promoting safety.

**The Caledonian Programme** is one part of the Caledonian system, which is an integrated approach to address men's domestic abuse and to improve the lives of women, children and men.

**Community Planning West Dunbartonshire** is the local community planning partnership for the West Dunbartonshire Council area.

**The community planning partnership management group** meets quarterly and is chaired by the leader of West Dunbartonshire Council.

**The child protection committee** brings together all the organisations involved in protecting children in the area. Its purpose is to make sure local services work together to protect children from abuse and keep them safe.

**The delivery and implementation group** sits under the CPPMG as part of the community planning structure.

**Early Years Collaborative** was launched by the Scottish Government in October 2012 with the support of NHS Scotland, the Coalition of Scottish Local Authorities (COSLA) and Police Scotland. It is a multi-agency, local, quality improvement programme delivered on a national scale, focusing on the national outcome "Our children have the best start in life and are ready to succeed".

**EEIDA** stands for Early and Effective Intervention Domestic Abuse group.

**EMIS** stands for electronic management information system.

**Equally Safe Approach** is Scotland's strategy for preventing and eradicating violence against women and girls.

**Getting it Right for Every Child** is the Scottish Government's approach to making sure that all children and young people get the help they need when they need it. There are eight wellbeing indicators, which are safe, healthy, achieving, nurtured, active, respected, responsible and included. These provide an agreed way of measuring what a child needs to reach their potential.

[www.scotland.gov.uk/gettingitright](http://www.scotland.gov.uk/gettingitright)

**Integrated children's services plan** is for services that work with children and young people. It sets out the priorities for achieving the vision for all children and young people and what services need to do together to achieve them.

**LMR** stands for local management review.

**MADAC** stands for multi-agency domestic abuse co-ordinator and is the post within the health and social care partnership that assists with the arrangement of the MARAC and EEI meeting.

**MARAC** stands for multi-agency risk assessment conference (primarily for adult victims of domestic abuse who may or may not have children).

**MISC** stands for mobile information cyber station and is the name for the bus used by the Y Sort It project.

**PPCOG** stands for public protection chief officers' group

**The review and improvement group** sits under the delivery and implementation group to drive operational practice issues.

**Rights Respecting Schools** is an award initiative that recognises success in putting the United Nations Convention on the Rights of the Child at the heart of a school.

**Roots of Empathy** is an evidence-based classroom programme shown to reduce aggression and promote social competence and empathy among children.

**Seasons for Growth** is a programme which provides a safe and nurturing way to explore feelings, memories and experience of loss and grief through peer led groups.

**Self-directed support** is the support a person purchases or arranges to meet agreed health and social care outcomes. It allows people to choose how their support is provided and gives them as much control as they want of their individual budget.

**Single outcome agreement** is an agreement between the Scottish Government and community planning partnerships, which sets out how they will work towards improving outcomes for Scotland's people in a way that reflects local circumstances and priorities.

**Youth Alliance** is made up of influential community planning partners and key stakeholders, including young people, who work together to plan activities and maximise resource

**Whole System Approach** is the Scottish Government's approach for addressing the needs of young people involved in offending. It aims to divert young people who offend from statutory measures, prosecution and custody through early intervention and robust community initiatives.

## Appendix 4: The Quality Indicator Framework

What key outcomes have we achieved?	How well do we meet the needs of our stakeholders?	How good is our delivery of services for children, young people and families	How good is our operational management?	How good is our leadership?
<b>1. Key performance outcomes</b>	<b>2. Impact on children, young people and families</b>	<b>5. Delivery of key processes</b>	<b>6. Policy, service development and planning</b>	<b>9. Leadership and direction</b>
<b>1.1</b> Improving the wellbeing of children and young people	<b>2.1</b> Impact on children and young people	<b>5.1</b> Providing help and support at an early stage <b>5.2</b> Assessing and responding to risks and needs <b>5.3</b> Planning for individual children and young people <b>5.4</b> Involving individual children, young people and families	<b>6.1</b> Policies, procedures and legal measures	<b>9.1</b> Visions, values and aims <b>9.2</b> Leadership of strategy and direction <b>9.3</b> Leadership of people <b>9.4</b> Leadership of improvement and change
	<b>2.2</b> Impact on families		<b>6.2</b> Planning and improving services	
			<b>6.3</b> Participation of children, young people, families and other stakeholders	
			<b>6.4</b> Performance management and quality assurance	
	<b>3. Impact on Staff</b>		<b>7. Management and support to staff</b>	
	<b>3.1</b> Impact on staff		<b>7.1</b> Recruitment, deployment and joint working <b>7.2</b> Staff training, development and support	
	<b>4. Impact on the community</b>		<b>8. Partnership and resources</b>	
	<b>4.1</b> Impact on communities		<b>8.1</b> Management of resources <b>8.2</b> Commissioning arrangements <b>8.3</b> Securing improvement through self evaluation	
<b>10. What is our capacity for improvement?</b>				
Global judgement based on an evaluation of the framework of quality indicators				

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Our complaints procedure is available from our website [www.careinspectorate.com](http://www.careinspectorate.com) or alternatively you can write to our Complaints Team, at the address above or by telephoning 0345 600 9527.

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অনুরোধসাপেক্ষে এই প্রকাশনাটি অন্য ফরম্যাট এবং অন্যান্য ভাষায় পাওয়া যায়।

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ਬੇਨਤੀ 'ਤੇ ਇਹ ਪ੍ਰਕਾਸ਼ਨ ਹੋਰ ਰੂਪਾਂ ਅਤੇ ਹੋਰਨਾਂ ਭਾਸ਼ਾਵਾਂ ਵਿਚ ਉਪਲਬਧ ਹੈ।

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Na życzenie niniejsza publikacja dostępna jest także w innych formatach oraz językach.

# CPP Joint Children's Services Inspection Improvement Action Plan 2017

## Appendix 2

1. Key Improvements/Recommendations						
Care Inspectorate CPP Areas for Improvement	Actions	Milestones	Progress	Strategic Responsibility	Assigned to	Completed Date
1. Demonstrate the difference investments in early intervention and prevention are making for all children and young people through the measurement of robust data and progress across strategic plans.						
	Create robust measurement processes for data analysis to support effective monitoring of progress, delivery of desired outcomes and to assist in the efficient targeting of resources.	Review activities / actions and outcomes from Integrated Children Services Plan Annual Report 2016.		C&F DIG	Head of Children's Health, Care & Criminal Justice (HSCP)	31-August-2017
		Develop new Children Services Plan 2018 - 2021 in line with C&YP Act 2014.		C&F DIG	Head of Children's Health, Care & Criminal Justice (HSCP)	31-August-2017
		Development Strategic Needs Assessment (SNA) as part of development of Children Services Plan.		C&F DIG	Head of Strategy, Planning & Health Improvement (HSCP)	31-October-2017
	Review current Strategic Plans across CPP partners to ensure they are fit for purpose and are improving the wellbeing of children and young people	Review CPP Integrated Performance Report including analyses and reporting on findings.		C&F DIG	Head of Strategy, Planning & Health Improvement (HSCP)	30-September-2017
		Evaluate performance across CPP on annual basis alongside trend analysis data.		C&F DIG	Head of Strategy, Planning & Health Improvement (HSCP)	31-March -2018

Care Inspectorate CPP Areas for Improvement	Actions	Milestones	Progress	Strategic Responsibility	Assigned to	Completed Date
2. Strengthen strategic plans in recognition of national policy directives on prevention of domestic abuse and local trends in use of Kinship Care.						
i) Domestic Abuse	Continue to address issues relating to Domestic Abuse across CPP in accordance with the Scottish Government Equally Safe Strategy in order to deliver an effective multi-agency response across strategically connected planning groups	Establish West Dunbartonshire Violence Against Women Partnership (VAWP) with Argyll and Bute in line with Police Scotland Divisional boundaries.		Safe and Strong DIG	Head of Children's Health, Care & Criminal Justice (HSCP)	In place
		Identify and share learning, training and development across new wider partnership in order to support partnership working and a share understanding of the nature and impact of domestic abuse.		VAWP	Head of Children's Health, Care & Criminal Justice (HSCP) & Police Scotland Lead	31-March-2018
		Explore opportunities for delivering Safer Together programme across the new wider partnership. Intention to deliver 2 programmes and then analyse impact.		Domestic Abuse Strategy Group	Fieldwork Manager and Criminal Justice Manager (HSCP)	30- June - 2018
		Deliver integrated and appropriate housing approach to meet the needs of those affected by domestic abuse, including <i>No Home for Violence</i> .		CPP	Strategic Lead Housing & Employability	31-March-2018
		Reinforce Domestic Abuse as a key priority of the CPP through development of new Local Outcome Improvement Plan (LOIP).		CPP	Communication, Culture & Community Manager (WDC)	31-May-2017
		Explore the use of preventative strategies locally; <ul style="list-style-type: none"> <li>SACRO development to be explored;</li> <li>Violence Reduction Unit Street Arrow</li> </ul>		Domestic Abuse Strategy Group & SS DIG	Fieldwork Manager and Criminal Justice Manager (HSCP)	30-June -2018



Care Inspectorate CPP Areas for Improvement	Actions	Milestones	Progress	Strategic Responsibility	Assigned to	Completed Date
		Food Truck development; <ul style="list-style-type: none"> <li>Preventative Group work with young people from backgrounds of DA.</li> </ul> And identify actions and outcomes as a result of these ventures.				
ii) Kinship Care	Continue to address issues relating to Kinship Care by ensuring our commitments and desired outcomes are reflected within strategic plans	Improve liaison with local Kinship Care Network to ensure their involvement of strategic planning. Evaluate impact via audit following full year basis.		HSCP	Fieldwork Manager (HSCP)	30-June-2018
		Develop opportunities for alternative supports for kinship carers in order to meet identified needs.		C & F DIG	Fieldwork Manager (HSCP)	31-March-2017
		Revise Kinship Care Policy in order to demonstrate our strategic commitments and intended outcomes.		HSCP & Legal Services	Fieldwork Manager (HSCP)	30-June-2017
3. Achieve greater consistency in quality of assessments of risk and need and the formulation of plans to meet identified factors by ensuring that approaches to day-to-day quality assurance of operational practice are robust, systematic and deliver intended improvements.						
	Enhance Joint Quality assurance processes to reduce variability and demonstrate improved quality and consistency of assessments and individual child's plans	Agree process for integrated chronologies and provide single and multi-agency training and development opportunities to staff across CPP.	In place	C&F DIG	GIRFEC RIG	In place
		Introduce new comprehensive assessment and ensure consistent application and quality through supervision of front line staff.	In place	C&F DIG	Fieldwork Manager (HSCP)	In place
		Create clear and robust performance	Agreed.	C&F DIG	GIRFEC RIG	31-Oct-2017

Care Inspectorate CPP Areas for Improvement	Actions	Milestones	Progress	Strategic Responsibility	Assigned to	Completed Date
		measures for assessment and care planning.				
		Develop and deliver training materials which support and encourage robust assessment and care planning.	Single agency training designed & taking place prior to end of June 2017	C&F DIG	GIRFEC RIG	31-Oct-2017
		Further develop single and multi-agency case file audits to measure improvements and maintain quality.	To take place following completion of training.	C&F DIG	GIRFEC RIG	30-Nov-2017
	Improve outcomes for children and young people Looked after at home	Deliver Raising Attainment programme focused on looked after at home children and young people.		C&F DIG	Strategic Lead Education, Learning & Attainment	31-March-2018
		Deliver raised aspirations for looked after at home children in terms of educational outcomes. Develop performance data, outcome measures to enable reporting which will demonstrate outcome measures from the work undertaken.		C&F DIG	Strategic Lead Education, Learning & Attainment	31-March-2018
		Develop clear joint working across Community Alliance, Youth Alliance, HSCP, and Education quality clusters and Housing Services. Engagement in priorities of next 3 year Children's Plan and in annual reviews thereafter. Vies to be captured in annualised progress reporting.		C&F DIG	Strategic Lead Education, Learning & Attainment AND Communication, Culture & Community Manager (WDC	30-June-2018

**Note:**

- This CPP Joint Children's Services Inspection Improvement Plan represents a number of improvement actions and milestones which will in effect be developed and implemented across the various CPP strategic planning fora. This template is therefore a collection of the actions that will be taken to address the learning arising from the Joint inspection of children's services carried out in 2016 by the Care Inspectorate.

- The CPP Management Group will receive a progress report on a quarterly basis regarding actions and key milestones.
- In respect of the progress of priorities and actions over the course of each year – these will be reviewed, analysed and reported on at the end of each year. The report on progress will be presented to the CPP Management Group. For Strategic Responsibilities that are out with the Children and Families DIG – the responsible group or service area will report progress directly to the Children and Families DIG.

DRAFT





**Report by the Divisional Commander, Police Scotland and Local Senior Officer, SFRS**

**Management Group 12 April 2017**

**Subject: Local Police & Fire Scrutiny**

**1. Purpose**

- 1.1** This report provides a quarterly performance update on delivery of both the local fire and police plans.

**2. Recommendations**

- 2.1** CPWD is asked to scrutinise performance based on the contents of this report.

**3. Background**

- 3.1** As part of the Police & Fire Reform (Scotland) Act 2013 new arrangements were put in place for local scrutiny and engagement. These arrangements place a requirement on Local Authorities to scrutinise local police and fire and rescue services. In West Dunbartonshire, as with many Local Authorities, a decision was taken to transfer this accountability to the Community Planning Partnership.
- 3.2** Local scrutiny arrangements are based on fire and police plans being reported through the CPP, with regular performance reports brought to the management group.
- 3.3** West Dunbartonshire specific plans have been prepared from both a fire and police perspective in consultation with communities and partners, in line with national guidance from each organisation.

**4. Main Issues**

Local Police Plan 2016/17 year end position

- 4.1** The reports attached at appendix 1 and 2 detail performance against the local police plan for 2016/17, covering the period October 2016 – March 2017 (quarters 3& 4). The content focuses on performance against local police

priorities such as violence, disorder and anti-social behaviour, public protection, and acquisitive crime.

- 4.2** Year-end figures show a continued downward trend in relation to total crimes, with a reduction of 10% against the previous year. Whilst this reduction extends across many crime types such as 'serious' violence and antisocial behaviour related crimes and offences, the number of sexual crimes recorded has increased considerably and Group 3 Acquisitive Crimes remains 3% higher than in 2015/16. Overall detection rates remained high at 76%.
- 4.3** Serious violence has seen a continued reduction over the year with 14% fewer crimes than in 2015/16 and a 23% reduction on the 5 year average. Crimes involving lower level violence and disorder continue in a downward trend year on year.
- 4.4** The total number of sexual crimes recorded in West Dunbartonshire has shown a 34% increase on the previous year. However when considering this increase it is important to note that a high proportion of these crimes relate to historical reports. Compared to 2015/16 the total number of crimes and incidents involving domestic abuse show an overall downward trend, reducing by 17%. Clydebank areas recorded the highest number of incidents in the 12 month period.
- 4.5** At the end of 2016/17 the total number of acquisitive crimes reported across West Dunbartonshire remained 3% higher than the previous year. This is predominantly related to a rise in vehicle related crime and crimes involving common theft. Bogus crimes remain low with only 9 crimes recorded in 2016/17.

#### Local Fire Plan 2016/17 year-end position

- 4.6** The report attached at appendix 3 is the 2016/17 year-end performance report on the local fire plan. This report details performance against the key local priorities detailed in the local fire plan for West Dunbartonshire and shows trends over time for these priorities.
- 4.7** In the year 2016/17 SFRS responded to 1540 incidents. This shows a slight increase on the same period of 2015/16 however a continued downward trend over the longer term average. From the report we can see that incidences of deliberate fires and unwanted fire alarms signals are higher than the previous year. All other areas are showing as equal to, or improved upon, the previous year.
- 4.8** The rise in deliberate fires over the year is related to a historical problem with youth related anti-social behaviour. This results in spikes of deliberate secondary fires (those involving grass or refuse) over the early summer and in the weeks before and after bonfire night. For 2016/17 there were 490 deliberate fires, 26% more than in the previous year and 409 of these were

secondary fires. Partnership working and youth engagement activity continues in order to target and manage the impact of youth related anti-social behaviour on these figures.

- 4.9** Accidental dwelling fires have fallen by almost 10% in the year 16/17, in response to targeted partnership activity focused on prevention and early detection through the use of home fire safety visits and strong partnership working with the HSCP. Casualties related to accidental dwelling fires have also decreased over the year, reducing by 25%.
- 4.10** All other accidental fires (those in buildings that are not domestic dwellings) have reduced by 32% in 2016/17 compared to the previous year. Partnership work will continue through the use of post fire audits to identify opportunities for improvement activity and further reductions in this area.
- 4.9** As reported and discussed on previous occasions Unwanted Fire Alarm Signals (UFAS) are incidents where an automated fire alarm system activates resulting in attendance of SFRS not related to a fire emergency. This is an area of priority for SFRS and partners to ensure best use of SFRS resources and responsiveness of the service in emergency situations. There was a slight increase, 7%, on the number of UFAS incidents attended during 2016/17 however a new robust monitoring system and tactical response is in place to reduce this number going forward.

## **5. People Implications**

- 5.1** There are no personnel issues.

## **6. Financial Implications**

- 6.1** The commitments made in the local plans will be delivered within available resources.

## **7. Risk Analysis**

- 7.1** There may be risks associated with not taking actions to deliver on the key priority areas as detailed in the plans. These are picked up through the strategic risk register of SFRS and Police Scotland.

## **8. Equalities Impact Assessment (EIA)**

- 8.1** Any equalities impacts arising from this report, and associated Equalities Impact Assessment, will be carried out through SFRS and Police Scotland

## **9. Consultation**

- 9.1** The performance report is presented for discussion and review. Both local plans were developed in consultation with communities and key partner agencies.

## 10. Strategic Assessment

- 10.1** This report details performance and local actions taken by SFRS and Police Scotland in relation to priority areas for West Dunbartonshire CPP.

### Communication Bulletin

Local scrutiny arrangements are firmly in place in West Dunbartonshire for local fire and police plans, which have been prepared in consultation with communities and partners in line with national guidance from each organisation. Through Community Planning West Dunbartonshire, quarterly performance reports are brought to the management group for scrutiny.

---

**Jim Hymas**  
**Local Senior Officer –**  
**West Dunbartonshire, SFRS**

**Grant Manders**  
**Divisional Commander,**  
**Police Scotland**

**Person to Contact:** Amanda Coulthard  
[Amanda.coulthard@west-dunbarton.gov.uk](mailto:Amanda.coulthard@west-dunbarton.gov.uk)

**Appendices:** Appendix 1: Local Police plan Q3 performance report  
Appendix 2: Local Police plan Q4 performance report  
Appendix 3: Local Fire Plan 2016/17 performance report  
Appendix 4: Local Fire Plan Q3 performance report

**Background Papers:** None  
**Wards Affected:** All





**POLICE**  
**SCOTLAND**  
Keeping people safe

## **West Dunbartonshire**

Local Policing Plan 2014 – 2017

**Quarterly Report/Q3 – 2016/17**

**West**   
**Dunbartonshire**  
**COUNCIL**

## Local Police Commander, Chief Superintendent Grant Manders

As Divisional Commander for Argyll and West Dunbartonshire Division I am pleased to present the third quarterly update in relation to the West Dunbartonshire Local Policing Plan for 2016/17. The purpose of this report is to highlight current crime trends and issues identified in the previous 3 month period and provide some context around crime trends over the longer term.

As outlined in the Local Policing Plan for West Dunbartonshire our focus - **Keeping People Safe** – and the policing principals which it encapsulates continue to be at the centre of all police activity carried out across the area. Public consultation, partnership working and our own detailed crime analysis has determined that the priorities going forward in 2016/17 remain unchanged:-

- ❖ ***Violence, Disorder and Antisocial Behaviour***
- ❖ ***Road Safety & Road Crime***
- ❖ ***Public Protection***
- ❖ ***Major Crime and Counter Terrorism***
- ❖ ***Acquisitive Crime***

These priorities are also aligned to West Dunbartonshire's Single Outcome Agreement 2014 – 2017. National performance frameworks continue to be utilised to measure progress, monitor activity, identify key areas where resources need to be focused and demonstrate how successful we are in meeting our key priorities and objectives. Local Policing Plans for each of the six multi member wards within the West Dunbartonshire boundary are reviewed regularly to ensure new and emerging issues within local towns and communities continue to be addressed.

**Integrity, Fairness and Respect** are our policing values and the touchstones for all our interactions, forming the basis of everything we do and every decision we reach. By applying our values, we continue to receive public consent through improved relevancy, trust and support.

Local Area Commander Chief Inspector Donald Leitch continues to have responsibility for addressing crime issues and concerns as they arise on a day to day basis across West Dunbartonshire. He is supported by dedicated Area Inspectors David Quinn (Clydebank) and John Mullen (Dumbarton) who lead the local Community Policing Teams.

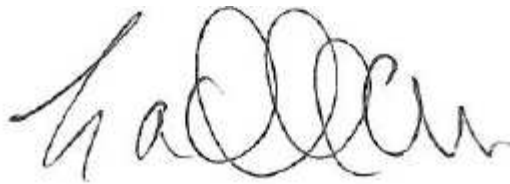
In addition to ensuring our efforts and attention remain focused on the needs and expectations of the local community, local officers are required to respond to spontaneous incidents and seasonal demands where there is clearly potential for increased levels of antisocial behaviour and violence. The third quarter was dominated by planning and implementation of the police festive safety campaign across the council area. Focused intelligence led policing complimented by additional high visibility patrols in support of the night-time economy in town centre areas resulted in a successful Christmas and New Year campaign.

***Benchmarking***

Benchmarking is a process used by organisations to compare their processes and performance metrics against like organisations that are recognised as being the leader in their respective field. This offers organisations the opportunity to learn from the information and experience developed by those considered to be 'best in class'. Benchmarking ensures that organisations maintain both an internal and external perspective on their relative performance and challenges potential organisational complacency over results achieved.

Local Authorities in Scotland have been engaged in benchmarking over the past four years as part as of the Scottish Local Government Benchmarking Framework (LGBF). They have been working with the Improvement Service (IS) over the last four years on developing a common approach to benchmarking.

Research continues into this topic to ensure the most accurate comparisons are being drawn, particularly given that the geographic and demographic profile of an area is a significant factor in determining the nature and volume of crimes reported therein. Similar to previous reports, comparative data has been included in relation to the Inverclyde Local Authority area however this information **MUST** only be used for guidance purpose.



Grant Manders  
Chief Superintendent  
Local Police Commander

## Crime Overview



### Group 1 -7 Crime

At the end of Quarter 3, the total number of Group 1-7 crimes recorded within West Dunbartonshire shows a reduction of 9.3% when set against figures recorded for the same period last year. Whilst this represents a continued downward trend across most crime types including 'serious' violence and antisocial behaviour (ASB) related crimes and offences, the number of crimes recorded in respect of Group 2 Sexual Crime and Group 3 Acquisitive Crimes remains higher than last year. Overall, detection rates remain high at 76.0% which is just below the five year average figure (77.5%).



### Local Authority Comparison

Data produced at the end of Quarter 2 2016/17, shows that the total number of Group 1 – 5 crimes recorded per 10,000 population remains higher within West Dunbartonshire at 268.6 compared to 233.5 in the Inverclyde Local Authority area. West Dunbartonshire recorded a higher ratio per head against all crimes categories except Group 5.

This information is not available in relation to all Group 1 – 7 crime.

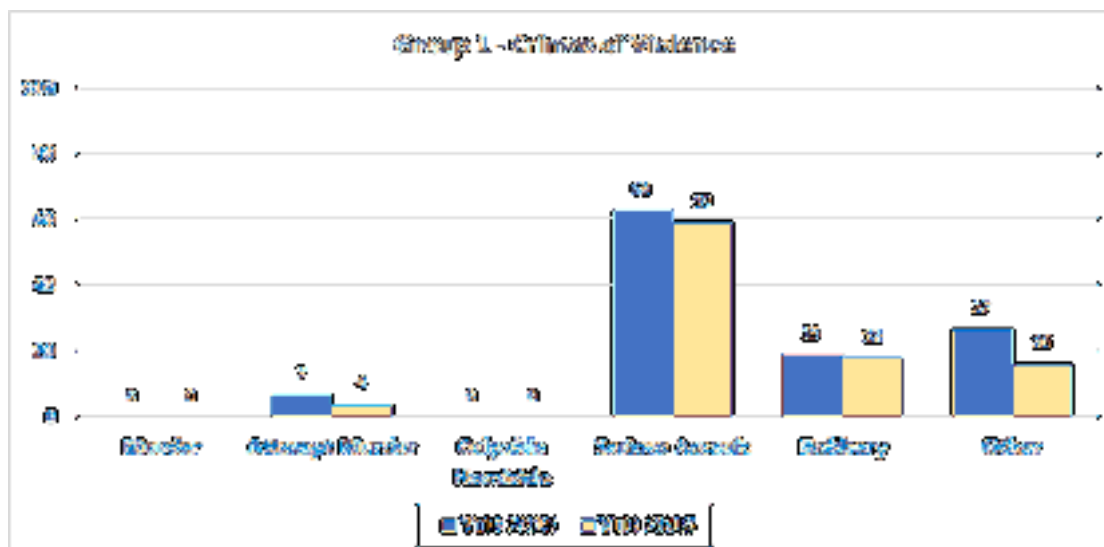
## Violence, Disorder & Antisocial Behaviour

Police Scotland remain dedicated to reducing violence, disorder and antisocial behaviour within the local communities of West Dunbartonshire in order to 'Keep People Safe'. Operational police activity carried out on a daily basis continues to be driven by the objectives outlined in the local policing plan:-

- ❖ *To reduce the number of victims of violent crime.*
- ❖ *To reduce the number of reported incidents of antisocial behaviour.*
- ❖ *To impact on alcohol related violence, antisocial behaviour and disorder with particular emphasis in and around licensed premises.*
- ❖ *To increase the number of people detected for violent and domestic crime.*

### Group 1 – Crimes of Violence

Within West Dunbartonshire the downward trend in crimes involving 'serious' violence continued during Quarter 3. The current YTD figure shows 97 crimes have been recorded which is a 16.4% reduction compared to last year (116) and a 26.7% reduction when set against the five year average figure. As shown below, all crime types show a slight decrease however collectively they equate to almost 20 fewer victims of violent crime including Attempt Murder and Serious Assault.



Crimes involving lower level violence and disorder continue in a downward trend year on year. This reduction is largely due to a decrease in Common Assaults, down 4.3% from 728 to 697, crimes relating to consuming alcohol in public, down 29.2% from 401 to 284. Other crimes types such as Breach of the Peace and CJLS S.38 crimes continue to record a slight increase (1.8%). The number public reported complaints relating to disorder also remains 6.4% higher at 3564 compared to 3349 last year.

### Local Authority Comparison

At the end of Quarter 2 2016/17, figures recorded show the total number of Group 1 crimes recorded per 10,000 head of population remained slightly higher than in the Inverclyde Local Authority area at 7.8 and 6.0 respectively.

In terms of low level violence and ASB, the rate recorded per 10,000 head of population for public reported ASB is considerably higher within West Dunbartonshire at 397.8 compared to 335.0 in Inverclyde Local Authority area. However, Common Assault figures are comparable at 72.2 and 74.8 respectively, as are those for Breach of the Peace and CJLS S.38 at 88.4 in West Dunbartonshire and 89.3 in Inverclyde.

The Divisional Violence Prevention Strategy and Directed Policing Plans, which are informed by analytical products produced at a local level, continue to be fully exploited to ensure local officers manage the threat and risk posed by specific individuals and at identified problematic locations. In addition various pro-active policing tactics have been utilised in order to impact on crime and incident levels.

### Focussed Police Activity

#### ***Operation Pinion***

This operation was instigated following a number of Wilful Fire-raising and Vandalism crimes occurring at the same location within Clydebank. Targeted pro-active police activity within the area subsequently identified the perpetrator of these crimes was a 42 year old male from the Glasgow area.

#### ***Increased ASB in Dalmuir***

From October 2016 a rise in ASB incidents was noted in Dalmuir area, particularly around the high rise flats. Community officers conducted high visibility patrols in the area to deter such behaviour and they were supported by youth outreach from Y-Sort it. The Youth Engagements Officers worked with community officers to identify those responsible and where appropriate, joint visits were carried out by police and housing staff. Although ASB is still present in Dalmuir the enhanced police activity has reduced it and work continues to further impact on this issue.

#### ***Tackling Violence in Clydebank Waterfront Multi Member Ward (MMW)***

In November 2016 a rise in serious violence was noted in Clydebank Waterfront Ward. Violent offenders were identified and robustly managed through the directed policing plan. Support was requested and provided by the Violence Reduction Task Force who deployed in the area to intervene with identified individuals. These interventions which were carried out in conjunction with high visibility patrols, reduced the level of serious violence in the ward area.



## Road Safety & Road Crime

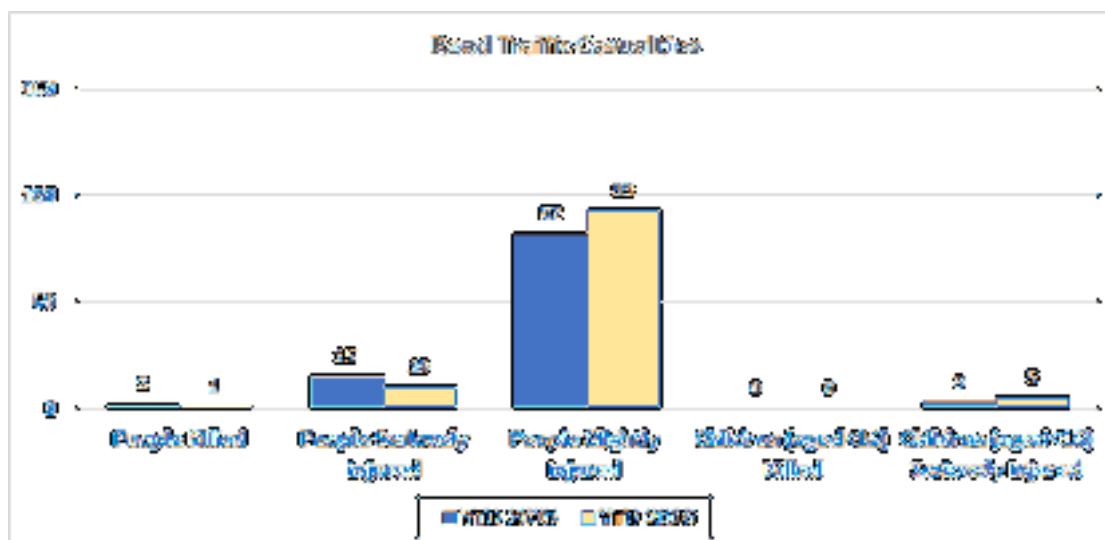
Priorities outlined in the Local Policing Plan 2014 – 2017 continue to be at the forefront of operational activity carried out in respect of road safety and road crime. These are as follows :-

- To work with partners to develop a strategy to reduce the numbers of those killed and seriously injured on the road network within West Dunbartonshire.
- To increase enforcement activity to improve driver behaviour.
- To improve road safety through enhanced partnership working and preventative initiatives within the community.

### Road Traffic Casualties

As shown below the total number of persons killed or seriously injured on the road network within West Dunbartonshire has reduced when set against the figure recorded for the same period last year. However, road collisions resulting in slight injury remain higher showing an increase of 11.8%.

The Divisional Road Policing Unit (DRPU) continue to focus on issues such as speeding, vehicle road worthiness, documentation and drivers/occupants of vehicles involved in criminality as part of daily operational policing. Speed checks continue to be focused on prominent crash locations and areas that have been identified as potential risks through excessive speed.



### Local Authority Comparison

Figures recorded at the end of Quarter 2 2016/17 indicate the total number of road casualties recorded within West Dunbartonshire was lower at 57 than in Inverclyde Local Authority area where 63 casualties were recorded. When comparing data per 10,000 head of population however West Dunbartonshire recorded the highest number at 66.0 compared to 61.9 in Inverclyde.

## NOT PROTECTIVELY MARKED

As at 31<sup>st</sup> December 2016 the total number of offences detected relating to motor vehicles within the West Dunbartonshire area shows a 19.6% reduction compared to the same YTD period last year. Speeding continues to account for the highest proportion of offences albeit the total number recorded has reduced by 34.4% year on year. It is also notable however that dangerous driving offences have reduced from 36 down to 25.

	Apr 2015 – Dec 2015	Apr 2016 – Dec 2016	% Change
Dangerous driving	36	25	-30.6%
Speeding	556	365	-34.4%
Disqualified driving	15	12	-20.0%
Driving Licence	125	120	-4.0%
Insurance	248	205	-17.3%
Seat Belts	138	121	-12.3%
Mobile Phone	191	98	-48.7%

### Focussed Police Activity

#### ***Truck & Bus Campaign***

Truck and Bus involved fixed and mobile road checks across the division aimed at vehicle safety, maintenance and compliance with driver hours. This was particularly successful and a number of drivers and operators were the subject of reports to the Procurator Fiscal.

#### ***Get Ready for Winter***

Get Ready for Winter again involved road checks focussing on private motor vehicles. The main remit was again that the vehicles were roadworthy particularly in relation to the oncoming winter. Most offences detected were in relation to lights, tyres and windscreen wipers etc. Most drivers were dealt utilising the Vehicle Defect Rectification Scheme (VDRS), as an alternative to prosecution. Compliance with the VDRS scheme has been high with few incidents resulting in reports to the Procurator Fiscal. Increased road checks also lead to an increase in the detection for documentation offences such as insurance, driving licenses and MOT test certificates.

#### ***Festive Drink & Drug Driving Campaign***

The major campaign over the last quarter was the Festive Drink and Drug Driving Campaign. This was a national campaign which took place between 2 December and 2 January 2017. In total the campaign detected 14 offenders for a range of drink and drug driving offences. Most detections occurred during the first 2 weeks of the campaign and as awareness of the campaign spread so did compliance with the legislation. Only 1 driver was over the limit as a result of new legislation brought in in 2014.

## NOT PROTECTIVELY MARKED

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Produced by Police Scotland Analyst Unit on 20/01/2017

All statistics are provisional and should be treated as management information. All data are sourced from Police Scotland internal systems and are correct as at 2<sup>nd</sup> January 2017.



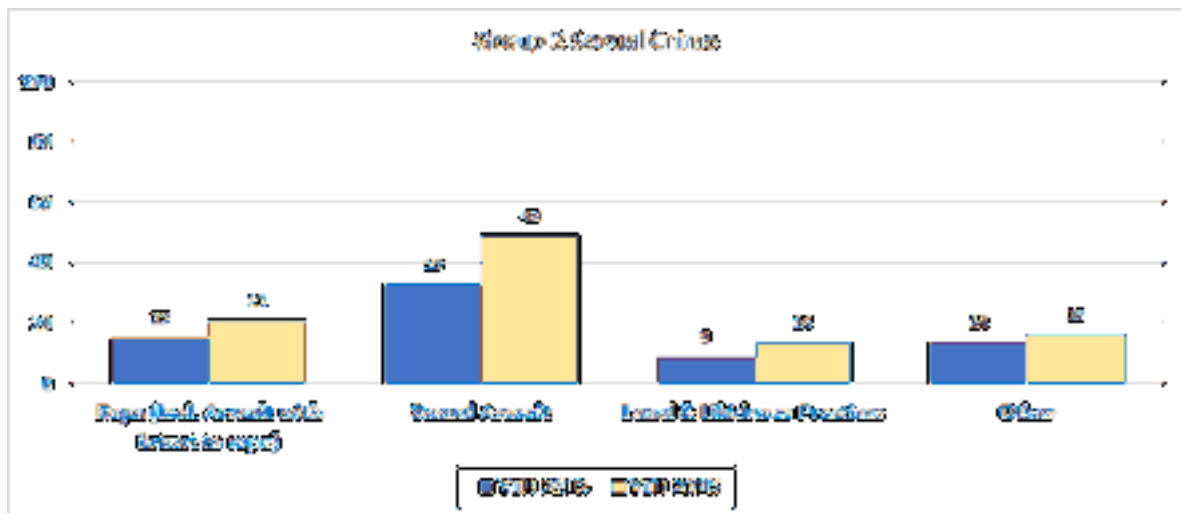
## Protecting Vulnerable People

As set out in the Local Policing Plan 2014 – 2017, our priorities in respect of protecting vulnerable people remain unchanged:-

- ❖ *To work with our partners to identify those children, young people and vulnerable adults who are most at risk and through joint action reduce that risk.*
- ❖ *To continue to develop proactive strategies to deal with managed offenders, particularly those that present the greatest threat, risk and harm.*
- ❖ *To increase the number of persons detected for sexual crimes.*
- ❖ *Together with partner agencies, strive to provide a better quality of service to the victims of sexual crime.*

### Group 2 – Sexual Crime

The total number of sexual crimes recorded within West Dunbartonshire has increased from 71 to 100 compared to the same YTD period last year. Whilst this represents a 40.8% increase the current figure is only 5.5% higher than the 5 year average. In line with previous findings, increased crime levels are primarily due to a rise in crimes involving Sexual Assault crimes. Rape crimes have also slightly increased. Almost two third of all crimes have been historical reports and the majority have occurred within residential dwelling homes.



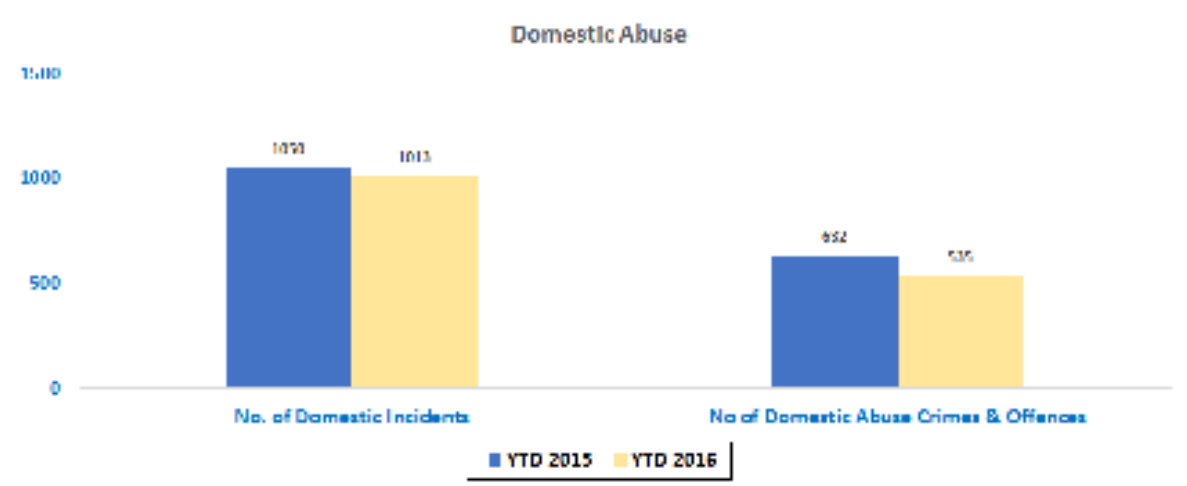
### Detection Rates

Detection rates within West Dunbartonshire are currently below last year's figure at 62% which can be attributed to the high levels of historical reporting, with crimes dating back as far as the 1960's. The detection rate for Rape crime is higher at 70%.



### Domestic Abuse

The downward trend in domestic abuse incidents continued through Quarter 3. Year to date, 1013 domestic abuse incidents have been recorded which represents a decrease of 3.5% on the previous year. The number of crimes and offences resulting from domestic abuse incidents has also fallen by 15.3%. Clydebank Waterfront and Leven MMW areas continue to record the highest number of domestic abuse incidents YTD.



### Local Authority Comparison

At the end of Quarter 2 of 2016/17, the number of Group 2 crimes recorded per 10,000 population remained higher in West Dunbartonshire at 9.0 compared to 5.0 in the Inverclyde Local Authority area. The number of Sexual Assault crimes was also higher at 5.4 versus 2.8 respectively. The number of domestic abuse incidents recorded was also higher in West Dunbartonshire.

### Focussed Police Activity

#### **Violence against Women**

With a view to improving services for victims, a proposal to merge the Argyll & Bute and West Dunbartonshire Violence against Women Groups has been progressed. The first meeting of this new combined group took place on 9th February 2017, where membership, terms of reference, areas of work and objectives were agreed in line with a three year plan. Discussions took place in relation to taking forward Scottish Government's Equally Safe at a local level. It was agreed that by utilising the performance framework outlined by SG, this would allow the group to establish sub groups to do so.

## Major Crime & Counter Terrorism

Keeping people safe by reducing the threat posed from organised crime and terrorism across West Dunbartonshire remains a high priority for all local police officers. The Joint Terrorism Analysis Centre (JTAC) is the UK's centre for the analysis and assessment of international terrorism. JTAC has responsibility for setting international terrorism threat levels which is currently assessed as SEVERE. Recent events in other countries highlight the necessity for vigilance at all times. Police across Argyll & West Dunbartonshire Division continue to implement the UK Government CONTEST strategy with local and national partners. Police Scotland also continues to target and disrupt the activities of those involved in organised crime at a local level through focused and robust interventions based on the objectives set out in the local policing plan:-

- ❖ *To disrupt organised crime groups by targeting individuals, the businesses they operate and their access to public contracts.*
- ❖ *To target those individuals who are intent on supplying drugs.*
- ❖ *Through education and partnership, reduce the impact that serious and organised crime and terrorism has on our communities.*
- ❖ *Through the Multi-Agency Serious and Organised Crime and Contest Group, raise awareness and improve information sharing between agencies.*

As per the most recent intelligence assessment relating to Serious and Organised Crime (SOC), the overall threat/risk posed to the communities within West Dunbartonshire has reduced slightly. There continues to be 3 identified SOC Groups in operation within the area however two are now assessed as Low Risk and one as Medium Risk. Proactive and reactive intelligence and evidence gathering opportunities continue to be fully exploited in an attempt to reduce the threat and harm posed by individuals linked to these groups and to identify new and emerging groups. Police activity will continue to focus on arresting individuals linked to these groups, depriving them of cash and assets through full use of POCA legislation, and as well as depriving them of legitimate enterprise to ensure the maximum impact.

In line with trends identified across Scotland, the primary function of these groups continues to be assessed as drug supply and distribution within the local area. As shown in the table below, detections relating to drug supply have reduced considerably compared to last year. The current figure also remains lower than the 5 year average.



Serious & Organised Crime	Apr 2016 – Dec 2016	Apr 2015 – Dec 2015	% Change
Number of detections for drugs supply, drugs productions, drugs cultivation	68	123	-48.8%

### Local Authority Comparison

Data recorded at the end of the Quarter 2, indicates that the number of drug supply crimes recorded per 10,000 head of population is lower within West Dunbartonshire at 5.0 compared to 7.5 in Inverclyde. West Dunbartonshire also recorded a lower number when considering all drug crime; 50.9 crimes per 10,000 head of population compared to 60.9 in the Inverclyde area.

### Focussed Police Activity

#### ***Enforcement & Interventions***

Police Scotland remain committed to reducing the threat and harm posed by those involved in Serious and Organised Crime within West Dunbartonshire and continue to exploit all intelligence and evidence gathering opportunities. Police activity has been focussed on arresting individuals involved in this level of criminality, depriving them of cash and assets through full use of POCA legislation, as well as depriving them of legitimate enterprise to ensure the maximum impact.

- YTD **79** individuals linked to SOC have been arrested.
- Through the use of POCA legislation SOC criminals have been deprived of **£333,600.12**.

#### ***Operation Thermal***

This is an ongoing divisional operation surrounding nail bars and hairdressing premises targeting human trafficking, serious and organised crime and terrorism within both Argyll and Bute and West Dunbartonshire. A day of action was undertaken on 29 November 2016 which resulted in three premises in the Clydebank and Dumbarton areas being searched. One male was identified as a victim of human trafficking and was taken to Clydebank Police Office where he was interviewed and subsequently dealt with by the Home Office. Evidence was seized by HMRC for the owner who has links to serious and organised crime.

#### ***Counter Terrorism Awareness Briefings***

The Division held a one day CT Awareness Briefing which was attended by our Divisional CT Champions. The event provided the Divisional 'P' Leads and Senior Management representatives with the opportunity to provide an overview of their respective areas of responsibility to front line operational officers undertaking various divisional roles. Feedback from attendees was positive and resulted in a far greater understanding of individual roles and responsibilities and equipped officers with the necessary knowledge to positively engage with the communities they serve.

#### ***Clinical Governance Meeting at Golden Jubilee***

A meeting has taken place with the Clinical Governance leads from the Golden Jubilee Hospital in regards to offering security advice and PREVENT education to staff. This will be carried out in conjunction with the NHS trust and will incorporate a Multi-Agency Table Top exercise in relation to a potential "Move to Critical" situation.

#### ***Education Table Top Exercise***

A table top exercise relating to emergency procedures in place to respond to major incidents within buildings (Bomb Threats) was held within Clydebank Town Hall. All Head Teachers from WDC were in attendance along with the newly appointed Youth Engagement Officers, LALO and colleagues from the Fire Service.

## Acquisitive Crime

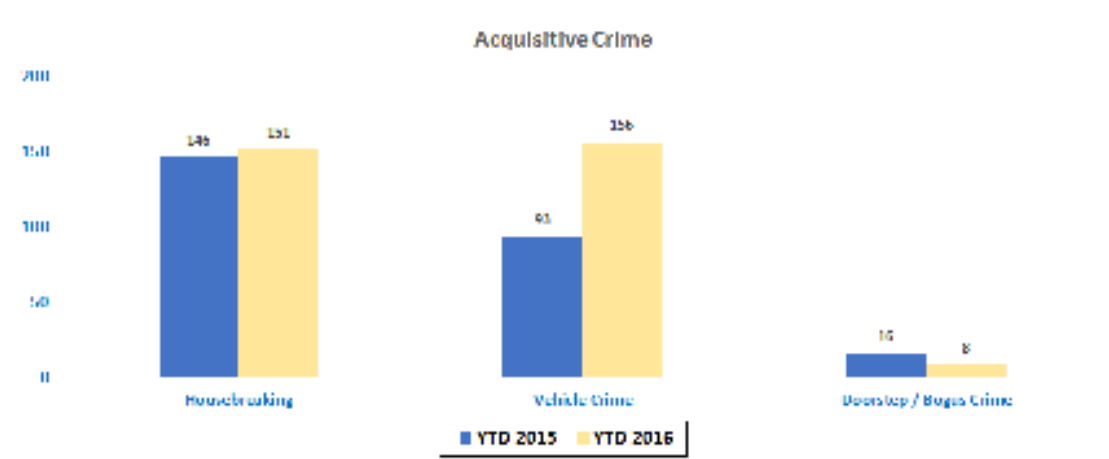
In the Local Policing Plan 2014 – 2017, Police Scotland have identified that the objectives in relation to acquisitive crime will be:

- *To reduce the number of housebreakings and improve detection rates.*
- *To target individuals involved in doorstep crime and support the victims through partnership working.*



### Group 3 - Acquisitive Crime

YTD the total number of acquisitive crimes reported across West Dunbartonshire remains 7.9% higher than the comparative figure for last year. Increased crime levels are predominately due to a rise in vehicle related crime and crimes involving common theft. Bogus crimes remain low with 8 crime recorded YTD.



### Detection Rate

Overall there has been a marginal improvement in the detection rate for acquisitive crime which is currently 44.4%. Detection rates for both housebreaking crime and vehicle crime remain below last year's figure at 17.2% and 38.5% respectively.

### Local Authority Comparison

Data recorded at the end of Quarter 2 2016/17 shows that the number of Group 3 crimes recorded per 10,000 head of population remains considerably higher within West Dunbartonshire at 110.1 compared to 75.0 in the Inverclyde area. This would appear to be due to a higher occurrence of crimes involving common theft and shoplifting which recorded rates of 34.3 and 31.1 per 10,000 against 21.4 and 18.0 in Inverclyde, respectively. There is only a marginal difference in rates recorded in respect of housebreaking and vehicle related crime.

**Focussed Police Activity**

***Acquisitive Crime Governance Group***

The group continues to meet on a monthly basis at which time it identifies any trends both nationally and locally and thereafter takes the appropriate action.

***Festive Campaign***

An action plan was created around the festive campaign which included linking in with Clydebank Crime Prevention Panel to continue work within Clydebank Shopping Centre in relation to prevention, including leaflet handouts with information on prevention of bag dipping and purse thefts. Prevention information and advice was also circulated on social media in relation to all forms of acquisitive crime.





**POLICE**  
**SCOTLAND**  
Keeping people safe

## **West Dunbartonshire**

Local Policing Plan 2014 – 2017

**Quarterly Report/Q4 – 2016/17**

**West**   
**Dunbartonshire**  
**COUNCIL**

## Local Police Commander, Chief Superintendent Grant Manders

As Divisional Commander for Argyll and West Dunbartonshire Division I am pleased to present the final quarterly update in relation to the West Dunbartonshire Local Policing Plan for 2016/17. The purpose of this report is to highlight current crime trends and issues identified in the previous 3 month period and provide some context around crime trends over the longer term.

As outlined in the Local Policing Plan for West Dunbartonshire our focus - **Keeping People Safe** – and the policing principals which it encapsulates continue to be at the centre of all police activity carried out across the area. Public consultation, partnership working and our own detailed crime analysis has determined that the priorities going forward in 2016/17 remain unchanged:-

- ❖ ***Violence, Disorder and Antisocial Behaviour***
- ❖ ***Road Safety & Road Crime***
- ❖ ***Public Protection***
- ❖ ***Major Crime and Counter Terrorism***
- ❖ ***Acquisitive Crime***

These priorities are also aligned to West Dunbartonshire's Single Outcome Agreement 2014 – 2017. National performance frameworks continue to be utilised to measure progress, monitor activity, identify key areas where resources need to be focused and demonstrate how successful we are in meeting our key priorities and objectives. Local Policing Plans for each of the six multi member wards within the West Dunbartonshire boundary are reviewed regularly to ensure that new and emerging issues within local towns and communities continue to be addressed.

**Integrity, Fairness and Respect** are our policing values and the touchstones for all our interactions, forming the basis of everything we do and every decision we reach. By applying our values, we continue to receive public consent through improved relevancy, trust and support.

Local Area Commander Chief Inspector Donald Leitch continues to have responsibility for addressing crime issues and concerns as they arise on a day to day basis across West Dunbartonshire. He is supported by dedicated Area Inspectors David Quinn (Clydebank) and John Mullen (Dumbarton) who lead the local Community Policing Teams.

In addition to ensuring our efforts and attention remain focused on the needs and expectations of the local community, local officers are required to respond to spontaneous incidents and seasonal demands where there is clearly potential for increased levels of antisocial behaviour and violence. In keeping within previous years, the final quarter of 2016/17 was relatively quiet with no planned events of any significance except for two football matches, both of which passed without incident.

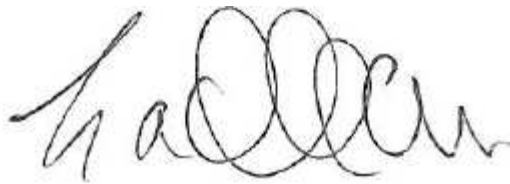


***Benchmarking***

Benchmarking is a process used by organisations to compare their processes and performance metrics against like organisations that are recognised as being the leader in their respective field. This offers organisations the opportunity to learn from the information and experience developed by those considered to be 'best in class'. Benchmarking ensures that organisations maintain both an internal and external perspective on their relative performance and challenges potential organisational complacency over results achieved.

Local Authorities in Scotland have been engaged in benchmarking over the past four years as part as of the Scottish Local Government Benchmarking Framework (LGBF). They have been working with the Improvement Service (IS) over the last four years on developing a common approach to benchmarking.

Research continues into this topic to ensure the most accurate comparisons are being drawn, particularly given that the geographic and demographic profile of an area is a significant factor in determining the nature and volume of crimes reported therein. Similar to previous reports, comparative data has been included in relation to the Inverclyde Local Authority area however this information **MUST** only be used for guidance purpose.

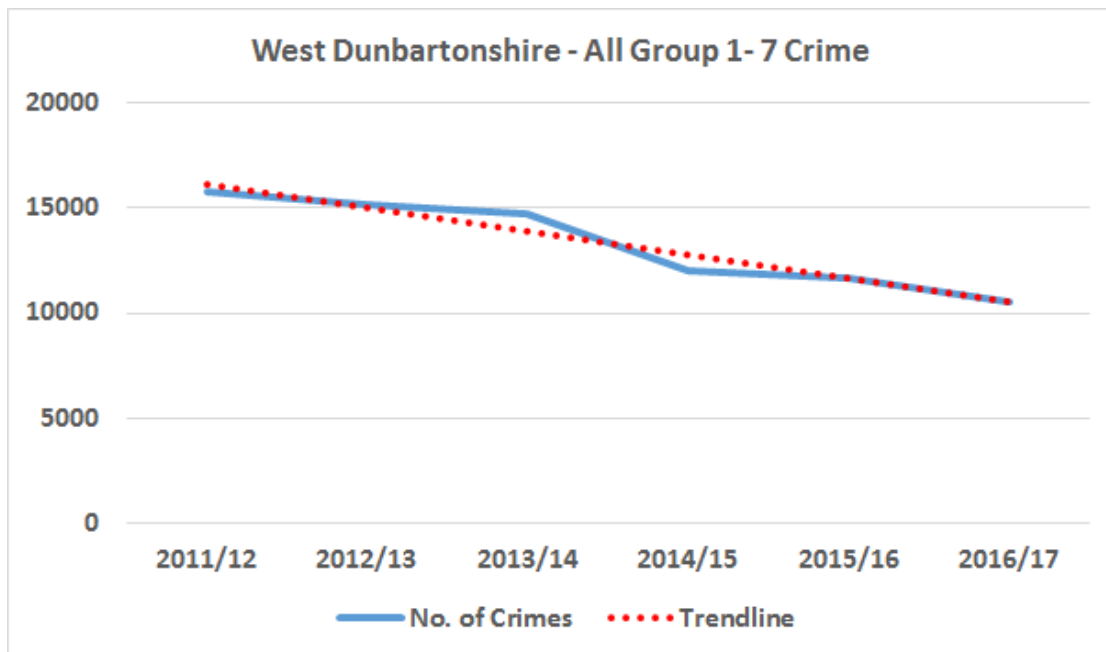


Grant Manders  
Chief Superintendent  
Local Police Commander

## Crime Overview

### Group 1 -7 Crime

Year-end figures show a continued downward trend in the total number of Group 1-7 crimes recorded within West Dunbartonshire. When set against figures recorded for the same period last year crimes have reduced by 10%. Whilst this reduction extends across many crime types such as 'serious' violence and antisocial behaviour (ASB) related crimes and offences, the number of crimes Group 2 Sexual Crimes recorded has increased considerably and Group 3 Acquisitive Crimes remains 3.4% higher than in 2015/16. Overall in relation to Group 1-7, detection rates remained high at 76.3% which is just below last year's figure of 78.5%



### Local Authority Comparison

Data produced at the end of Quarter 3 2016/17, shows that the total number of Group 1-5 crimes recorded per 10,000 population remains higher within West Dunbartonshire at 386.0 compared to 346.0 in the Inverclyde Local Authority area.

Whilst West Dunbartonshire recorded a higher ratio per head against all crimes categories, Inverclyde recorded a higher number of both Group 2 Sexual Crime and Group 5 Other Crime (includes drug related crime) per 10,000 population.

This information is not available in relation to all Group 1 – 7 crime.

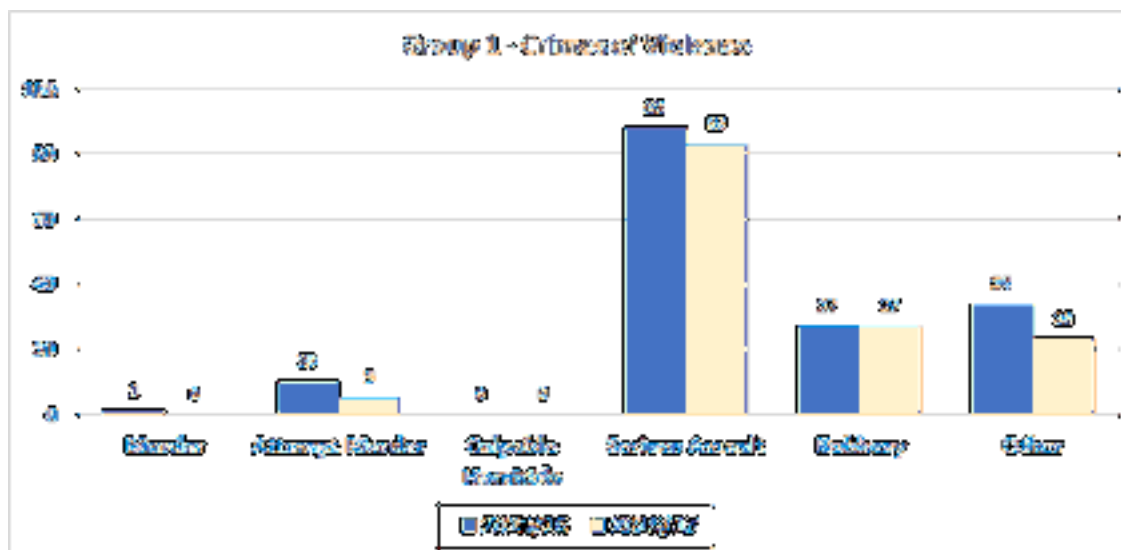
## Violence, Disorder & Antisocial Behaviour

Police Scotland remain dedicated to reducing violence, disorder and antisocial behaviour within the local communities of West Dunbartonshire in order to 'Keep People Safe'. Operational police activity carried out on a daily basis continues to be driven by the objectives outlined in the local policing plan:-

- ❖ *To reduce the number of victims of violent crime.*
- ❖ *To reduce the number of reported incidents of antisocial behaviour.*
- ❖ *To impact on alcohol related violence, antisocial behaviour and disorder with particular emphasis in and around licensed premises.*
- ❖ *To increase the number of people detected for violent and domestic crime.*

### Group 1 – Crimes of Violence

Year on year, crimes involving 'serious' violence within West Dunbartonshire reduced by 13.8% which equates to 22 fewer crimes being recorded. Furthermore, this represents a 23.3% reduction when set against the five year average figure. As shown below, reduced crime levels are due to decreases in Attempt Murder and Serious Assault crimes and those grouped as Other Crimes, specifically those relating to the Cruel and Unnatural Treatment of Children.



Crimes involving lower level violence and disorder also followed an overall downward trend compared to 2015/16. Several crime types show marginal change; Common Assault were down 1.7% from 937 to 921 whereas Breach of the Peace and CJLS S.38 crimes show a slight increase (0.5%). However, the number public reported complaints relating to disorder remained higher at 13.3% above the figure recorded for 2015/16 which equates to 624 incidents being recorded.

### **Local Authority Comparison**

At the end of Quarter 3 2016/17, figures recorded show the total number of Group 1 crimes recorded per 10,000 head of population remained slightly higher than in the Inverclyde Local Authority area at 10.8 and 9.3 respectively.

In terms of low level violence and ASB, the rate recorded per 10,000 head of population for public reported ASB also remained considerably higher within West Dunbartonshire at 577.3 compared to 476.4 in Inverclyde Local Authority area. However, Common Assault figures are comparable at 72.5 and 71.9 respectively, as are those for Breach of the Peace and CJS S.38 at 88.5 in West Dunbartonshire and 88.8 in Inverclyde.

The Divisional Violence Prevention Strategy and Directed Policing Plans, which are informed by analytical products produced at a local level, continue to be fully exploited to ensure local officers manage the threat and risk posed by specific individuals and at identified problematic locations. In addition various pro-active policing tactics have been utilised in order to impact on crime and incident levels.

### **Focussed Police Activity**

#### **Operation Ironworks**

Operation Ironworks is a multi-agency initiative designed to tackle antisocial behaviour, crimes of violence and environmental damage within Loch Lomond & the Trossachs National Park. The initiative has been running every year for approximately 10 years.

Operation Ironworks was re-launched on 01 April 2017 and will run every weekend until 30 September 2017. It provides additional police resources to work with partner agencies to target and deal with the minority of visitors who are responsible for potential increases in antisocial behaviour such as vandalism, theft, littering, assault and other forms of disruptive and irresponsible behaviour. The operation plays a key role in keeping residents and visitors to the area safe and the enhanced police activity has seen a considerable reduction in antisocial behaviour. Work continues to further impact on this issue.

#### **Wilful Fire-raising – Bonhill**

Following a spate of Wilful Fire-raising incidents within the Bonhill area of Alexandria an action plan was launched to target this reckless and dangerous activity. Working with partner agencies, including the Deliberate Fire Reduction Group, local community officers visited known persons previously involved in Fire-Raisings and conducted high visibility patrols in the area to deter such behaviour. This enhanced and co-ordinated police activity has reduced the amount of Wilful Fire-Raisings and work continues to further impact on this issue.

#### **Deliberate Fire Reduction Group**

The Deliberate Fire Reduction Group has been set up to help create a multi-agency preventative approach for wilful fire-raising across West Dunbartonshire. Members of the group include, Police Scotland, the Scottish Fire & Rescue Service, Housing, Waste Management and 'Your Community' all from West Dunbartonshire Council. The group is chaired by Police and also includes our Youth Engagement Officers and Safer Communities Unit. In light of the recent wilful fire-raising involving wheelie bins in Bonhill, there has been a Social Media release highlighting 'good housekeeping' practices in this regard. Joint inputs have been delivered to all secondary schools in West Dunbartonshire by Police and Fire Safety and multi-agency work is ongoing in relation to derelict buildings, bin collection times and general waste management to help prevent fire-raising.

## Road Safety & Road Crime

Priorities outlined in the Local Policing Plan 2014 – 2017 continue to be at the forefront of operational activity carried out in respect of road safety and road crime. These are as follows :-

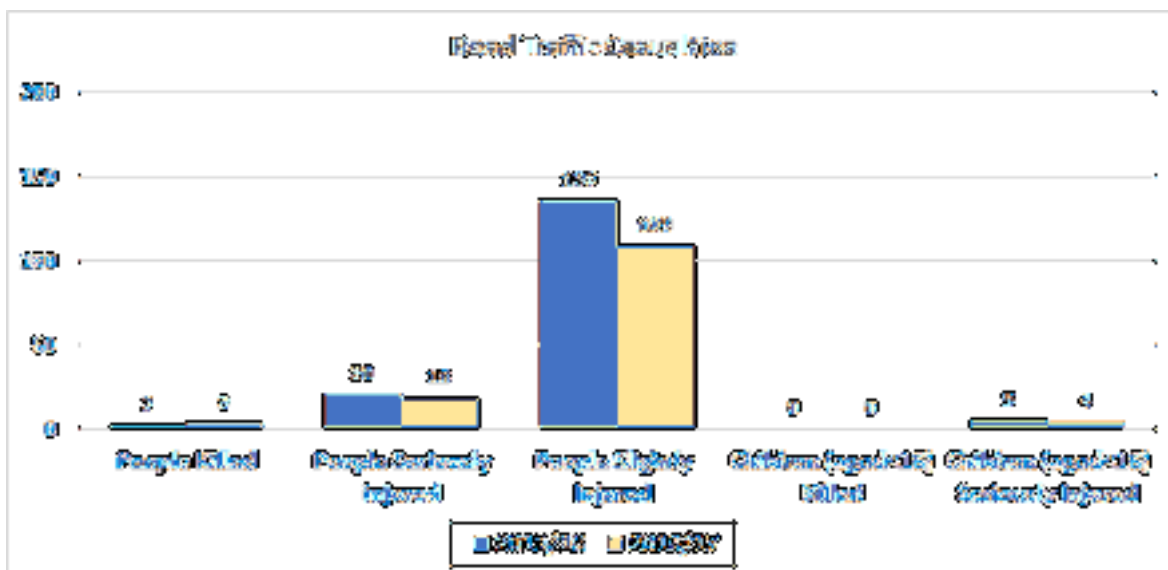
- To work with partners to develop a strategy to reduce the numbers of those killed and seriously injured on the road network within West Dunbartonshire.
- To increase enforcement activity to improve driver behaviour.
- To improve road safety through enhanced partnership working and preventative initiatives within the community.

### Road Traffic Casualties

Compared to 2015/16 the total number of persons killed or seriously injured on the road network within West Dunbartonshire reduced from 27 to 25. Road collisions resulting in slight injury also reduced by almost 20% which equates to 27 fewer casualties.

Three fatalities occurred over the 12 months, two involved pedal cyclists on the A82 at Clydebank and the most recent involved a motor cyclist who collided with a lamppost on the A813 in Dumbarton.

The Divisional Road Policing Unit (DRPU) continue to focus on issues such as speeding, vehicle road worthiness, documentation and drivers/occupants of vehicles involved in criminality as part of daily operational policing. Speed checks continue to be focused on prominent crash locations and areas that have been identified as potential risks through excessive speed.



### Local Authority Comparison

Figures recorded at the end of Quarter 3 2016/17 indicate the total number of road casualties recorded within West Dunbartonshire remained lower at 99 than in Inverclyde Local Authority area where 103 casualties were recorded. When comparing data per 10,000 head of population however West Dunbartonshire recorded the highest number at 101.2 compared to 95 in Inverclyde.

Year on year the total number of offences detected within West Dunbartonshire relating to motor vehicles reduced by 24.6%. Speeding continues to account for the highest proportion of offences albeit the total number recorded has reduced by 26.5% when compared to 2015/16. It is also notable however that dangerous driving offences have reduced from 46 down to 40, a reduction of 13%.

	Apr 2015 – Mar 2016	Apr 2016 – Mar 2017	% Change
Dangerous driving	46	40	-13.0%
Speeding	661	486	-26.5%
Disqualified driving	19	22	15.8%
Driving Licence	161	138	-14.3%
Insurance	330	275	-16.7%
Seat Belts	175	151	-13.7%
Mobile Phone	226	108	-52.2%

### Focused Police Activity

#### Vehicle Safety / Maintenance Initiative

Although the weather this year was not as severe as in previous year, the period January to March is a time to make best use of road checks to look at vehicle safety and maintenance. Most vehicle defects detected were dealt with under the Vehicle Defect Rectification Scheme (VDRS) however some did necessitate drivers being reported to the Procurator Fiscal for more serious construction and use offences.

Road checks also extended to commercial vehicles and joint operations were conducted between Police Scotland Road Policing Division and the Driver and Vehicle Standards Agency (DVSA) to enforce legislation relative to the use of commercial HGVs and PCVS. This was not only in relation to vehicle maintenance and use but also focussed on tachographs and driver hours. A record number of vehicles involved in the transport of dangerous goods were stopped and examined, with few infringements found.

During this period, patrolling of priority routes remained in place to detect and deter those who place themselves and others in danger by their manner of driving.

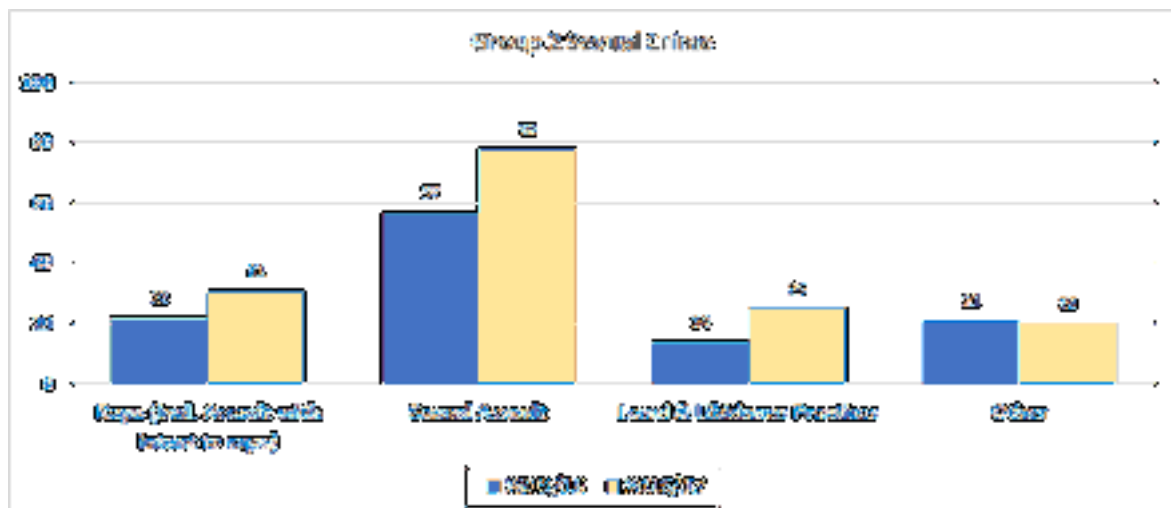
## Protecting Vulnerable People

As set out in the Local Policing Plan 2014 – 2017, our priorities in respect of protecting vulnerable people remain unchanged:-

- ❖ *To work with our partners to identify those children, young people and vulnerable adults who are most at risk and through joint action reduce that risk.*
- ❖ *To continue to develop proactive strategies to deal with managed offenders, particularly those that present the greatest threat, risk and harm.*
- ❖ *To increase the number of persons detected for sexual crimes.*
- ❖ *Together with partner agencies, strive to provide a better quality of service to the victims of sexual crime.*

### Group 2 – Sexual Crime

When set against figures recorded for 2015/16, the total number of Group 2 Sexual Crimes recorded within West Dunbartonshire increased from 115 to 154. This represents an increase of 33.9% year on year, with figures remaining considerably above the 5 year average. In line with previous findings, increased crime levels are primarily due to a rise in crimes involving Sexual Assault crimes with reporting of Rape crimes also increasing. The majority crimes have occurred within residential dwelling homes, a high proportion of crimes were historical reports.



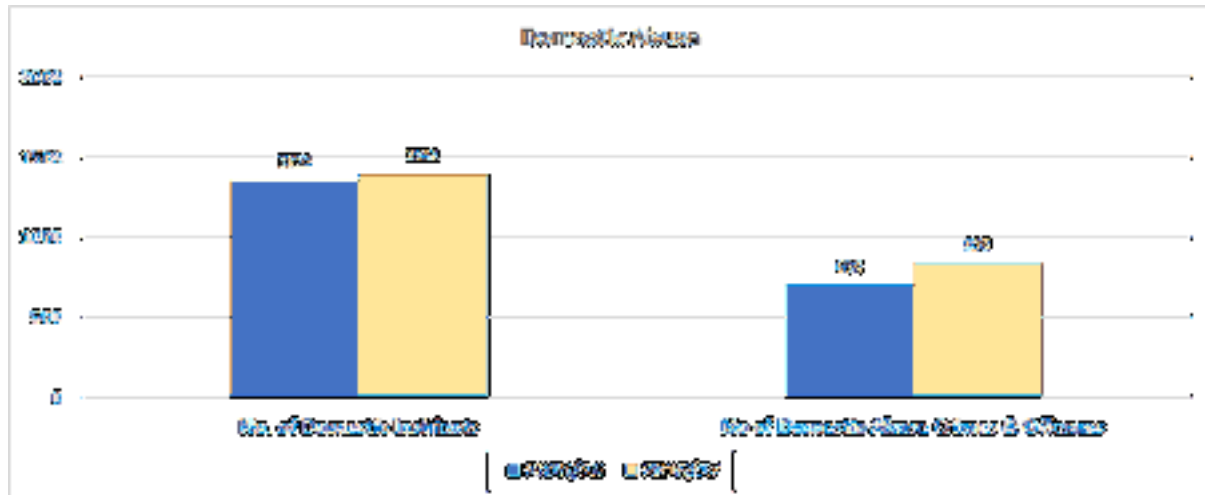
### Detection Rates

At the year-end detection rates for Group 2 Sexual Crime within West Dunbartonshire remained below the figure recorded in 2015/16 at 55.2%, down from 74.8%. The detection rate for Rape crime also reduced to 51.7%, down from 71.4%. This can be partly attributed to the higher levels of historical reporting, with crimes dating back as far as the 1960's.



### Domestic Abuse

Compared to 2015/16, the total number of crimes and incidents involving domestic abuse show an overall downward trend. Despite a 2.8% increase in incident levels, the number of crimes and offences resulting from domestic abuse incidents reduced by 16.7%. Clydebank Waterfront and Clydebank Central Multi Member Ward areas recorded the highest number of domestic abuse incidents across the 12 month period.



### Local Authority Comparison

At the end of Quarter 3 of 2016/17, the number of Group 2 crimes recorded per 10,000 population was lower in West Dunbartonshire at 11.2 compared to 16.9 in the Inverclyde Local Authority area. The number of Sexual Assault crimes was also lower at 7.0 versus 10.8 respectively. The number of domestic abuse incidents recorded remained higher in West Dunbartonshire.

### Focussed Police Activity

#### Serial Domestic Abuse Offenders Arrested

The division continues to focus on domestic abuse perpetrators and this has led to two separate extensive investigations resulting in the detection of significant domestic offences involving multiple charges of Rape and Stalking. The perpetrators of these crimes have now been remanded and are currently awaiting trial.

#### Joint Violence Against Women Partnership

Following discussion between partners in the West Dunbartonshire and Argyll & Bute Local Authority areas agreement was reached to merge both the Argyll & Bute and West Dunbartonshire Violence Against Women Partnerships. The inaugural meeting of this new group was held in February 2017 where terms of reference and work streams were agreed, the overall aim being to deliver a better service to victims across both areas.



## Major Crime & Counter Terrorism

Keeping people safe by reducing the threat posed from organised crime and terrorism across West Dunbartonshire remains a high priority for all local police officers. The Joint Terrorism Analysis Centre (JTAC) is the UK's centre for the analysis and assessment of international terrorism. JTAC has responsibility for setting international terrorism threat levels which is currently assessed as SEVERE. Recent events in other countries highlight the necessity for vigilance at all times. Police across Argyll & West Dunbartonshire Division continue to implement the UK Government CONTEST strategy with local and national partners. Police Scotland also continues to target and disrupt the activities of those involved in organised crime at a local level through focused and robust interventions based on the objectives set out in the local policing plan:-

- ❖ ***To disrupt organised crime groups by targeting individuals, the businesses they operate and their access to public contracts.***
- ❖ ***To target those individuals who are intent on supplying drugs.***
- ❖ ***Through education and partnership, reduce the impact that serious and organised crime and terrorism has on our communities.***
- ❖ ***Through the Multi-Agency Serious and Organised Crime and Contest Group, raise awareness and improve information sharing between agencies.***

As per the most recent intelligence assessment (March 2017) relating to Serious and Organised Crime (SOC), the overall threat/risk posed to the communities within West Dunbartonshire has reduced slightly. There continues to be 3 identified SOC Groups in operation within the area however two are now assessed as Low Risk and one as Medium Risk. Proactive and reactive intelligence and evidence gathering opportunities continue to be fully exploited in an attempt to reduce the threat and harm posed by individuals linked to these groups and to identify new and emerging groups. Police activity will continue to focus on arresting individuals linked to these groups, depriving them of cash and assets through full use of POCA legislation, and as well as depriving them of legitimate enterprise to ensure the maximum impact.

In line with trends identified across Scotland, the primary function of these groups continues to be assessed as drug supply and distribution within the local area. As shown in the table below, detections relating to drug supply reduced considerably compared to 2015/16. The current figure also remains lower than the 5 year average.



Serious & Organised Crime	Apr 2016 – Mar 2017	Apr 2015 – Mar 2017	% Change
Number of detections for drugs supply, drugs productions, drugs cultivation	87	160	-45.6%

### **Local Authority Comparison**

Data recorded at the end of the Quarter 3, indicates that the number of drug supply crimes recorded per 10,000 head of population is lower within West Dunbartonshire at 8.3 compared to 11.4 in Inverclyde. West Dunbartonshire also recorded a lower number when considering all drug crime; 72.8 crimes per 10,000 head of population compared to 82.4 in the Inverclyde area.

### **Focussed Police Activity**

#### **Choices for Life**

Police officers in Argyll & Bute and West Dunbartonshire worked together with local partners to educate young people about the dangers of drugs and alcohol. The 'Choices for Life' initiative was hosted by local Youth Engagement Officers and involved inputs on drugs, alcohol, tobacco, New Psychoactive Substances and internet safety, along with Peer Mentoring from the youth group Y-Sort-It. Eight secondary schools across both council areas received inputs which focused on first year pupils. This included Hermitage Academy, Oban High and Lomond School from Argyll and Bute and Vale of Leven, Our Lady's and St Patrick's, Dumbarton Academy, Clydebank High and St Peter the Apostle in West Dunbartonshire. The sessions involved six workshops throughout the day with the facilitators using drug and alcohol goggles, drug and alcohol boxes as well as interactive videos to educate the children on the dangers of topics covered. The Youth Engagement Officers along with partner agencies delivered inputs to over 1400 pupils.

#### **Prevent (UK Governments Contest Strategy)**

From January, there have been 37 WRAP presentations delivered by the Divisional CTLO across West Dunbartonshire. This followed on from a very busy end to 2016 where both NHS and education were covered. WRAP (Workshop to Raise Awareness of Prevent) is an interactive presentation to highlight the **Prevent** strand of the Government's strategy and how individuals can contribute. All Divisional Youth Engagement Officers have also received 'Train the trainer' WRAP inputs. 2017 has also seen 4 officers within the Division trained in Project Griffin delivery which is a training package directed towards businesses and how they can look after their own security.

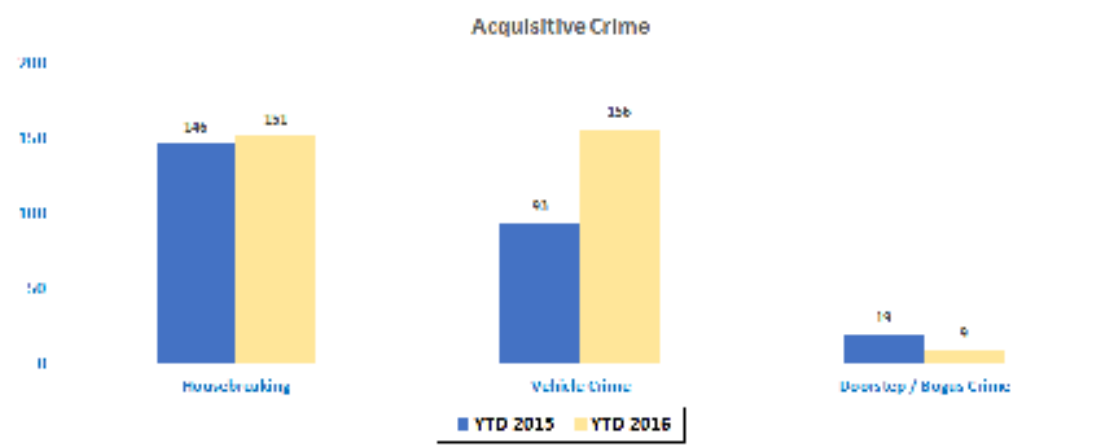
## Acquisitive Crime

In the Local Policing Plan 2014 – 2017, Police Scotland have identified that the objectives in relation to acquisitive crime will be:

- *To reduce the number of housebreakings and improve detection rates.*
- *To target individuals involved in doorstep crime and support the victims through partnership working.*

### Group 3 - Acquisitive Crime

Year on year the total number of acquisitive crimes reported across West Dunbartonshire increased by 3.4% compared to 2015/15. Increased crime levels are primarily due to a considerable rise in vehicle related crime. Crimes involving common theft have also increased. In contrast housebreaking crimes, both domestic and commercial have seen a slight reduction. Bogus crimes also remain low with 9 crimes recorded across the 12 months.



### Detection Rate

Overall there has been a marginal improvement in the detection rate for acquisitive crime which is currently 46.3%. The detection rate for both housebreaking crime and vehicle crime remain below last year's figure at 19.9% and 39.5% respectively.

### Local Authority Comparison

Data recorded at the end of Quarter 3 2016/17 shows that the number of Group 3 crimes recorded per 10,000 head of population remains considerably higher within West Dunbartonshire at 155.5 compared to 114.8 in the Inverclyde area. This would appear to be due to a higher occurrence of crimes involving common theft and shoplifting which recorded rates of 49.2 and 45.9 per 10,000 against 32.3 and 30.6 in Inverclyde, respectively. There is only a marginal difference in rates recorded in respect of housebreaking and vehicle related crime.

**Focussed Police Activity**

**Operation Falher** – This operation was initiated following an increase in vehicle related crimes at both residential and commercial premises specifically targeting vans. Police activity included targeted police patrols, an improved forensic strategy and a media campaign geared towards prevention. Due to the distinctive modus operandi used during the commission of these crimes, a suspect was identified and subsequently charged with 14 crimes of a similar nature.



**Working together  
for a safer Scotland**

**West**  
**Dunbartonshire**  
**COUNCIL**

**DISCLAIMER**

The figures included in this report are provisional and subject to change as a result of quality assurance and review. The statistics quoted are internal management information published in the interests of transparency and openness.

The Scottish government publishes Official Statistics each year which allow for comparisons to be made over longer periods of time.

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## Introduction

This report provides details of the Scottish Fire and Rescue Services (SFRS) Performance for 2016-17 for the Local Authority Area of West Dunbartonshire (WD). SFRS is committed to ensuring that the resources serving the communities within the Local Authority Area are maximised and focused on the delivery of positive outcomes at every opportunity, this applies across the full span of our activities including responding to the large range of emergency incidents to the delivery of targeted effective community safety engagement aligned with the Community Planning Partnership structure within West Dunbartonshire. SFRS aspires to deliver very high standards to our communities and our current performance is testament to the commitment, professionalism and dedication of our staff and the local partnerships embedded within West Dunbartonshire's community safety working groups.

## Performance Summary

We measure how well we are meeting our priorities using 6 key indicators, depicted below

	Apr to (& incl.) Mar					RAG rating
Key performance indicator	2012/13	2013/14	2014/15	2015/16	2016/17	YTD
All deliberate fires	554	579	365	362	490	◆
All accidental dwelling fires	96	105	83	144	130	●
All accidental dwelling fire casualties (fatal & non-fatal)	16	12	5	25	19	●
All accidental other building fires	26	21	21	44	30	●
Special Service - RTCs	28	16	33	32	27	●
False Alarm - UFAs	380	336	380	352	379	▲

### RAG rating - KEY

◆	RED DIAMOND	10% higher than the previous YTD period, or local target not achieved.
▲	YELLOW TRIANGLE	Up to 9% higher than the previous YTD period, or local target not achieved.
●	GREEN CIRCLE	Equal to or improved upon the previous equivalent quarter (or YTD period), or local target achieved.

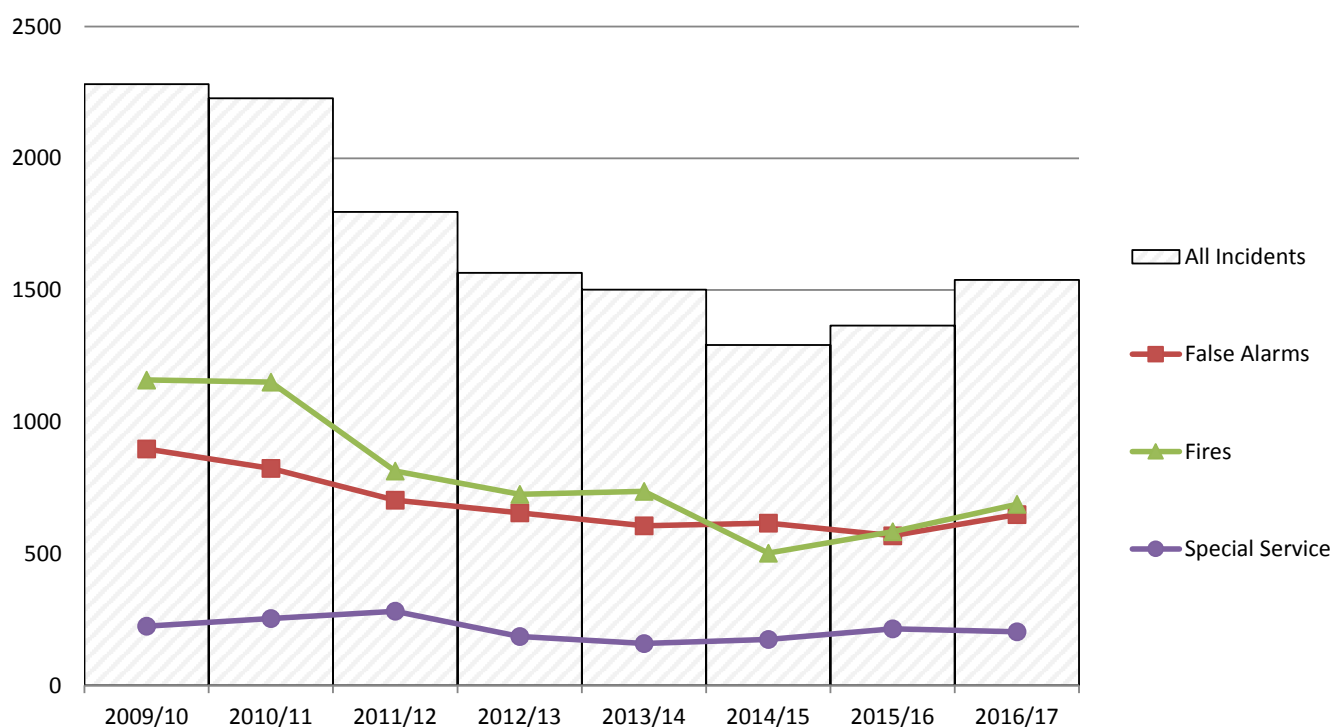
### Note

Annual Performance RAG rating = the reporting period compared to the average over the previous quarterly reporting periods  
 Year to Date RAG rating = the cumulative total of all quarterly performance in the current year compared to cumulative total of all quarterly performance in the previous year.

### Incident Overview

During the Year to Date period 2016-17 (April to March) SFRS have responded to a total of one thousand, five hundred and forty (1540) incidents within West Dunbartonshire (WD). This shows an increase on the same period last year of one hundred and seventy five (175) incidents(13%), with the Year to Date (YTD) average for the previous eight years of one thousand six hundred and ninety six (1696) showing a continual downward trend over an eight year period.

The chart below illustrates incidents YTD attended within West Dunbartonshire council over the last 8 fiscal years





<b>Progress on local fire &amp; rescue plan priorities</b>
<b>Local Risk Management and Preparedness</b>
<p>The SFRS has committed to reducing the risks to our communities within West Dunbartonshire. This has been supported by ensuring that vital front line operational capabilities are maintained at an appropriate level of preparedness at all times.</p> <p>To achieve this the Area Service Delivery Section ensures that all policies and procedures are fully implemented and complied with and that health &amp; safety obligations are fully met. Our personnel are also provided with the most appropriate equipment to effectively carry out their roles and are fully trained to do so. Resilience planning both at local and national level is also a key element in reducing the risk to our communities</p> <p>It is gratifying to note that we have continued to see a reduction in accidental dwelling fires, and that the majority of those which have occurred were minor in nature and that in the majority of cases those persons involved suffered minor injuries.</p>
<b><u>Train our staff to deal with our local risks</u></b>
<p>Training forms a significant part of the routine activity undertaken by all personnel to maintain core and specialist skill competency. This is particularly relevant within West Dunbartonshire (WD), where our personnel provide additional specialist skills which include, Flood Response, Urban Search and Rescue, Mass Decontamination as well as having personnel trained in providing a rescue response in the event of a Marauding Terrorist Firearms Incident.</p> <p>Station Managers responsible for Clydebank, Dumbarton and Balloch Community Fire Stations ensure that all SFRS personnel serving the communities of WD maintain their core skills base and are able to source additional training locally from our various partners to enhance the delivery of our protection and prevention work.</p>
<b><u>Gather and analyse risk information</u></b>
<p>The SFRS has committed to reducing the risks to our communities within West Dunbartonshire. This has been supported by ensuring that vital front line operational capabilities are maintained at an appropriate level of preparedness at all times.</p> <p>To achieve this Area Service Delivery Section ensures that all policies and procedures are fully implemented and complied with and that health &amp; safety obligations are fully met. Our personnel are also provided with the most appropriate equipment to effectively carry out their roles and are fully trained to do so. Resilience planning both at local and national level is also a key element in reducing the risk to our communities</p>
<b><u>Work with partners to mitigate risks</u></b>
<p>We continue to work with our partners throughout West Dunbartonshire (WD) to protect those vulnerable members of our community who are most at risk. We have developed referral pathways with various groups within WD, these include Woman's Aid, West Dunbartonshire Alcohol and Drug Partnership, Social Services, NHS Hospital Discharge Teams etc.</p> <p>This partnership approach has allowed us access to those who are at most at risk from fire and has enabled us to carry out Home Fire Safety Visits and fit smoke and heat detection within the properties of those identified. Reciprocal training from our partners has also allowed SFRS personnel to make referrals to other partner agencies, for instance Falls Intervention training has enabled our personnel to identify elderly persons who are at risk of falling within their own homes and allows an intervention strategy to be put in place to prevent future occurrences.</p>
<b><u>Deal with major events</u></b>
<p>No major events</p>



## Reduction of 'All deliberate fires'

Deliberate fire setting in West Dunbartonshire has historically been a significant problem that can be closely linked to antisocial behaviour. Secondary fires (refuse and grass) are a major priority and account for a high percentage of our operational activity, especially in the dry seasons, placing a huge strain on the SFRS ability to effectively provide its operational response to real emergencies.

Working with partners we will identify areas of high operational demand and put in place measures to reduce demand and, where possible, hold those responsible to account.

### Results

The fiscal year 2016/17 figures for deliberate fires numbered 490, this has seen an increase of 26% on the previous year, however the five year average for deliberate fires currently stands at 470, this year's increase equates to a rise of 4% over the previous 5 years. Of the four hundred and ninety (490) deliberate fires within West Dunbartonshire analysis shows that four hundred and nine (409) of these incidents were secondary fires (refuse, grass, moorland etc.).

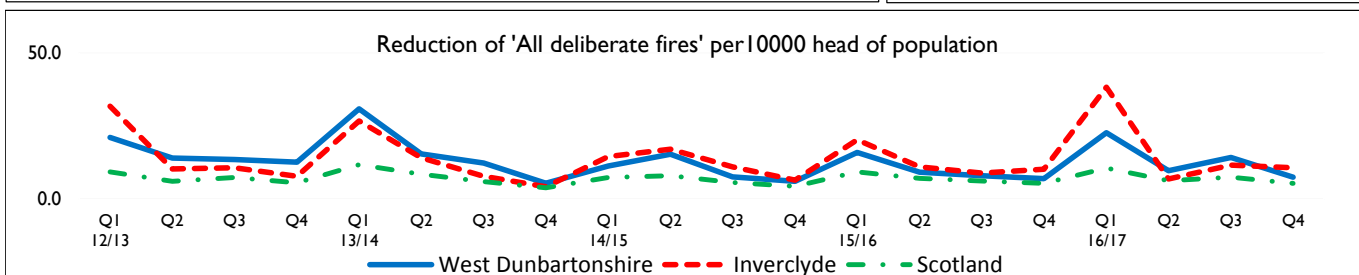
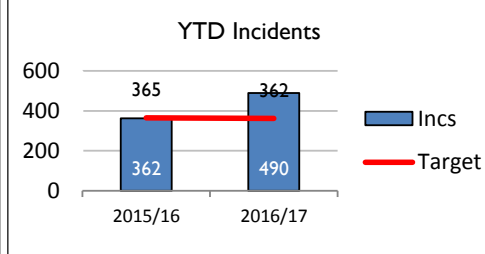
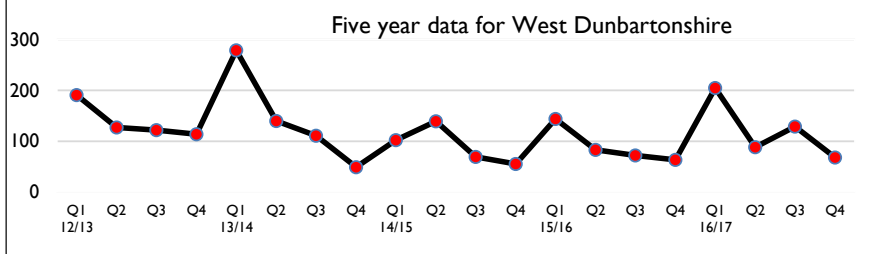
Of the eighty one (81) primary fire incidents, 13 occurred within dwellings, 14 involved other types of non-domestic buildings, 34 vehicle fires and 20 other incidents involving outdoor structures.

### Reasons

Analysis of data over this reporting year shows a spike in deliberate secondary fires occurring in Q1, (33% of total for this fiscal year), these can be attribute to lighter nights, improved weather conditions and an increase in youth related anti-social behaviour. Q3 also displays a spike in deliberate secondary fires and accounts for a further 44% of all secondary fires reported, youth related anti-social behaviour increased in the weeks before and after the 5th November.

### Actions

Community Education is targeted to areas where the majority of deliberate fire setting occurs, in partnership with Police Scotland we have visited every secondary school in West Dunbartonshire, along with all P6 and P7 primary school pupils. We have utilised the youth group engagement process of Fire reach and the bespoke Firesetters programme that works on a one to one basis to engage young people in West Dunbartonshire. The Anti-Social Behaviour (ASB) Fire Reduction Sub group meets fortnightly throughout the year, working in collaboration we share intelligence and resources in order to reduce instances of fire related ASB.



YTD ward ave. for West Dunbartonshire - 82	2012/13	2013/14	2014/15	2015/16	2016/17	Sparklines
West Dunbartonshire	554	579	365	362	490	
Lomond	57	45	36	53	44	
Leven	91	102	49	70	104	
Dumbarton	103	136	129	89	131	
Kilpatrick	76	108	45	43	72	
Clydebank Central	137	114	63	54	61	
Clydebank Waterfront	90	74	43	53	78	



## Reduction of 'All accidental dwelling fires'

Throughout West Dunbartonshire, dwelling fires occur within a wide variety of home types. Statistical analysis has highlighted that the majority of dwelling house fires occur in the social rented sector. A high percentage of these fires start in the kitchen when the occupier is cooking. Dwelling fires can have a significant negative impact upon both individuals and the community and are financially costly to house holders and housing providers in terms of repair and the reinstatement of homes.

### Results

The number of accidental dwelling fires for this reporting year was one hundred and thirty (130), which has seen a decrease on the previous year of 9.7%.

Analysis has shown that 57% of all accidental dwelling fires recorded during this period can be attributed to cooking.

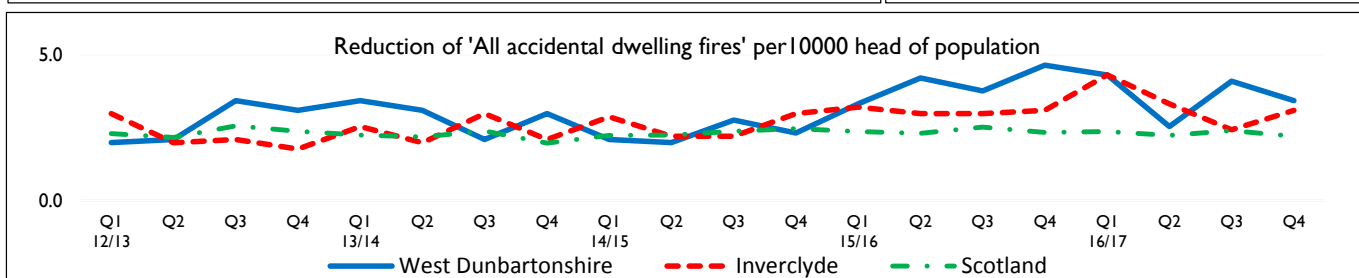
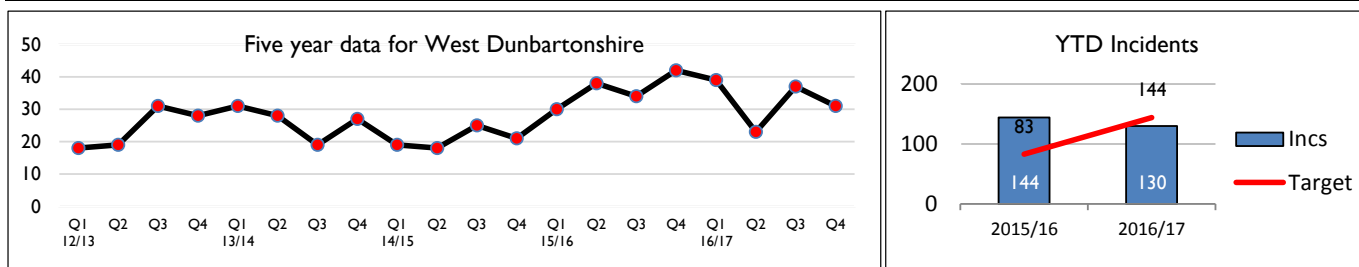
### Reasons

It is gratifying to see a reduction in accidental dwelling fires, and also to note that the majority of these fires resulted in minor damage to the properties involved due to early detection and intervention. During this reporting period we conducted 1583 Home Fire safety Visits (an increase of 12% on the previous fiscal year), these visits have the greatest impact on educating households on reducing the risk of fire within the home setting.

### Actions

We will continue to deliver the Home Fire Safety Visit (HFSV) programme within West Dunbartonshire. This involves the provision of a free advisory visit to any household requesting one and the fitting of a free smoke alarm.

This year we worked with a range of partners including Dementia Scotland, mental health practitioners, occupational therapists and drug and alcohol partnership to assist in the promotion of our home safety message. We have highlighted the risks associated with careless cooking, utilising both local and national media campaigns.



YTD ward ave. for West Dunbartonshire - 22	2012/13	2013/14	2014/15	2015/16	2016/17	Sparklines
West Dunbartonshire	96	105	83	144	130	
Lomond	7	9	14	16	14	
Leven	9	14	6	25	17	
Dumbarton	16	16	15	28	19	
Kilpatrick	11	11	9	19	17	
Clydebank Central	31	25	22	25	31	
Clydebank Waterfront	22	30	17	31	32	



## Reduction of 'All accidental dwelling fire casualties (fatal & non-fatal (incl. p/c's))'

Fire Casualty and fatality rates provide an indication of the number of serious, life threatening injuries that occur as a result of fire. We robustly scrutinise any injury to ensure any lessons are captured, measures implemented and the people of West Dunbartonshire are better protected. The reduction of this statistic is a key indicator of the success of our risk reduction and community engagement strategies.

### Results

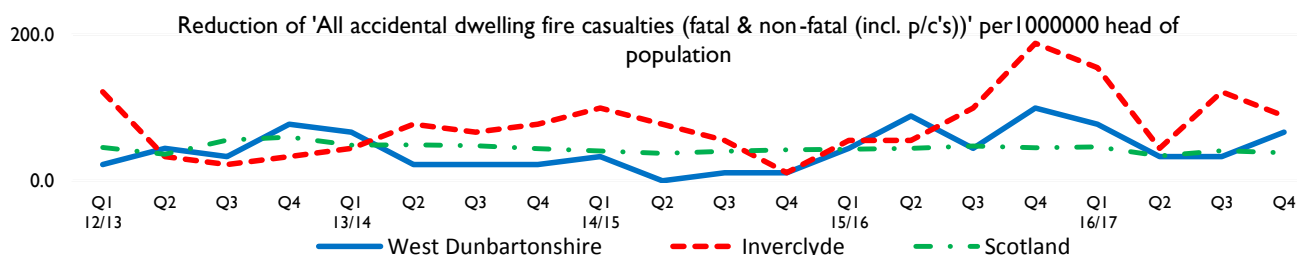
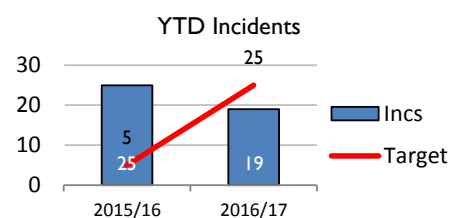
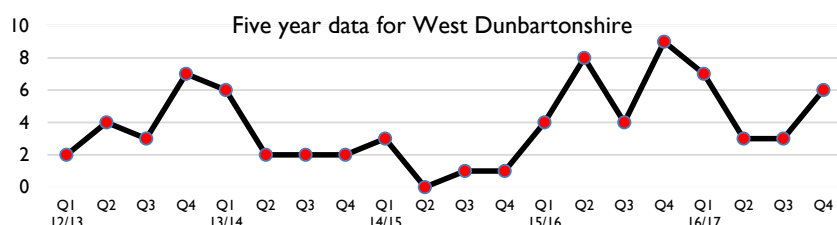
The figures for this reporting year have seen an overall reduction in accidental dwelling fire casualties by 24% on the previous years figure. The majority of these incidents resulted in casualties suffering from minor injuries. 52% of those casualties are aged between 50-90 years of age.

### Reasons

44% of all those who suffered injury from accidental dwelling fires during this reporting year did so as a result of unsafe cooking practices. Cooking incidents are the number one cause of accidental house fires nationally.

### Actions

Working with our partners we will continue to identify those most vulnerable members of our community at risk from fire and ensure that Home Safety visits are conducted and smoke detection fitted we will also engage with partners to facilitate "cook safe" initiatives aimed at the elderly community.



YTD ward ave. for West Dunbartonshire - 3	2012/13	2013/14	2014/15	2015/16	2016/17	Sparklines
West Dunbartonshire	16	12	5	25	19	
Lomond	2	0	1	2	2	
Leven	3	1	1	4	4	
Dumbarton	3	4	1	2	3	
Kilpatrick	1	0	0	2	2	
Clydebank Central	3	5	1	11	6	
Clydebank Waterfront	4	2	1	4	2	





## Reduction of 'All accidental other building fires'

This indicator measures the instances of all accidental fires which have occurred in buildings which are not domestic dwellings. The properties reported on during this fiscal year include all residential and non residential buildings.

### Results

Analysis of the data for 2016/2017 shows a reduction of this type of incident by 32% on the previous year, however based on the past five years statistics we have seen a slight rise of 6.6%.

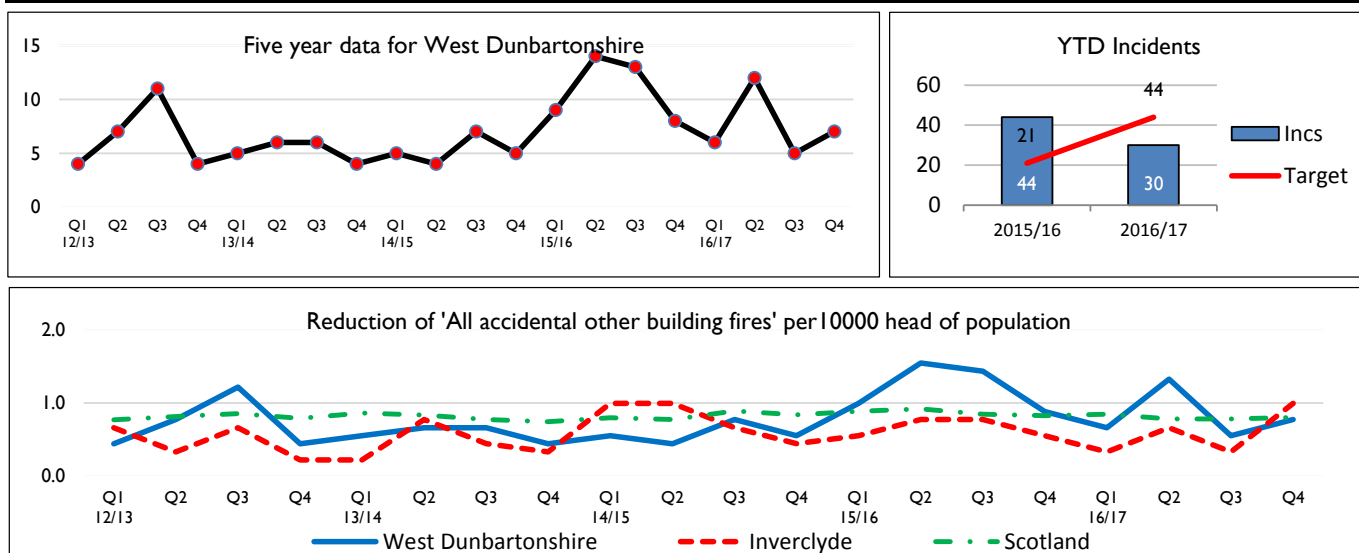
### Reasons

Analysis of the data during this reporting period has identified that 50% of all the incidents occurred in Residential Care/ or Sheltered Housing premises. 53% of the 30 incidents reported occurred as a result of careless cooking practices, for example leaving pots/ grill pans unattended.

Other incidents occurred in a variety of properties, including, Retail premises, Schools and Office buildings.

### Actions

Fire Safety Enforcement Officers will continue to conduct themed audits of buildings and will proactively engage with duty holders to raise awareness of fire safety. Twenty nine (29) of the thirty (30) premises recorded during this reporting period are deemed to be relevant premises under the Fire (Scotland) Act 2005 and as a result of having a fire, irrespective of the size of the fire, they are subject to a post fire audit in order that lessons can be captured and shared with the duty holders.



YTD ward ave. for West Dunbartonshire - 5	2012/13	2013/14	2014/15	2015/16	2016/17	Sparklines
West Dunbartonshire	26	21	21	44	30	
Lomond	6	6	3	6	1	
Leven	3	2	3	8	6	
Dumbarton	7	1	5	7	6	
Kilpatrick	3	3	1	3	2	
Clydebank Central	0	3	3	2	6	
Clydebank Waterfront	7	6	6	18	9	



## Reduction of 'Special Service - RTCs'

Attendance at RTCs is a core role for the SFRS but primary responsibility for road safety lies with Transport Scotland, Police Scotland and Local Authorities. The SFRS has a crucial role in supporting those organisations activities at a local level and can provide access to hard hitting education programmes aimed at the most at risk groups to highlight the consequences of RTCs and dangerous driving.

### Results

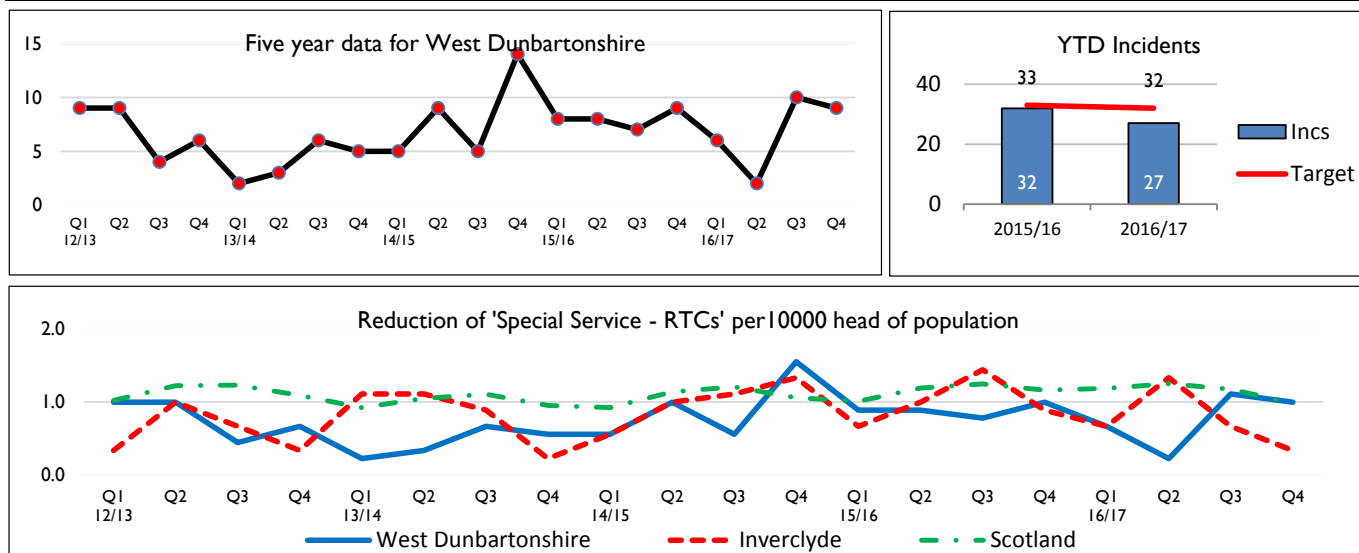
This fiscal year we have reported on 27 incidents, this has seen a 15.6% reduction on last years figures. When compared to the average over the last five years this figure remains static. There were eighteen reported casualties, all of whom suffered only slight injuries. We are happy to report that there was no RTC fatalities during this reporting period.

### Reasons

There are a number of factors that present a challenge when trying to affect the number of RTC's within a local authority area, these include, drivers involved in collisions may not be resident within that local authority and as a result we do not have an opportunity to engage with them prior to the event.

### Actions

We have funded a Road Safety Coordinator who will work in conjunction with Police Scotland, Rospa and partners within the local authority to identify and action measures of communicating our road safety messages to all road users.



YTD ward ave. for West Dunbartonshire - 5	2012/13	2013/14	2014/15	2015/16	2016/17	Sparklines
West Dunbartonshire	28	16	33	32	27	
Lomond	2	0	4	8	8	
Leven	0	2	5	6	5	
Dumbarton	13	4	12	5	7	
Kilpatrick	5	5	3	5	2	
Clydebank Central	2	2	5	1	2	
Clydebank Waterfront	6	3	4	7	3	



## Reduction of 'False Alarm - UFAs'

Unwanted Fire Alarm Signals (UFAS) are defined as incidents where an automated fire alarm system activates and results in the mobilisation of SFRS resources and when the reason for that alarm turns out to be something other than a fire emergency. We are committed to working with partners and other stakeholders to reduce UFAS mobilisations.

### Results

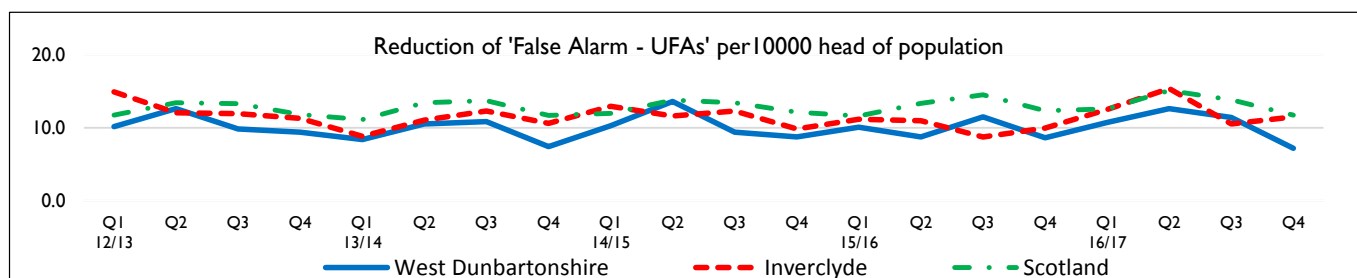
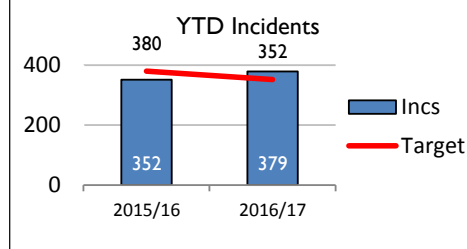
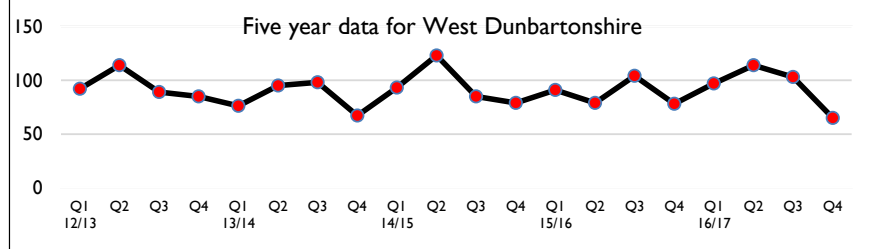
SFRS attended 379 incidents within West Dunbartonshire during this reporting year, this has seen a slight increase of 7% in UFAS attendances. Analysis of the last four years has seen the number of incidents remain relatively static.

### Reasons

The increased prevalence of automatic fire detection systems throughout all classes of building has inevitably contributed to the number of incidents recorded during this fiscal year. SFRS has long been aware of the importance of developing a robust process for managing UFAS activity and we are actively engaging with persons responsible for managing automatic alarm systems and supporting and educating them to deal with identified issues.

### Actions

A robust recording system has been implemented for monitoring UFAS activity within West Dunbartonshire and this is used to inform on the correct tactical intervention required, for example promoting the use of staff alarms within the premises and ensuring robust internal management procedures are in place. We have identified key SFRS personnel who will manage this system and provide the required statistical data to allow us to direct our resources to enable reduction of this type of incident in future.



YTD ward ave. for West Dunbartonshire - 63	2012/13	2013/14	2014/15	2015/16	2016/17	Sparklines
West Dunbartonshire	380	336	380	352	379	
Lomond	47	53	52	70	59	
Leven	69	70	52	38	62	
Dumbarton	53	43	56	64	73	
Kilpatrick	35	14	22	14	19	
Clydebank Central	33	30	42	25	33	
Clydebank Waterfront	143	126	156	141	133	





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## Introduction

The Scottish Fire and Rescue Service (SFRS) have a robust and extensive approach to the measurement and management of national and local performance.

This report outlines the key findings from the (SFRS) quarterly review of local performance within West Dunbartonshire for 2016-2017. In so doing it outlines our progress in the delivery of our local priorities as set within the Local Fire and Rescue Plan for the area.

Moreover, the report benchmarks performance against the previous year's activity and identifies emerging themes and trends which, moving forward, the service will focus on to enhance our preventative activities. Our primary focus will always be to reduce the risk to life and our attention is aimed towards safety in the home, where the vast majority of fire deaths and injuries occur. Every fire fatality is a tragic event, bringing years of misery for a family. It is particularly pleasing to note that there were no fire fatalities during this reporting period and any injuries sustained were of a minor nature.

Our most important engagement and protection activity is the carrying out of a Home Fire Safety Visit which the acceptance rate continues to increase across the area. This critical, free advice includes the fitting of smoke and heat detection to all householders within West Dunbartonshire local communities.

We recognise and are grateful for all the tremendous work of our partners within the Community Planning Partnership both at a strategic and operational level. Together we continue to proactively target the most vulnerable and at risk groups who are more likely to suffer from the consequences of fire in the home.

Looking ahead, the intelligence and data that has been captured over the course of this quarter will be proactively used to inform on the next iteration of the Local Fire and Rescue plan; so ensuring that we continue to strive to deliver better outcomes for local communities across West Dunbartonshire.

## Performance Summary

We measure how well we are meeting our priorities using 6 key indicators, depicted below

Key performance indicator	Apr to (& incl.) Dec					RAG rating
	2012/13	2013/14	2014/15	2015/16	2016/17	YTD
All deliberate fires	440	530	310	299	421	◆
All accidental dwelling fires	68	78	62	102	99	●
All accidental dwelling fire casualties (fatal & non-fatal)	9	10	4	16	13	●
All accidental other building fires	22	17	16	36	23	●
Special Service - RTCs	22	11	19	23	18	●
False Alarm - UFAs	295	269	301	274	314	◆

### RAG rating - KEY

◆	RED DIAMOND	10% higher than the previous YTD period, or local target not achieved.
▲	YELLOW TRIANGLE	Up to 9% higher than the previous YTD period, or local target not achieved.
●	GREEN CIRCLE	Equal to or improved upon the previous equivalent quarter (or YTD period), or local target achieved.

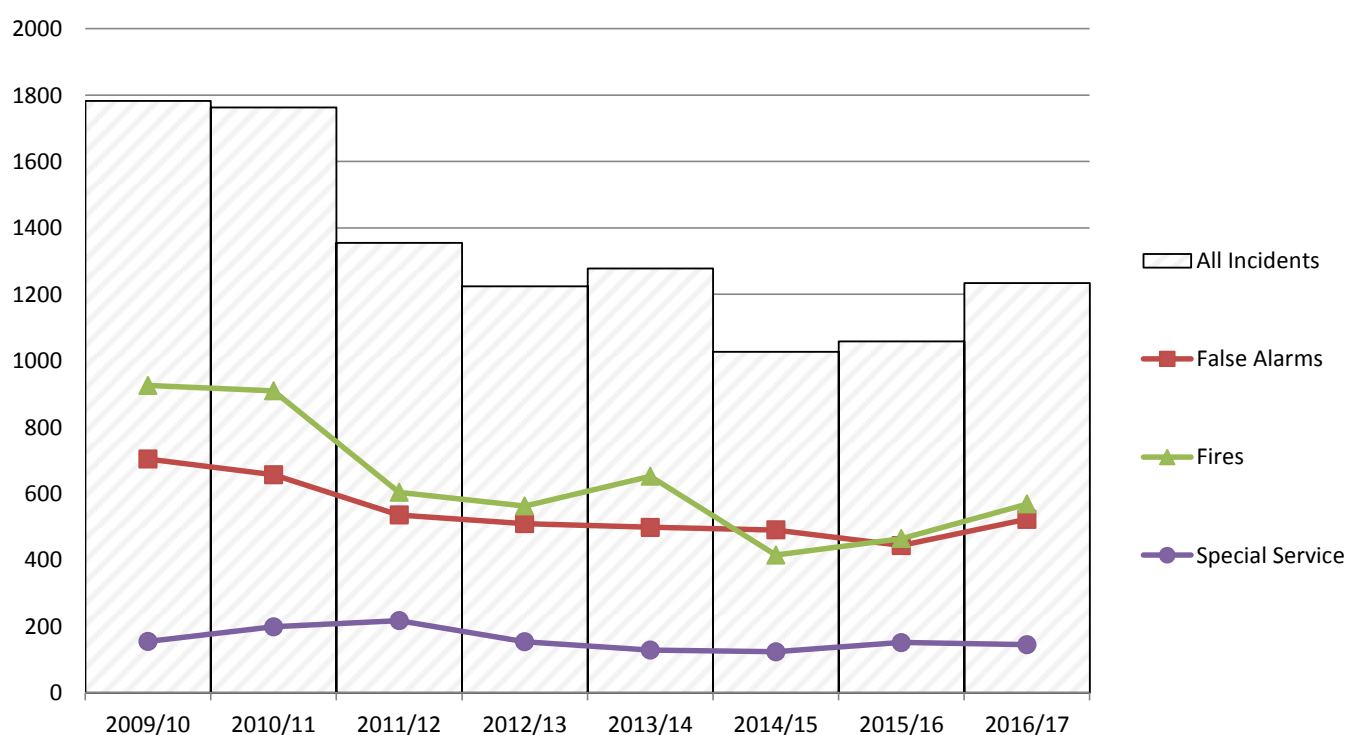
### Note

Quarterly Performance RAG rating = the reporting period compared to the average over the previous quarterly reporting periods  
 Year to Date RAG rating = the cumulative total of all quarterly performance in the current year compared to cumulative total of all quarterly performance in the previous year

### Incident Overview

During the Year to Date period 2016-17 (April to December) SFRS have responded to a total of one thousand two hundred and thirty five (1235) incidents. This shows an increase on the same period last year of one hundred and seventy seven (177) incidents, with the Year to Date (YTD) period average for the previous four years of one thousand, one hundred and forty seven (1147) showing a small increase.

The chart below illustrates incidents YTD attended within West Dunbartonshire council over the last 8 fiscal years



<b>Progress on local fire &amp; rescue plan priorities</b>
<b>Local Risk Management and Preparedness</b>
<p>The Local Fire Plan 2014-17 sets out the priorities in order that the SFRS will meet the objectives of the West Dunbartonshire Single Outcome Agreement. This has seen the creation of Local Performance Indicators (LPI) that provides a focus on delivering these priorities and has been set at a challenging level intended to deliver a meaningful difference to our communities and staff alike. Whilst it is disappointing to note that there has only been a slight decrease in accidental dwelling fires it is important to bear in mind the majority of these incidents were minor in nature, this is borne out by the fact that we had no fire fatalities during this period and the number of casualties suffering minor injuries remains low. Crews will continue to identify and engage with those members of the community that are most at risk and we will reduce that risk through a targeted program of Home Fire Safety Visits (HFSVs).</p>
<b><u>Train our staff to deal with our local risks</u></b>
<p>Using West Dunbartonshire's Non-Fatal Fire Casualty Reduction Plan as our guide, we are working closely with our partners in targeting areas and groups that our risk analysis has identified for areas of improvement. We will continue to use a targeted approach to promote fire safety, to continue and develop our education and awareness programmes and to work with our communities and partners to deliver safety initiatives. The Station Managers for Dumbarton, Balloch and Clydebank will contribute to the development of a risk based approach by monitoring activity and emerging risks at a tactical level. We will also enhance our engagement with the local business community to target those age and gender risk categories identified within our analysis.</p>
<b><u>Gather and analyse risk information</u></b>
<p>This report provides detail on the performance of the Scottish Fire and Rescue Service in the West Dunbartonshire area. The outcomes and measures provided in this report detail a blend of quantitative and qualitative information to support committee members in their scrutiny role. The service aims to deliver very high standards to our communities; however we recognise that wherever our performance falls short of expectations we will respond promptly to address the areas of concern. This report contains a series of Local Performance Indicators (LPI) that provide an assessment of the risk within West Dunbartonshire by: 1. Subdividing the various fire related incidents into meaningful categories. 2. Setting out our direction of travel in reducing that risk. 3. Contextualising the fire risk profile. 4. Confirming the continued proactive measures that the Scottish Fire and Rescue Service are implementing.</p>
<b><u>Work with partners to mitigate risks</u></b>
<p>We are continuing to work with all our partners to strengthen referral pathways. We have engaged with West Dunbartonshire Health &amp; Social Care highlighting the value of referring clients for our HFSV service. We are a key member of partnership groups within West Dunbartonshire in targeting areas of concern and delivering safety messages to all residents. We also attend and contribute to Multi Agency meetings that may be called for specific incidents to identify and improve risks / training needs to reduce reoccurrence.</p>
<b><u>Deal with major events</u></b>
<p>No major incidents during this reporting period.</p>



## Reduction of 'All deliberate fires'

Deliberate Fires include both Primary Fires (those that involve a building or property) and Secondary Fires (typically refuse fires or fires involving grass, trees or heathland). The majority of fires analysed in the Deliberate Fire category will be Secondary Fires, they account for the majority of all fires under consideration.

## Results

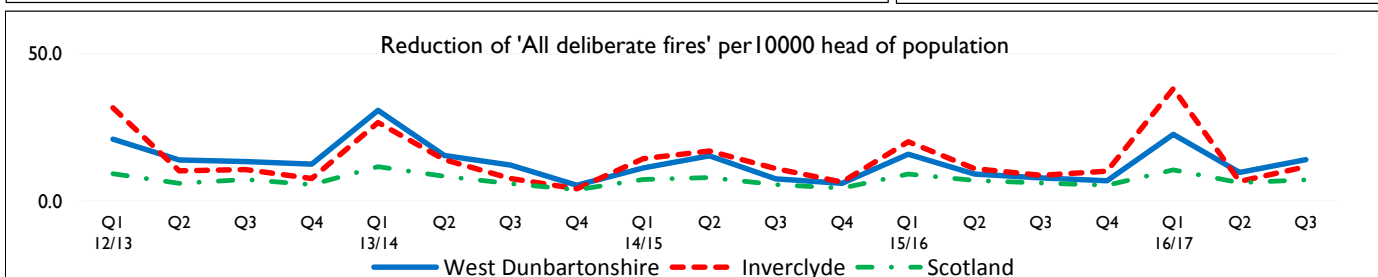
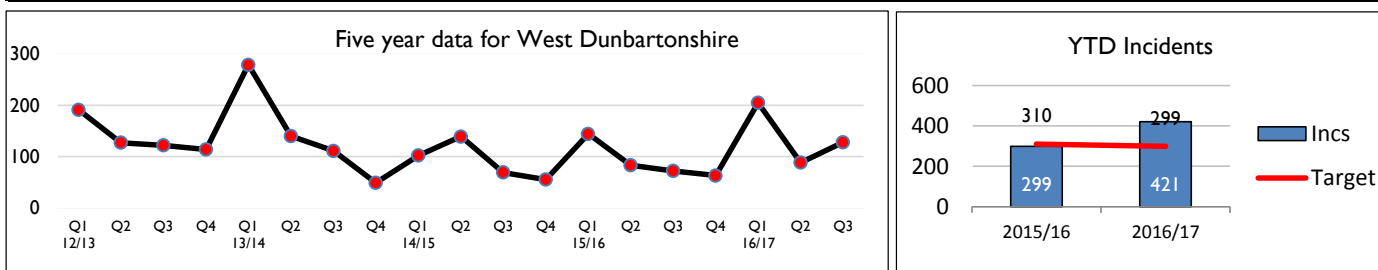
Deliberate Fires YTD 2016/17 have seen a increase of 35 incidents over the previous four year average of 94 for Q3 during this time frame. The figure for the same period in 2015/2016 was unusually low when compared to the average of the last five years which was 400.

## Reasons

We typically see a rise in deliberate fires at this time of the year, this spike being the result of an increase in youth related anti-social behaviour in the weeks before and after Bonfire night. This year bonfire night occurred on a Saturday and coupled with the dry conditions contributed to the over all increase in deliberate fires during this reporting period.

## Actions

We will continue to work alongside partners within the CPP to identify areas of demand including derelict or vacated properties with the aim of securing these properties or ensuring their demolition. Operational crews and Community Advocate Teams will continue with their youth engagement activities and will deliver a series of school Bonfire and Firework talks. . We will work alongside our partners to drive down the number of accidental dwelling fires through a program of targeted engagement directed towards those members of our community most at risk.



YTD ward ave. for West Dunbartonshire - 70	2012/13	2013/14	2014/15	2015/16	2016/17	Sparklines
West Dunbartonshire	440	530	310	299	421	
Lomond	53	38	30	47	36	
Leven	84	96	43	50	92	
Dumbarton	79	118	117	78	115	
Kilpatrick	38	103	36	33	61	
Clydebank Central	111	110	48	46	48	
Clydebank Waterfront	75	65	36	45	69	



## Reduction of 'All accidental dwelling fires'

Dwelling fires can have a devastating effect on our community and reducing the number of accidental dwelling fires will always be a priority for the SFRS. Moreover by proactively targeting this category we will aim to reduce fire fatalities and injuries as a consequence

### Results

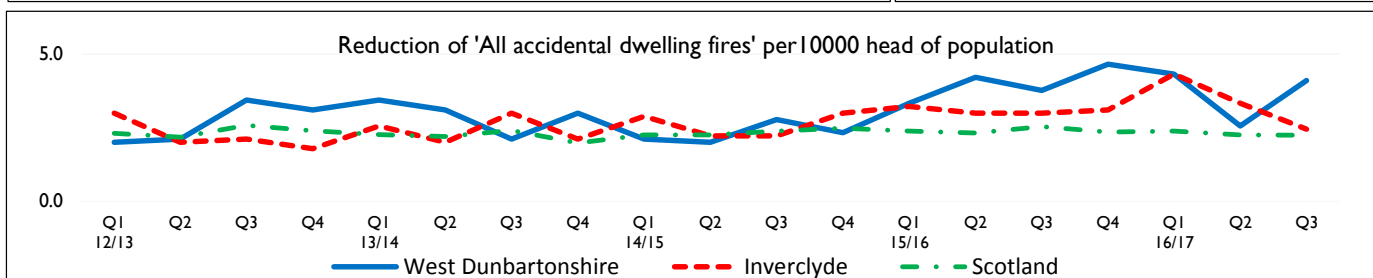
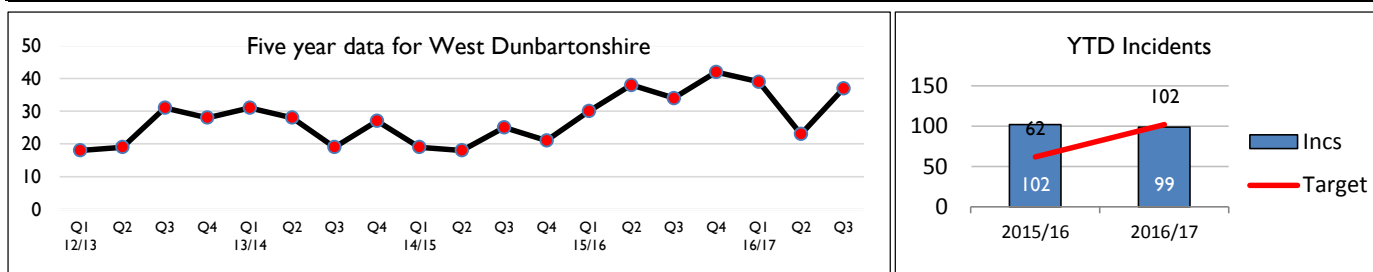
The number of accidental dwelling fires for Q3 2016/17 has seen a reduction of 3 incidents on the previous year's figure of 102. We have carried out 338 HFSVs in Q3 2016/17, resulting in 688 smoke/heat detectors being fitted, to homes within West Dunbartonshire.

### Reasons

Following detailed analysis of the root causes for this type of incident, there is a constant theme of very small fires within kitchens which are relatively minor in nature. These mainly involve lone persons over the pensionable age that have become distracted or fallen asleep. Through continued partnership working with WDC Care and Repair teams, the implementation of Telecare schemes and an increase in smoke detector ownership these fires are detected early resulting in quicker notification to SFRS.

### Actions

We will continue to deliver Home Fire Safety Visits targeted towards those individuals most at risk. We will work alongside partners to identify vulnerable individuals and convene case conferences to identify appropriate strategies for the protection of these persons. The area has launched a media campaign to provide safety information via different sources including social media. Whilst carrying out HFSVs our staff will continue to be vigilant and an increased emphasis placed on safer cooking practices.



YTD ward ave. for West Dunbartonshire - 17	2012/13	2013/14	2014/15	2015/16	2016/17	Sparklines
West Dunbartonshire	68	78	62	102	99	
Lomond	5	5	12	10	9	
Leven	6	13	5	20	12	
Dumbarton	13	14	11	19	13	
Kilpatrick	10	8	6	10	13	
Clydebank Central	19	17	15	18	26	
Clydebank Waterfront	15	21	13	25	26	





## Reduction of 'All accidental dwelling fire casualties (fatal & non-fatal (incl. p/c's))'

Fire casualty and fatality rates provide an indication of the number of serious, life threatening injuries that occur as a result of fire. We robustly scrutinise any injury to ensure any lessons are captured, measures implemented and the people of West Dunbartonshire are better protected.

### Results

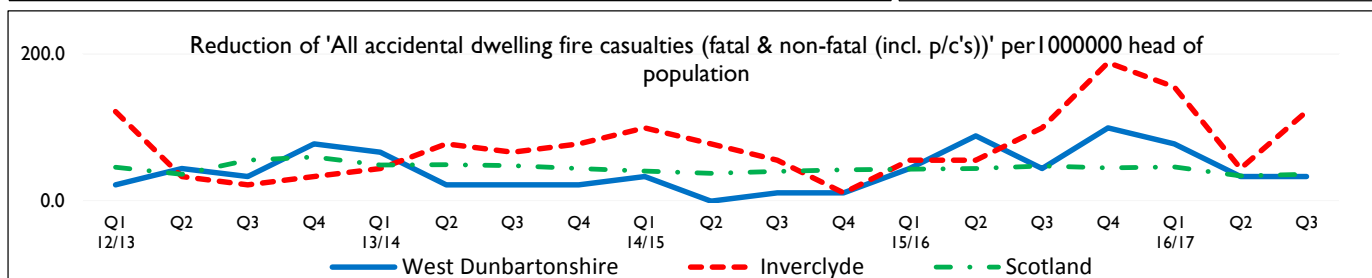
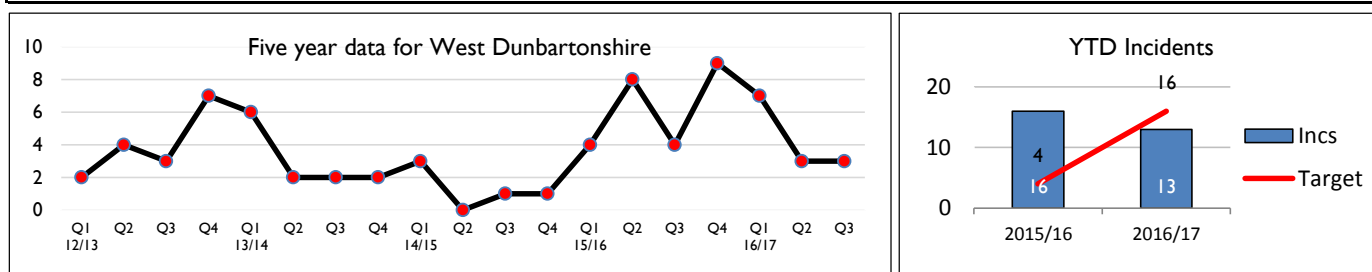
The figure for 2016/17 has shown a reduction of 3 casualties on the same period for the previous year. These 3 casualties are within the risk group identified within West Dunbartonshire's casualty reduction plan. In this regard all casualties were elderly occupants and sustained minor injuries as a result of careless cooking practices.

### Reasons

Due to the continued partnership working that the service is engaging in, we now have a wide range of referral pathways which allow us early access to the homes of the vulnerable members of our community where valuable home safety information is given.

### Actions

We will continue to deliver Home Fire Safety Visits targeted towards those individuals most at risk. We will work alongside partners to identify vulnerable individuals and convene case conferences to identify appropriate strategies for the protection of these persons. We have broadened our visits to include Alcohol Brief Intervention, and Dementia Awareness training to complement our assessment of risk process.



YTD ward ave. for West Dunbartonshire - 2	2012/13	2013/14	2014/15	2015/16	2016/17	Sparklines
West Dunbartonshire	9	10	4	16	13	
Lomond	1	0	1	1	1	
Leven	1	1	1	3	3	
Dumbarton	3	3	1	2	1	
Kilpatrick	1	0	0	0	2	
Clydebank Central	1	4	0	7	4	
Clydebank Waterfront	2	2	1	3	2	



## Reduction of 'All accidental other building fires'

This category of incident looks at all accidental fires within buildings that are not dwellings. It includes all residential and non residential buildings in both the private and public sector.

### Results

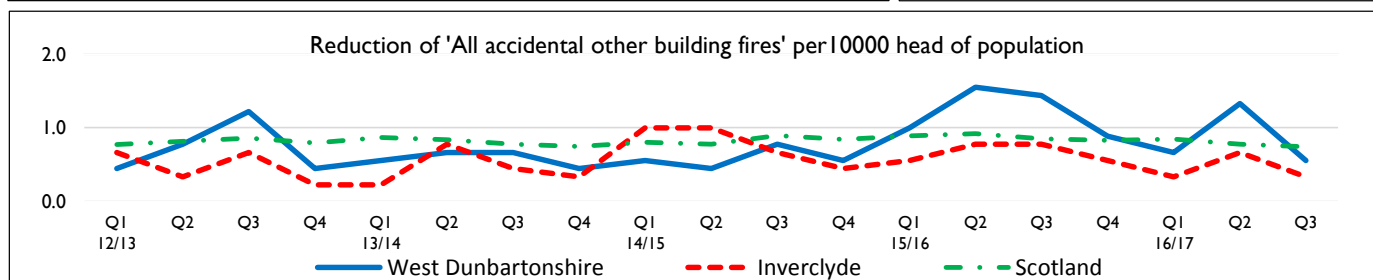
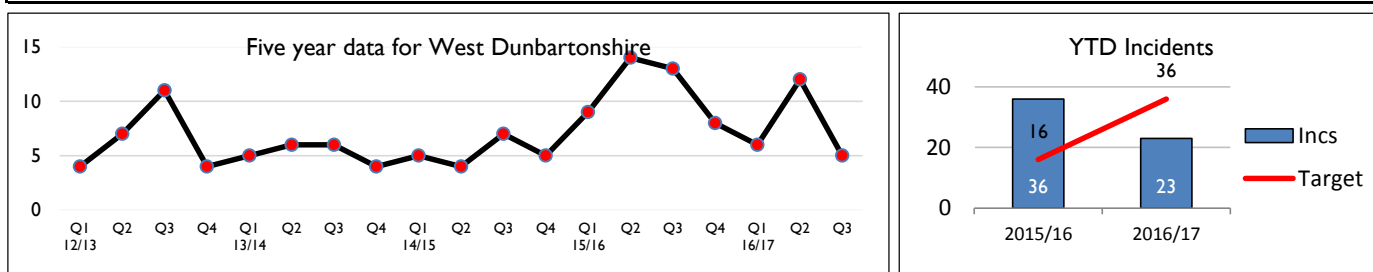
The figure for 2016/17 represents a decrease of 13 incidents on the reporting period last year. When compared to YTD 2015/2016 this realises a reduction of 36%.

### Reasons

In analysing the data for this quarter it was identified that the majority of these incidents occurred within residential properties and fast food outlets. Most of these fires occurred in the kitchen and can be attributed to careless cooking and maintenance of cooking appliances.

### Actions

Fire Safety Enforcement Officers will continue to conduct themed audits of buildings and will proactively engage with duty holders to raise awareness of fire safety. All premises that fall under the auspices off the Fire Scotland Act 2005 and have a fire, irrespective of the size of fire, are subject to a post fire audit in order that lessons can be captured and shared with duty holders.



YTD ward ave. for West Dunbartonshire - 4	2012/13	2013/14	2014/15	2015/16	2016/17	Sparklines
West Dunbartonshire	22	17	16	36	23	
Lomond	5	6	2	6	1	
Leven	3	1	1	8	5	
Dumbarton	5	1	4	5	6	
Kilpatrick	2	3	1	2	1	
Clydebank Central	0	2	3	2	3	
Clydebank Waterfront	7	4	5	13	7	



## Reduction of 'Special Service - RTCs'

Whilst much of this risk is out with the control of SFRS, responding to Special Services & Road Traffic Collisions (RTC) is a key element of our intervention strategy. We are committed to working with partners and other stakeholders to reduce the number of RTC's that occur within West Dunbartonshire.

### Results

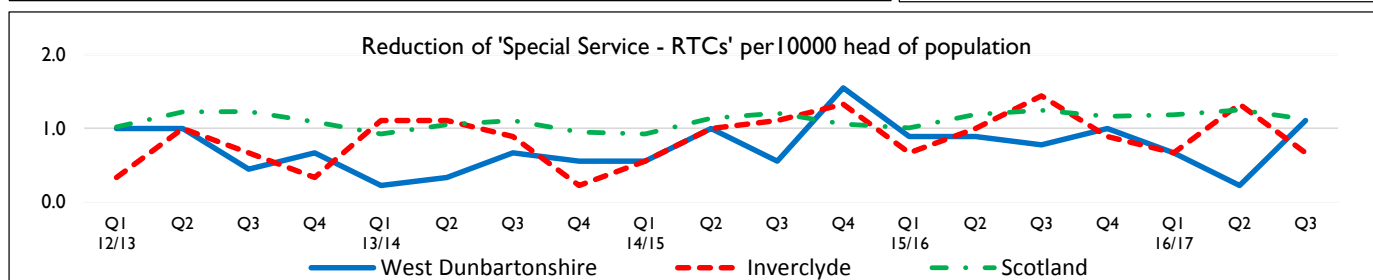
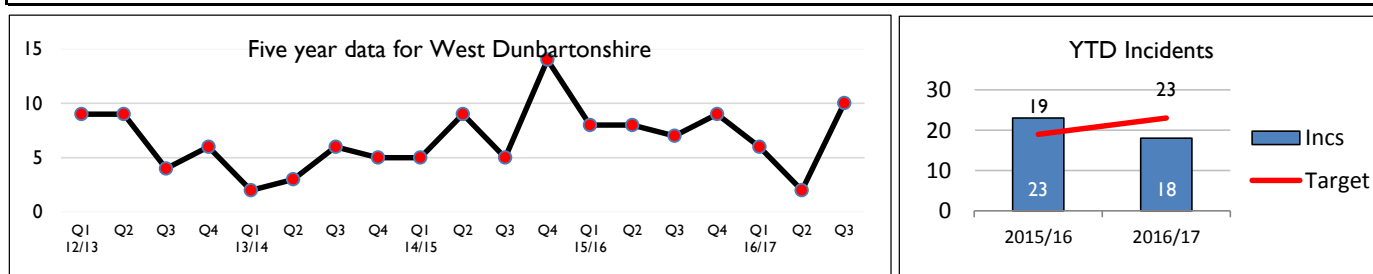
The figure of 18 incidents for Q3 2016/17 has seen a decrease of 5 incidents from the same period last year. This figure remains static when compared to the average of the last five years. As well as Special Services involving RTC's the service attended a host of varied incidents including seven (7) Medical Incidents, sixteen (16) Flooding, one (1) Water Rescue and provided support and assistance to Police Scotland and the Scottish Ambulance Service on twenty (20) occasions.

### Reasons

In relation to RTC's we will continue to work in conjunction with Police Scotland, with the aim of reducing the number and severity of this type of incident. There are a number of factors that present a challenge when trying to affect the number of RTC's within a local authority area, these include, the fact that drivers involved in collisions may not be resident within that local authority and thus an opportunity to engage with them prior to the event may not be possible.

### Actions

The Area realises how critical this work is and has found budgetary provision to create the role of a road safety partner. This individual will work in conjunction with Police Scotland, ROSPA and partners within the local authority to identify and action effective measures of communicating road safety messages to all road users and pedestrians.



YTD ward ave. for West Dunbartonshire - 3	2012/13	2013/14	2014/15	2015/16	2016/17	Sparklines
West Dunbartonshire	22	11	19	23	18	
Lomond	1	0	2	5	6	
Leven	0	1	3	5	4	
Dumbarton	10	3	8	3	4	
Kilpatrick	4	3	1	4	1	
Clydebank Central	2	1	3	1	2	
Clydebank Waterfront	5	3	2	5	1	



## Reduction of 'False Alarm - UFAs'

Unwanted Fire Alarm Signals (UFAS) are defined as incidents where an automated fire alarm system activates and results in the mobilisation of SFRS resources, when the reason for that alarm turns out to be something other than a fire emergency. The SFRS is committed to working with partners and other stakeholders to reduce UFAS mobilisations.

### Results

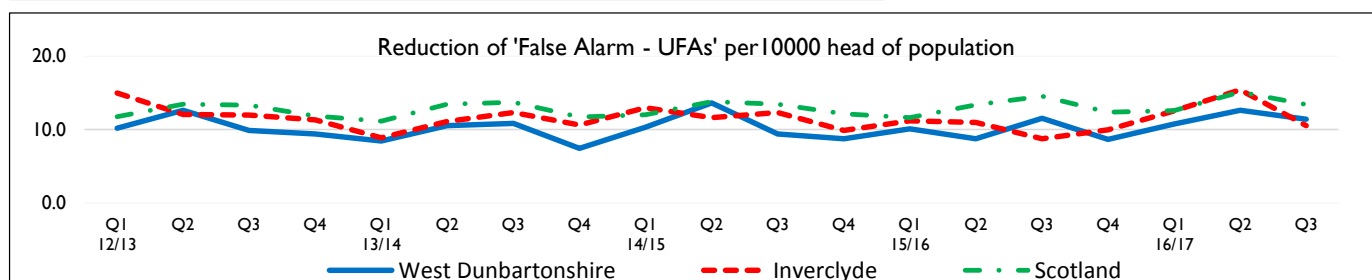
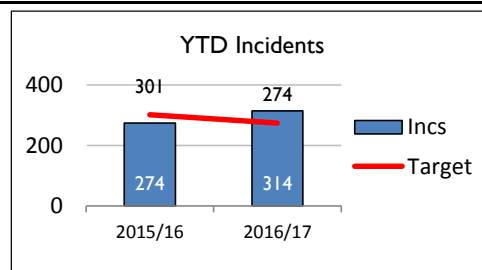
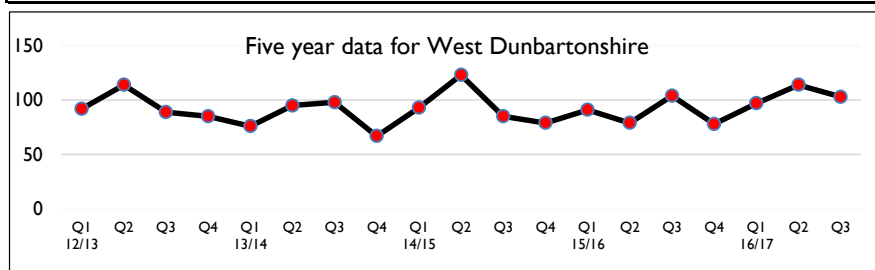
The figure for 2016/17 shows an increase of 40 UFAS incidents on the figure for the same period in the previous year. When we compare the figures for Q3 2015-2016 the number of incidents remain static for this period.

### Reasons

The increased prevalence of automatic fire detection systems throughout all classes of building has inevitably contributed to difficulties in terms of system faults and failures. The SFRS has long been aware of the importance of developing a robust process for managing UFAS activity and released a policy and procedure detailing the processes to be used to engage with persons responsible for managing automated alarm systems and the mechanisms available to support them in dealing with identified issues.

### Actions

A robust recording system is in place for monitoring UFAS activity and is used to inform on the correct tactical interventions. Specific officers have been nominated to manage this system and provide periodic reports on progress achieved. Fire Safety Teams have been allocated buildings to work with and assist in the reduction of UFAS incidents.



YTD ward ave. for West Dunbartonshire - 52	2012/13	2013/14	2014/15	2015/16	2016/17	Sparklines
West Dunbartonshire	295	269	301	274	314	
Lomond	34	37	46	61	50	
Leven	59	64	43	28	55	
Dumbarton	47	33	46	45	59	
Kilpatrick	23	8	17	12	14	
Clydebank Central	24	27	30	20	31	
Clydebank Waterfront	108	100	119	108	105	







## **Report by the Corporate & Community Planning Manager**

**Management Group: 24 May 2017**

**Subject: Delivery & Improvement Group Updates**

### **1. Purpose**

- 1.1** The purpose of this item is to provide a progress report on the 2016-17 Action Plan for each Delivery & Improvement Group (DIG) against agreed outcomes.

### **2. Recommendations**

- 2.1** It is recommended that the management group note the progress made on delivery of the 2016-17 DIG Action Plans.

### **3. Background**

- 3.1** The DIG Action plans for the 4 priority areas were approved by CPWD management group in June 2016. Regular progress reports give an opportunity for members to scrutinise progress being made and discuss any further investment or activity required.

### **4. Main Issues**

- 4.1** CPWD receives regular action plan progress reports from each DIG, highlighting progress made and any challenges or barriers faced. This information is held and updated on the Covalent performance management system and reports are extracted quarterly, or as required.
- 4.2** The reports presented by each DIG chair detail progress and challenges for each outcome area. Progress and cross cutting issues also discussed regularly at DIG Chairpersons meetings, with areas of overlap and joint working are identified. All action plans are appended to this report, however some key highlights have been detailed below as an indication of the progress made.

#### Employability & Economic Growth (appendix 1)

- 4.3** The Balloch Charrette action plan is progressing well, particularly the development of the Station and Village Square project where there has been investigation into new uses for Balloch Castle and consideration of parking issues. West Dunbartonshire Council approved the Outline Business Case for the Exxon site and approved the submission of this to the Cabinet of the City Deal for their approval on 11<sup>th</sup> April 2017. The Working Matters Initiative as part of City Deal has supported 59 people progress towards employment. The Business Loan Scotland Fund went live in March 2017. This new fund will be promoted to local businesses.

#### Safe, Strong & Involved Communities (appendix 2)

- 4.4** A consistent referral approach has been established to support those most at risk of homelessness. Awareness raising of inappropriate use of all electronic communications for all age groups has been progressed. Choices for Life - an Internet safety awareness programme covering social media - was delivered by Y sort It in conjunction with Police Scotland. The programme has been delivered using the Be Smart model through Trend micro to all WD high schools for S1 pupils, Prep for Life, local youth groups and Choices. It can now be delivered on request across WD with targeted delivery via the Youth Alliance.

#### Supporting Children & Families (appendix 3)

- 4.5** As previously reported the DIG has placed significant focus and commitment to the successful implementation of the Named Person Service within Education & Health and across all CPP partners for 0-16 and 16-18 year olds. All children and young people have a named person in place. This has been supplemented by staff training and development opportunities. Training on domestic abuse has been successfully delivered to child protection partners and staff along with development of a strategy and action plan focused on our partnership response to Child Sexual Exploitation. In addition to this strong partnership working is in place to support our work on promoting and supporting positive destinations – this is particularly evident in our work with Skills Development Scotland.

#### Supporting Older People (appendix 4)

- 4.6** The Health and Social Care Partnership (HSCP) has sourced additional Scottish Government funding for delivery of Technology Enabled Care across community health and care services including support to people with COPD due to the high numbers of prevalence of COPD 2.9% of population and those coming home following a stay in hospital, this will be three year programme of work with some of our most vulnerable people. Each of the two Clydebank and Alexandria/Dumbarton Localities have identified key areas of activity based on local populations; these include supporting frail older people in a more coordinated way from delivery of care at home services through to clinical

specialists and GP and nursing services. This is all aligned to the HSCP integrated 'out of hours' provision of District Nursing and Care at Home services, links directly to out of hours GP services and all our local authority and private sector care homes. The HSCP has ensured that all GPs have direct access to nurse-led beds within local care homes to support our of hours services and avoid people being sent to hospital unnecessarily. The HSCP and Carers of West Dunbartonshire have developed a joint Carers Support Worker post based within the Hospital Discharge Team to support timeous and effective support for carers as part of wider hospital admission and discharge planning. The HSCP and Bobath Scotland have been working together to assess the needs of people with complex physical disabilities and how best to support their needs in the community. The Local Fall Collaborative in West Dunbartonshire is delivering training to practitioners across disciplines to identify those at risk of falling and providing rehabilitation to those who have fallen as early as possible to support independence and seek to reduce the impact of a fall.

## **5. People Implications**

- 5.1** There are no personnel issues associated with this report.

## **6. Financial and Procurement Implications**

- 6.1** There are no resource implications, the actions detailed in each plan are delivered through the existing budgets of services.

## **7. Risk Analysis**

- 7.1** There may be risks associated with not delivering on the priority areas identified in the action plans.

## **8. Equalities Impact Assessment (EIA)**

- 8.1** An equalities impact assessment is not required as this report is a summary of progress made.

## **9. Consultation**

- 9.1** The action plan progress reports were extracted from information held on Covalent and regularly updated by members of each of the DIGs.

## **10. Strategic Assessment**

- 10.1** This report provides an update on progress on actions to be taken by each DIG in delivering on the local outcomes for each priority area as detailed in the SOA.

### **Communications Bulletin**

Community Planning West Dunbartonshire noted the good progress made to date by the Delivery & Improvement Groups across the 4 priority areas.

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**Amanda Coulthard, Corporate & Community Planning Manager**

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**Appendices:** Appendix 1 – Employability & Economic Growth Update  
Appendix 2 – Safe, Strong & Involved Communities Update  
Appendix 3 – Supporting Children & Families Update  
Appendix 4 – Supporting Older People Update

**Background Papers:** none


**Wards Affected:** All

## Employability and Economic Growth Deliver and Improvement Group Action Plan 2016-17: Progress Report




*Local Outcome: Increased the number of new business starts and supported the growth of sustainable businesses*

Action	Milestone	Note	Status	Assigned To
Work in partnership with Scottish Enterprise/SDI to increase the number of local businesses who trade internationally	Develop links to National Park Tourism internationalisation project	The West Riverside development is progressing well with NPA and SE.		Gillian Scholes (WDC)
	Provide details of the scot exporter programme to all WDC businesses	Completed on schedule, however limited response from the Business Community.		
SDS link through Working4Business	SDS Provide support to businesses through the Employer Engagement Team	SDS Employer engagement Team continue to work closely with the partners around Working4Business		Skills Development Scotland (SDS)
Explore continued partnership with Working4Business	Carry out evaluation of the W4B initiative	Evaluation brief currently being developed to evaluate W4B initiative. The evaluation will take place after the Business Awards event.		Gillian Scholes (WDC)
	Continue to promote working4Business initiative			
	Deliver Business Awards in partnership with working4Business	Continued promotion of W4B through Business Gateway and with partners.  The W4B Business Awards event will be held on 31 May 2017 in Clydebank Town Hall. The closing date for applications is 24 March 2017.		
Continue to develop and promote the Regional Skills Assessment work	Update Regional Skills Assessment to provide data that will identify areas market failure and allow partners to align resources accordingly.	Ongoing		Skills Development Scotland (SDS)
Work in partnership with other Scottish local authorities to establish a Business Loans Scotland fund	Business Loan Scotland Fund Launched	Business Loan Scotland Fund launched by Scottish Government 21 December 2016. The new fund went live on 15th March and is being actively promoted to local businesses.		Gillian Scholes (WDC)
	Promote new fund to local businesses to raise awareness			
	Transfer funds from WSLF to new Business Loans Scotland Fund			



*Local Outcome: Growth of the tourism economy*

Action	Milestone	Note	Status	Assigned To
Development of Tourism local action plans as part of National Skills Investment Plan (SIP)	Produce and disseminate Tourism National skills Investment Plan to all key CPP partners.	The tourism Skills investment Plan has been refreshed following an extensive national consultation with the tourism sector. The Refreshed Plan was published September 2016.		Skills Development Scotland (SDS)



*Local Outcome: Created attractive, competitive and safe town centres and enabled the development of our major regeneration sites*

Action	Milestone	Note	Status	Assigned To
Deliver projects from the Clydebank Town Centre Charrette Action Plan	Ensure linkages with College and DYW through suitable initiatives	Contact has been made with the College regarding the Connecting Clydebank A814 project, part funded by Sustrans. However, it's likely this milestone will require to continue into 2017/18.		Marnie Ritchie (WDC)
	Ensure opportunities for community benefit with College and Developing Young Workforce are progressed	It's likely this milestone will require to continue into 2017/18 to ensure that community benefits will be part of the procurement process for projects.		
	To develop designs and identify funding for the Clydebank Interchange project in partnership with Strathclyde Partnership for Transport (SPT) and Abellio.	The Clydebank Transport Interchange Project is currently progressing as planned; various stakeholder engagement events have been undertaken, with further engagement proposed following initial optioneering.		
	To develop designs and identify funding sources for the A814 road corridor improvement project	Designs have been developed and are being discussed with Sustrans. Sustrans have provisionally allocated £2m of Community Links funding towards the project and the Council has allocated £2.3m towards the project from its Regeneration Capital Fund.		
Balloch Charrette action plan approved and progress developments with key stakeholders	Establish Charrette implementation Group to take forward actions	Governance and implementation structures have now been established to deliver the action plan, with a focus on retaining strong community engagement to deliver key projects.		Marnie Ritchie (WDC)
	Obtain Council approval of Balloch Charrette action plan	A report to the IRED Committee of 15 June 2016 advised members of the outcome of the Balloch Charrette and Members approved the associated action plan.		
	Progress actions with stakeholders and partners as per action plan	Progress has been made with the development of the Station and Village Square project, investigation into new uses for Balloch Castle and consideration of parking issues. In addition, there have been regular Steering Group meetings involving all partners which means this milestone and overall action should be complete by end of March 2017.		
Deliver projects from the Dumbarton Rock and Castle Charrette Action Plan	Continue to work with site owners on the development of Dumbarton waterfront	Dialogue is continuing with all site owners who are at various stages with their proposals. A procurement strategy and heads of terms will now be developed for each site. In this respect the project is close to implementation stage.		Marnie Ritchie (WDC)
	Design and develop the proposed Rock and Castle lighting project	The specification for and location of the floodlights have been identified and further dialogue is required with Dumbarton Football Club.		
	Develop the Dumbarton Waterfront Pathway plan from Town Centre to Rock/Castle to implementation stage	Developer contributions guidance was agreed at the Planning Committee on 22/02/17. The Planning Committee - on 29 March 2017 - were minded to grant approval for the walkway application, subject to the completion of habitat survey work. The project can now move forward to implementation stage.		









*Local Outcome: Created attractive, competitive and safe town centres and enabled the development of our major regeneration sites*

Action	Milestone	Note	Status	Assigned To
Promote investment opportunities	Continue to work with Scottish Development International to explore inward investment opportunities, in particular related to the Exxon site	Early engagement with senior officers at SE and SDI took place to promote the potential of the Exxon site as an Inward Investment location. Discussion also took place with the Marine/Ports specialists within SE with view of considering the port at Exxon and what opportunities may exist.		Michael McGuinness (WDC)
	Hold an annual West Dunbartonshire business event to promote investment opportunities within the area.	W4B awards arranged for 31 May 2017 with sponsors agreed.		
	Opportunity to link with NPA Invest In the Park: Work with SE/SDI and partners to explore and maximise opportunities to market and promote appropriate sites in WD as attractive investment locations	Relationships will continue into 17/18 exploring opportunities with the NPA and SE/SDI to promote WDC area		
Clyde Valley City Deal partnership	Continue to support governance of Clyde Valley City Deal at committees and sub-groups.	Support during period 2015/16 was delivered across the various sub-groups and information shared on progress through regular Council update papers. This will continue throughout the 2016/17 period.		Michael McGuinness (WDC)
	Work in Partnership with City Deal Authorities to explore opportunities for further partnership working.	Partnership working through use of the South Lanarkshire procurement Framework arrangements has and will continue to provide opportunities for WDC to secure specialist support on an ongoing basis. Further partnership opportunities will be explored as City Deal progresses into 2017/18 and in line with new Regional Economic Strategy.		

*Local Outcome: Improved core employability skills and assisted people into work*


Action	Milestone	Note	Status	Assigned To
Progress delivery of Exxon/City Deal project	Complete and seek approval for the Outline Business Case (OBC) by City Deal Cabinet	OBC approved at Council on 22 Feb 2017 and will progress through the PMO to Cabinet for approval on 11 April 2017.		Skills Development Scotland (SDS); Stephen Brooks (WDC); Michael McGuinness (WDC); LL&TT National Park
	Exxon Negotiations relating to Site Ownership commence	Heads of terms have been provided and a number of negotiation meetings are progressing over Nov/Dec 2016.		
	Neighbouring Land Consultation commences	Neighbour consultation commenced late November with initial discussions about potential options only.		
	Progress In-Work Progression as part of City Deal	Remitted to Glasgow City Council only therefore no longer applicable to West Dunbartonshire.		
	Progress Working Matters initiative as part of City Deal	The programme is progressing and we are currently supporting 59 people to progress towards employment.		
Increase the number of employers engaged with schools and/or the College by 50%	Engage stakeholders	Completed		Liz Connolly & Bob Davidson (West College Scotland)
	Establish baseline	Baseline established		
	Ongoing local engagement	Local engagement ongoing until end of the programme. A recent example of employer /young people activity includes Doors Open Day volunteering and STEM fortnight.		

*Local Outcome: Improved core employability skills and assisted people into work*

Action	Milestone	Note	Status	Assigned To
Develop local volunteers training project in lead up to swimming and related European Championships 2018	Promote and determine suitable opportunities for volunteering	Discussions regarding volunteering capacity within the park and associated events is ongoing; linkages with local sports organisations in place to support any training initiatives required.		WD Council for Voluntary Service (WDCVS); LL&TT National Park
Increase partnerships opportunities to deliver skills	Delivery of first phase of Foundation Apprenticeships	Social media activity captured experiences of young people presently studying courses. Year one of courses will be complete in June 2017.		Andrew Brown (WDC Education)
	Design and implement new courses offered in the Senior Phase of secondary schools with partners to better cater for choice and progression	New courses started w/b 22/08/16. Discussions with partners re course provision for session 17/18 complete.		
	Develop school timetabling approach to increase courses offered in the Senior Phase of secondary schools	Collation of timetables and analysis complete.		
	Development of second phase of Foundation Apprenticeships in partnership with West College Scotland	Courses confirmed with WCS. Communications plan in place in WCS and WDC to promote opportunities for session 17/18.		
	Review of delivery of skills for work across all establishments 3-18 year olds	Work completed through DYW Principal Teachers in secondary.		
Increase the number of employers employing a Modern Apprentice by 30%	Develop campaign to further engage with employers	Ongoing activity supporting SDS and encouraging employers to consider taking on a MA		Liz Connolly & Bob Davidson (West College Scotland)
	Establish baseline	Baseline established		
Increase the number of employers that are IYP accredited	Develop campaign to further engage with employers	Ongoing activity supporting IYP and encouraging employers to consider accreditation		Liz Connolly & Bob Davidson (West College Scotland)
	Establish baseline	Baseline established		
Support WD residents to access and sustain Modern Apprenticeships	Manage apprenticeships.scot and direct West Dunbartonshire residents to opportunities	Apprenticeships.scot promoted to WD residents through variety of methods including School, Post School & Adult Career Coaches, My World of Work and Websites. This activity is ongoing.		Skills Development Scotland (SDS)
Support WD residents to develop their Career Management Skills	Provide Careers Information Advice and Guidance engagements to West Dunbartonshire residents	We continue to provide Information Advice and Guidance engagements to West Dunbartonshire residents, results will be published later in the year. This activity is ongoing.		Skills Development Scotland (SDS)
Support WD young people aged 16-19 into positive destinations	Work with opportunities for All co-ordinator and other partners to maximise outcomes for West Dunbartonshire young people aged 16-19	Work with Opportunities for All co-ordinator to improve outcomes for both school leavers and unemployed WD residents is ongoing.		Skills Development Scotland (SDS)
Support WD residents into Employability Fund Training. Co-commission with WDC and DWP.	Work with partners to refer West Dunbartonshire residents into appropriate provision	Employability Fund Local Employability Partnership Co-commissioning and monitoring Meetings take place regularly with WDC & DWP. This activity is ongoing.		Skills Development Scotland (SDS)





*Local Outcome: Improved the quality and availability of affordable housing*

Action	Milestone	Note	Status	Assigned To
Improve the Quality and Availability of Affordable Housing	Deliver new Local Housing Strategy to cover the period 2017/2022	Milestone on track - Consultative Draft exercise will complete on 19th September		John Kerr (WDC Housing)
	Deliver refreshed Housing Asset Management Strategy	Milestone on track – Update reported to August Housing and Communities Committee. Refreshed strategy will be presented for approval to Housing and Communities in February 2017		
	Maximise the delivery of new affordable housing in West Dunbartonshire	Milestone on track – a number of developments are progressing and further projects within pipeline.		




## Supporting Safe, Strong and Involved Communities Deliver and Improvement Group Action Plan 2016-17: Progress Report




### Local Outcome: Reduced violent crime

Action Title	Milestone	Milestones Note	Status	Assigned To
Focus on prevention of violent crime through a multi-agency approach	Develop a multiagency protocol to manage known high risk violent offenders building on the extension of Multi Agency Public Protection Arrangements (MAPPA)	Violent offenders don't fit into any categories, but we have to manage them so this fits with the MAPPA extension process		Chief Inspector Donald Leitch (Police Scotland)
	Develop and implement an Information Sharing Protocol (ISP) that includes additional partners	ISP being reviewed, British Transport Police and Y-Sort-It are the additional partners, existing protocol covers both. New protocol which is at legal, would include Anti-social Behaviour and Counter Terrorism.		
	Review and refresh membership of the ASB/Violence Task Group with emphasis on Your Community	Your community operational coordinators and British Transport Police have been added to the membership.		
Develop a multi-agency indoor violence strategy	Carry out multi agency visits to implement Anti-Social Behaviour legislation	Visits with ASIST, Housing, Dog Warden, and Fly Tipping are ongoing.		Chief Inspector Donald Leitch (Police Scotland)
	Identify key events / dates and carry out a multi-agency approach targeting licenced premises	School leavers, fair holidays, old firm fixtures, fireworks night, TPOs - additional patrols provided. Nightzone West will take place again this year with Police Officers working with partners to assist licenced premises during the busy festive period.		
	Identify, prioritise and address repeat noisy party/noise call locations	The ASB liaison officer identifies repeat locations with ASIST and thereafter address the situation on a daily basis. ASIST are given a sanitized version of all ASB calls on a daily basis from Police to assist in identification of repeat locations. These are also discussed at the ASB Tasking meeting with all partners involved. Additionally the noisy party calls are being scrutinised as there is no longer a night noise team at WDC.		





### Local Outcome: Improved collaborative working in relation to counter terrorism and serious organised crime through strong partnerships

Action Title	Milestone	Milestones Note	Status	Assigned To
Ensure continuation and development of 'prevent' duty through multi agency approach	Ensure relevant staff across the council have appropriate knowledge of PREVENT duty	Staff in schools and early years centre briefed on PREVENT duty. Staff in some council services still to receive awareness raising of PREVENT duty.		Peter Barry (WDC Housing & Employability)
	Regularly review membership of PREVENT working group to ensure relevant representation	Membership of the group reviewed in June 2016, new members invited to join from September 2016		
	Undertake an annual review of local PREVENT Action Plan	Awaiting revised National Counter Terrorism Plan before finalising		




*Local Outcome: Enhanced safety of women and children*

Action Title	Milestone	Milestones Note	Status	Assigned To
Maintain membership and attendance of partners of the Violence against Women Partnership (VAWP) ensuring a localised strategy on Scottish Government Equally Safe	Ensure annual review of the terms of reference is carried out for the VAWP	This will be reviewed/discussed annually		Detective Superintendent Yvonne Scott (Police Scotland)
	Establish lead for each working group for Equality and Diversity, Early Effective Intervention/Domestic Abuse, strategy group, EEI/Vulnerable Adult women. Primary and Secondary prevention	All working groups established and work ongoing in relation to taking this forward.		
	Explore possibility of publishing local version of Equally Safe	Equally Safe Locally Safe Action Plan developed. Publishing the plan has been put on hold with a view to developing next year's action plan which will be more relevant and up to date.		
Continue to review our multi agency approach through Risk and concern Hub, EEI and MARAC process and the Domestic Abuse Disclosure scheme	Continue to review processes to ensure they are fit for purpose	This can be completed as it is an ongoing process which will be continually reviewed.		Detective Superintendent Yvonne Scott (Police Scotland)
	Continue to review the membership of Domestic Abuse Disclosure Scheme ensuring all relevant partners continue to participate	This will be an ongoing process. The group is well established.		
	Develop a role for a Multi-Agency Domestic Abuse Co-ordinator (MADAC) to ensure (Multi-Agency Risk Assessment Conference) MARAC Is re-established	MADAC Appointed. Work Continues re: MARAC. Research is ongoing re IT system for MARAC. It is anticipated that both Argyll & Bute and WDC will use the same system. The DA Strategy Group continues to take the re-establishment of MARAC.		
	Establish local Child Sexual Exploitation (CSE) strategy	This has been developed through the CSE Strategy group		
Explore opportunities to deal with perpetrators of domestic abuse	Review membership of MATAC (Multi-Agency Tasking and Coordinating) group ensuring that all relevant partners attend/are invited	All relevant partners at this time are invited.		Detective Superintendent Yvonne Scott (Police Scotland)
	Through the relevant work group, establish if any work can be developed in relation to dealing with perpetrators of domestic abuse	A working group is now established and looking at options to run a perpetrator programme		




*Local Outcome: Enhance safety of vulnerable groups*

Action Title	Milestone	Milestones Note	Status	Assigned To
Ensure a consistent referral approach to support those most at risk of homelessness	Ensure links to existing multi agency structures for support of vulnerable individuals	In place		Peter Barry (WDC Housing & Employability)
	Review specific protocols for each risk group	underway		
Ensure a robust plan is in place to deliver a comprehensive community justice response locally	Build local capacity for delivery of a community justice response	Group established to oversee and implement the CJ outcome improvement plan		Norman Firth (WDC Community Justice)
	Deliver multi agency planning sessions to develop local community justice plan	Development sessions with statutory partners and third sector interface have taken place to take forward our planning and consultation in the development of the Community Justice Outcome Improvement Plan.		
	Ensure sign off of local justice plan	complete		
Ensure a robust multi agency response to support people with mental ill health	To ensure appropriate levels of access to a range of mental health interventions including crisis support, primary care mental health services and Community Mental Health Services.	Mental Health service offers three levels of access. Urgent referrals can be seen same day. Emergency referrals within 72 hours and routine referrals within eight weeks.		Julie Lusk (HSCP)
Raise awareness of inappropriate use of all electronic communications for all age groups	Work with Youth Alliance to develop a targeted campaign for young people	Choices for Life an Internet safety awareness programme covering social media was delivered by Y sort It in conjunction with Police Scotland. The programme has been delivered using the Be Smart model through Trend micro. Choices for Life has been delivered to all WD high schools for S1 pupils, Prep for Life, local youth groups and Choices. This programme can now be delivered on request across WD with targeted delivery via the Youth Alliance.		Peter Barry (WDC Housing & Employability)



*Local Outcome: Reduced antisocial behaviour and disorder*

Action Title	Milestone	Milestones Note	Status	Assigned To
Formalise a new information sharing protocol to facilitate effective enforcement of Anti-Social Behaviour legislation	Conduct joint visits to problematic locations and/or individuals'	Fly tipping/Litter/Dog Warden/Licensing/Housing-joint visits to locations. Proactive joint visits have been conducted with Police, Education, Y-Sort-it etc. for youths causing ASB in problematic locations e.g. Beardmore		Chief Inspector Donald Leitch (Police Scotland)
	Expand Police Scotland's persistent offenders policing plan to include relevant partners	Directed Policing Plan-partners actively involved in interventions - documented on DPP.		
	Review and refresh information sharing protocol	Current protocol covers 3rd sector, renewed protocol at legal		
Develop a multi-agency approach to reduce alcohol availability to young people	Create a multi-agency approach to recruiting Test Purchasing Officers to allow ongoing TPO operations	Multi agency approach to agent purchase enforcement - Community Investigation Units, Licensing Standards officers, Pubwatch, Y-Sort-It, Your Community Assistants and looking forward the Youth Engagement officers now in post and actively recruiting.  Education/schools on board, Y-Sort-It also assisting in recruitment of TPOs  Experiential Learning ongoing, Choices for Life inputs - Youth Engagement Officers will assist in the near future, when in post. Youth engagement officers now in post and actively rolling out relevant preventative talks to young people.		Chief Inspector Donald Leitch (Police Scotland)
	Create a multi-agency approach for agent purchase enforcement			
	To ensure additional preventative talks and education inputs to young people in regards to alcohol			
Embed 'Your Community' into existing Anti Social Behaviour structures	Communities co-ordinators to attend Anti-Social Behaviour/Violence Task Group meetings	Your Community Coordinators (Operational) attend ASB Tasking group meeting routinely.		Chief Inspector Donald Leitch (Police Scotland)
	Discuss and formalise the links between Your Community and the Public Reassurance Process	Your Community duties undertaken in Public Reassurance areas/patrols, same job basically, significant overlap		
	Formalise strategic, tactical and operational structures	Command structures for Your Community governance in place i.e.:  Operational- Police Inspectors, Sergeants and Constables attend these groups.  Tactical- Area Commander chairs the ASB Tasking group meeting which the Operational Coordinators report back to for Your Community business, Strategic- lead officers group for Your Community, Area Commander attends this.		


*Local Outcome: Home, Transport and Fire Safety*

Action Title	Milestone	Milestones Note	Status	Assigned To
Implement a multi-agency approach for promoting Home Security and Home Safety	Carry out evaluations post programmes	This will be delivered when the new approach is designed and agreed upon.		Stuart Mclean (Scottish Fire & Rescue)
	Deliver 10 awareness plays/programmes for vulnerable groups	This has not been achieved due to the theatre company not fulfilling their commitment after agreement of dates, times and venues.		
	Deliver Home Safety and Security booklet to vulnerable groups within the community	A home safety booklet 'Safe and Secure at Home' has been published and is now being distributed throughout West Dunbartonshire area.		
	Develop a local multi-agency action plan to tackle home safety accidents and security crime within the home, including bogus callers/cold calling			
Contribute to the prevention of road traffic collisions through delivery of publicity, education and enforcement to key groups within the community.	Carry out evaluations post programmes	The Education Programmes (Active Travel participation / Clydebank College) can evidence evaluation results		Catherine Tonner (WDC)
	The transport safety group identifies and targets vulnerable groups using a multi-agency approach	Elderly and community groups have been identified. We will work towards engagement over the coming year.		
	The Transport Safety group works towards reducing road traffic collisions through education programmes	There is an ongoing Road Safety Education programme in all educational establishments and the group is working towards developing a community strategy in the authority.		
Deliver home fire safety advice to high risk individuals	Continue to set challenging targets for increasing the number and quality of home fire safety visits	Significant increase in the number of High Risk HFSV's carried out by operational crews and Community Action Teams (CAT). We have carried out 829 HFSVs in 2016/17 which is a 15.5% increase on the previous year, resulting in 310 smoke/heat detectors being fitted free of charge. This is an increase 24.19% increase on the previous year.		(Scottish Fire & Rescue)
	Develop preventative education programme for young fire-setters	The referral of young fire setters can come from various agencies including SFRS, Police Scotland, Youth services and members of the public. Every intervention is different and tailored to suit the individual. The time scale is also varied but usually from initial referral to completing the programme would take about 2 months. In West Dunbartonshire we have 7 open cases.		
	Identify high priority groups within the community and deliver a community awareness campaign delivering key fire safety messages throughout the year	Public safety messages and practical support are targeted at persons known within fire risk indicator groups such as persons with Dementia/Alzheimer's, disability, long term life limiting illnesses or addiction. Operational crews and Community Action Teams (CAT) are conducting reassurance visits by prior arrangement to older persons groups, residential homes and sheltered housing. Information provided to the public includes seasonal/thematic fire safety advice including details of the main causes of fire in the home and contributory factors.		

*Local Outcome: Reduced impact of alcohol and drug misuse on communities*


Action Title	Milestone	Milestones Note	Status	Assigned To
Undertake a robust needs assessment across all services and the wider population of West Dunbartonshire to ensure that services remain focused on the needs of the individual, and how that relates to the wider Recovery-Oriented System of Care (ROSC) agenda	Commission and complete a Focused Needs Assessment (FNA) of the local population as it relates to individual and wider community problems associated to alcohol and/or drug use/misuse	Full Needs Assessment reviewed in line with new management, ADP structure and financial constraints and no longer appropriate. Service level agreements are reviewed annually and services have been streamlined.  Addiction services teams are working with delivery partners to ensure working towards the Recovery-Oriented System of Care (ROSC) agenda.		Julie Lusk (HSCP)
	Reinforce links through and across key partnerships ensuring that appropriate representation is obvious within strategic and operational groups and that key priorities are reflected within appropriate partner action/implementation plans and strategies	Review of ADP sub-groups signed off at August ADP.		
	Use the findings of the FNA to identify gaps in provision, potential areas for improvement and areas of good practice	Full Needs Assessment reviewed in line with new management, ADP structure and financial constraints and no longer appropriate.		
Increase the skills & knowledge of all key partners (including young people & the wider community) to enable identification & assist in the prevention of the hazardous impacts of drugs & alcohol on individuals & communities	Develop and deliver, via a Test for Change process, tailored training which addresses the identification, impact and interventions required to reduce the potential impact of New Psychoactive Substances (NPS) across West Dunbartonshire	Following baseline needs assessment, training for trainers for multi-agency partners took place in January 2017. Resources distributed and support packages under negotiation to ensure roll out.		Julie Lusk (HSCP)
	Establish a short-life test of change steering group with key local stakeholders - complete intelligence-gathering and Learning Needs Analysis survey with front line staff; develop training programme based on identified need	Both Clydebank and Dumbarton Community Addiction Teams have been working through a process of continuous improvement and have initiated an action plan to address areas of need and improvement.		

*Local Outcome: Stronger, confident and more involved communities*



Action Title	Milestone	Milestones Note	Status	Assigned To
Establish community resilience plans across West Dunbartonshire	Develop resilience plan toolkit	Community Planning Partner Duties		WD Council for Voluntary Service (WDCVS)
	Hold awareness meetings with interested and 3rd sector organisations	3 awareness meetings held and interest generate. Progression of wider roll-out was delayed slightly for result of a small funding application to increase resources and also to ensure no clash with the Your Community PB events. Work is now back on schedule		
	Support creation of six resilience plan areas	Plan areas being developed in tandem with Dementia Friendly Community activities –		



*Local Outcome: Stronger, confident and more involved communities*

Action Title	Milestone	Milestones Note	Status	Assigned To
		areas highlighted Faifley, Renton, Bellsmyre, Dalmuir, Milton/OK , Haldane		
Coordinate community activity around asset mapping exploring opportunities arising from policy developments such as the Community Empowerment Act	Compile a refreshed sector-wide community assets register	Refresh undertaken as part of annual mapping exercise – 6 monthly update planned for November/December		WD Council for Voluntary Service (WDCVS)
	Develop a community assets toolkit	Toolkit developed		
	Hold awareness sessions in conjunction with other partners to support community asset development	Ongoing communication re: CE Act roll-out ; awareness sessions planned for March/April		

*Local Outcome: Your Community*



Action Title	Milestone	Milestones Note	Status	Assigned To
Develop procedures to ensure identified issues through Your Community (YC) model are progressed and tracked	Develop escalation process for flagging issues to the strategic steering group	Reporting progress has been established for escalating issues from operational groups to strategic group. The Your Community (YC) roll out is progressing via operational groups and this is regularly reported to the Strategic group. Membership of the operational groups has been reviewed, and representation at meetings is encouraged. There has been some progress with solving issues including around waste & recycling and a sub-group is being set up to progress a referral system to streamline this process. A Draft Your Community charter has been developed which was approved by the Strategic Group and will be wider disseminated via operational groups. Progress continues in the phase 1, 2 & 3 areas, although the main focus in November was on community budgeting events. Community budgeting will be incorporated into YC activity as it rolls forward.  Currently developing SOPs for operational groups.		Suzanne Greer (WDC Your Communities)
	Put in place Standard Operating Procedures (SOPs) for operational groups			
Ensure effective implementation of Your Community across West Dunbartonshire	Develop community profiles	All community profiles were developed and have now been published on the CPP section of the Council's website. A refresh is planned during 2017/18.		Suzanne Greer (WDC Your Communities)
	Maintain progress through operational groups	There have been demonstrations on the use of the profiles for operational groups and Communities team. They are also being promoted at community events and meetings.		








## Supporting Children & Families Deliver and Improvement Group Action Plan 2016-17: Progress Report

### Local Outcomes:

- *Improved attainment and achievement for early years, primary schools and secondary schools*
- *Increased positive destinations for 16-19 year olds*
- *Families are confident and equipped to support their children throughout childhood*
- *Improved attainment and achievement through Life Long Learning*

Action	Milestone	Note	Status	Assigned To
Fully Implement Getting it Right for Every Child	Deliver a local GIRFEC public information campaign	Scottish Government producing new Information Sharing Bill. 1st Draft due June 2017 – public information to follow therefore completion delayed. Milestone due date revised accordingly.		GIRFEC Implementation Group; Jackie Irvine (HSCP)
	Draft local Guidance for all staff through further development of the 'frequently asked questions' (FAQs) document	Frequently Asked Questions (FAQ) Guidance in place and to be further informed by New Information Sharing Legislation in 2018.		
	Establish and test single child's plan planning and review process	Complete		
	Fully Implement GIRFEC across all services within the CPP	In progress - awaiting review from Scottish Government. Due date revised accordingly		
	Implement Named Person Service within Education and Health (HSCP) from August 2015	All children have a Named Person in place.		
	Initial plan in place for the provision of Named Persons for children 16-18 no longer attending school	Senior phase team in place.		
	Provide staff development opportunities and training for each aspect as required	Significant training has already been delivered. More training will be required throughout 2017.		
	Roll out approach to sharing information as developed through GPs pilot in Clydebank.	This is now delayed due to Supreme Court decision-making on information aspects of GIRFEC. Milestone date revised accordingly.		
	Test role of Named Person and Lead Professional to inform guidance	Complete		
Ensure that Child Protection processes and partnership working ensure that children are safe and appropriate and timely action is taken to reduce risk	Address risks posed by 'sexting' and inappropriate use of social media by young people	Developing approach in CSE mentoring pilot in 2 secondary establishments and building curriculum input in respect of Sexual health strategy.		CPC & CSE Strategy Group; Jackie Irvine (HSCP)
	Deliver CPC development sessions on Domestic Abuse for CP Partners and staff	Completed and evaluated positively.		
	Further develop the Child Sexual Exploitation (CSE) strategy including the process for 'People Who Go Missing in Scotland' Report	CSE Strategy Group have completed the Draft Strategy and Action Plan, both presented to the January 2017 CPC and the C&F DIG for consultation and sign off		



Action	Milestone	Note	Status	Assigned To
	Further refine the process for Initial Referral Discussions (IRDs)	Education and Health staff have been briefed and data quality checks take place quarterly.		
	Develop telephone conference for IRD			
	Provide better and more consistent feedback to those referring into and across services; supporting those who make referrals to understand outcomes for children and young people.	Link Social work contact for GPs has been established. Review still to take place via Local Management Review process for providing feedback/acknowledgement of referral.		
	Work in partnership to support services to raise awareness of the dangers/reduce the impact of young peoples' use of legal highs	Display publicity materials in conjunction with ADP. Encourage completion of national surveys Materials were distributed to all addiction services and third sector providers, email also went to all services encouraging the completion of the national legal high survey.		
Provision of Parenting Opportunities To Improve Outcomes	Plan staff training on parenting support approaches based on audit of needs	Training now planned		Parenting RIG; Shona Crawford (WDC Education)
	Seek follow-up evaluations from parents attending parenting groups 6-12 after completion	A number of parents have been followed up. This will continue.		
Ensure that Children Have the Best Possible Start in Life	Extend SDS service offer under Developing the Young Workforce to include group work and 1:1 sessions to introduce My world of Work and Career Management Skills at transition points for P7 to S3 pupils	SDS service offer extended under DYW to include P7 to S1 transitions, as well as S1 – S3 group work. Offer further extended to include 1:1 support for those in S2 or S3 making subject choices and their parents		Claire Cusick (WDC Education); Julie McGrogan (WDC Education)
	Implement a local approach to improving attainment through the new Scottish Attainment Challenge	The approach has been developed and implemented. Scottish Government and Education Scotland have monitored progress with a positive report on WDC progress and delivery.		
	Use EYC improvement approach to address: i) attendance at nurseries ii) transition from home to nursery iii) evaluation of Triple P intervention	Completed and reporting to Children and Families DIG to consider next steps.		
Ensure that all Legislative Requirements are met	Fully Implement Named person across all services within the CPP	In place for 0-16 year olds. 16-18 year Named Person service now in place.		Jackie Irvine (HSCP)
	Further develop the Corporate Parenting strategy, including implementation of the Champion Board to prioritise the needs of children who are Looked After and Accommodated, and those leaving care to improve outcomes.	Application for funding for Champions Board has been submitted. CP event on 10.10.16 completed and young people's views to be incorporated into CP Strategy and Action Plan.		
	Improve access to housing support for young people	This is now a clear requirement in the Local Housing Strategy. This requires to be monitored and data/outcomes analysed against current baseline. Action for 2017		



Action	Milestone	Note	Status	Assigned To
Ensure that there is regular and meaningful engagement of families, children and young people in the Children's services planning arena	Develop social media opportunities to involve young people in service planning	The Involvement, Consultation and Representation sub group has made significant progress in the use of social media with the creation of Facebook and Twitter accounts to engage with young people. Further development is ongoing.		Stephen Brooks (W4U); Clare English (W4U); Jackie Irvine (HSCP)
	Disseminate public information to parents/carers about the GIRFEC approach and access to named person	Due date revised accordingly in line with GIRFEC update above.		
	WD Health and Social Care Partnership (HSCP) & WD Youth Alliance co-ordinate youth involvement in an event to engage with Young People to consult on aspects of childrens' services	LENS event completed in November re: access to Primary Care. Further opportunities to be identified and agreed for 2017.		
Improve positive destination outcomes for all young people (cross refers to E&EG DIG)	Deliver a universal CIAG service to all WD pupils, Targeting additional support to vulnerable pupils by empowering them to develop their Career Management Skills (CMS)	SDS has delivered both a universal and a targeted service to West Dunbartonshire school pupils to empower them to develop their Career Management Skills.		Susie Byrne (WDC Education); SDS
	Organise a Providers Forum to better coordinate opportunities to meet the needs of all young people (e.g. recruitment)	Youth Employability partnership Forum established with key partners who deliver across the Strategic Skills Pipeline Stages 1 – 5. SWOT analysis completed.  Facilitation of targeted school leaver without a destination event in Sept 2016. Planning for a larger scale event for 2017. Developing a support pipeline of agencies. Partners now working to together across the stages of the pipeline, ensuring young people move through the stages in a co-ordinated transition.		
	Raise awareness of support available from SDS to FE students	An SDS adviser is regularly available in Clydebank Campus of WCS to support FE students, targeting support to those most in need		
	Roll out Opportunities for All: support (at risk) young people for 6 months prior to leaving school	5 x Senior Phase in post. CPD currently underway. Currently targeting High Risk Summer Leavers 2017 approx. 3-5 referrals from each mainstream school as well as transition support for Choices, Interrupted Learners and specialist provision		
	SDS advisers to attend parent evenings to raise awareness of post school options and pathways.	SDS advisers attended parents evenings to raise awareness of post school options and pathways		
	SDS to continue to support young people not in Education Employment or Training and to sustain opportunities post school	SDS advisers continue to support young people not in Education, Employment or Training to develop their Career Management Skills to empower them to access and sustain positive opportunities post school including Employability Fund and Modern Apprenticeships.		
	Work in partnership to increase opportunities for young people to sign up to Activity Agreements	Partnership established: Co-delivery of Social Nurture groups with Skills development Scotland key workers at each SDS centre to engage the hardest to reach and socially isolated young people.		

Action	Milestone	Note	Status	Assigned To
		Working 4 U learning, delivering Youth Horizons Personal Skills Development. Partnership with Tulloch & Street leagues as a Stage 2 Activity Agreement for young people with financial support through an EMA.		
	Work with colleges to support and sustain winter leavers	Pilot Winter leaver programme 2016 delivered in partnership with Working 4 U, college tasters and input from partners to support progressions. Supported 8 young people of which 5 secured a positive destination so far.		

## Older People Deliver and Improvement Group Action Plan 2016-17: Progress Report

### *Local Outcome Improved care for and promote independence with older people*

Action	Milestone	Note	Status	Assigned To
Develop the quality of care across multi-disciplinary community health and social care services	Create opportunities for self-management and social prescribing in partnership with third and independent sectors	CVS accessed external funding and this has been embedded within our approach to wider commissioning.		Christine McNeil (HSCP)
	Create opportunities, with partners, for volunteering within various workstreams	There have been significant additional volunteers within CVS and other befriending services, CVS Link Up, McMillan services and volunteer podiatry services. Volunteers from older people's forums continue to be actively involved as part of wider strategic planning. This remains ongoing and will continue into 2017/18.		
	Develop and pilot behavioural changes within communities via health improvement approach	The West Dunbartonshire Falls Collaborative has been developed in line with the national programme; with a local improvement plan.  Self-management for COPD and Frailty are part of the newly nationally funded Technology Enabled Care programmes and we are looking to expand this to other long term conditions.  Significant work has been done with self-management around diabetes with partners and the HSCP Respite Bureau supports self-management in relation to respite.		
	Improve community capacity and opportunities for co-production	There has been a robust programme of Community and staff engagement in the design and development of the two new care homes and new Clydebank health and care centre.  This remains ongoing and will continue into 2017/18.		
	Progress the planning and delivery of the new care home facilities in Dumbarton and Clydebank	The new Dumbarton care home is scheduled to be completed March 2017 and the planning application is underway for the Clydebank home.		
Develop the quality of care and clinical practice across primary care services	Create a new delivery model within primary care services to improve quality and clinical practice across the two localities within Clydebank and Dumbarton/Alexandria	Ongoing. HSCP Clinical and Care Governance Framework links to the workstreams of localities. GP clusters now established. Locality groups are robust and continue to develop workstreams for long term conditions, mental health, children's services and older adults with frailty.		Christine McNeil (HSCP)

Action	Milestone	Note	Status	Assigned To
	Create new out of hours service support for GPs and patients in line with EKIS to achieve changes in new models of practice in line with clinical practice	The Key Information Summary is now in wide use across Greater Glasgow.		
	Increase the support to young adults with complex health conditions to achieve self-management and management of their complex conditions	BOBATH pilot has been completed and the results are being presented by Cerebral Palsy Scotland to the Minister. Improved links with MS Society to develop community based service for people with MS and other neurological degenerative conditions.		
	Provide support to GPs to implement the new GMS contracting arrangements to achieve changes in new models of practice in line with clinical practice	Ongoing and aligns to our approach to GP quality clusters. This remains ongoing and will continue into 2017/18.		
Develop the quality of care within care at home services across statutory and independent sector	Create quality standards for services across statutory sector and independent sector within care at home services	Contract discussions completed for 2016/17 and beginning for 2017/18 in relation to the living wage. Extension of My Home Life cohort development programme across both statutory and independent sector planned for 2017.		Christine McNeil (HSCP)
	Target care at home reablement services towards those with high level needs to maintain and improve individual's levels of independence	Ongoing. 310 people received a reablement service between April and September 2016. This remains ongoing and will continue into 2017/18.		
Develop workforce planning and joint training across statutory and independent sectors	Deliver a robust approach to joint training and workforce planning across all sectors of community health and care services	Development sessions with Team Leads ongoing and joint training programmes delivered across all joint teams and sectors.		Christine McNeil (HSCP)
	Deliver annual Protected Learning Event for all primary health and community care services	Clinical and Care Governance Symposium delivered in November 2016.		
	Deliver enhance training on dementia care to care home and care at home staff in all sectors	Rolling training programme in place and will continue going forward. Dementia training, using the Promoting Excellence programme for members of the community as part of Dementia Friendly West Dunbartonshire also ongoing across all communities, providers and sectors.		
	Deliver training to all sectors on Falls Collaborative to case and care managers within community health and care services	Training has been delivered. All sectors of community health and care are now part of the Falls Collaborative programme which will be further developed to include frailty. Discussions with the Scottish Ambulance service under way to look at joint approaches to falls in the home.		





**Report by Head of Strategy, Planning & Health Improvement  
Health and Social Care Partnership**

**Management Board: 24<sup>th</sup> May 2017**

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**Subject: Tackling Health Inequalities**

**1. Purpose**

- 1.1** The purpose of this report is to set out West Dunbartonshire Community Planning Partners' approach to tackling health inequalities in response to the new duties placed on Community Planning Partners by the Community Empowerment (Scotland) Act 2015.

**2. Recommendations**

- 2.1** To approve a renewed commitment and focus on the *determinants orientated approach* to tackling health inequalities within the new Local Outcome Improvement Plan (LOIP).

**3 Background**

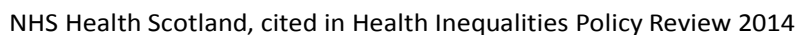
- 3.1** The Community Empowerment (Scotland) Act 2015 Part 2: Community Planning recognises that '*effective community planning brings together the collective talents & resources of local public services & community to drive positive change locally*'.
- 3.2** The Act assigns a greater emphasis on tackling inequalities; and places specific duties on Community Planning Partners to act with a view to reducing inequality of outcomes which result from socio-economic disadvantage. Its accompanying statutory guidance is designed to target the causes rather than the consequences of inequalities.
- 3.3** In March 2013 West Dunbartonshire's Community Planning Partners agreed to a long term and *determinants orientated approach* to tackling health inequalities, following publication of the Audit Scotland Report on Health Inequalities in Scotland (2012). This approach to addressing the wider determinants of health inequalities reflected the recommendations of the World Health Organisation's Commission on Social Determinants of Health (see social model of health in Appendix 1).
- 3.4** Notable examples of work programmes that reflect and contribute to that determinants orientated approach include:

- Working4U and its employability programmes, which have contributed to employment rates in West Dunbartonshire improving from 64.7% in 2013 to 72.3% in 2015/16.
  - A sustained focus on attainment in Literacy and Numeracy has contributed to West Dunbartonshire school leavers at Scottish Credit & Qualifications Framework levels 4 and 5 having higher levels of attainment for both those measures than those in the comparator local authorities.
  - The Public Reassurance Initiative has been a significant success in communities where it has been delivered, contributing to a reduction in antisocial behaviour incidents by up to 44%.
- 3.5** In light of the new Act, the Health & Social Care Partnership (HSCP) has reviewed the evidence on health inequalities with a view to informing the development of the new Local Outcome Improvement Plan (LOIP).

## **4 Main Issues**

- 4.1** Health inequalities are differences in health experienced by people, depending on the circumstances in which they live and the opportunities they have for health and social wellbeing. They are viewed as unjust given they are not inevitable but fundamentally socially determined as a result of inequities in power, money and resources (Marmot, 2010; NHS Health Scotland, 2014; Scottish Government, 2014). From a public policy perspective, health inequalities are what are known as a “wicked problem”, i.e. they are complex, persistent and resistant to straightforward solutions.
- 4.2** Health inequalities can be considered in *relative* or *absolute* terms, with measures of both giving very different interpretations of inequalities:
- Relative measures indicate how steep the inequalities gradient is, showing proportional differences in health among subgroups.
  - Absolute measures indicate how big the gap is, describing the absolute difference between the extremes of deprivation.
- 4.3** Although population health is improving, absolute health inequalities are not improving; and relative health inequalities are worsening (NHS Scotland, 2014; Scottish Government, 2014). This is also true within West Dunbartonshire as set out within Appendix 2.
- 4.4** The Ministerial Task Force on Health Inequalities, the Scottish Parliament’s Health and Sport Committee and NHS Health Scotland have all concluded that despite much commitment and resource the scale of health inequalities across Scotland has not reduced. A recurrent theme that has emerged is that whilst there was aspirations to shift focus onto broader social and economic determinants of health there had in practice been a tendency towards focusing on ‘downstream’ activities ‘*lifestyle drift*’ (dealing with people after they have acquired problems) rather than dealing with issues ‘upstream’ in order to prevent these problems arising in the first

**4.5** NHS Health Scotland's theory of causation model (below) illustrates the importance at a local level of a focus on the more upstream wider environmental influences, alongside necessarily national action to address the more fundamental causes (NHS Health Scotland, 2014).



**4.7** As such, and having reviewed the evidence as a whole, it is the HSCP's recommendation that West Dunbartonshire Community Planning Partners sustain their long term commitment to a *determinants orientated approach* to health inequalities within the new LOIP in order to meet both their own expectations and that of the Act. In doing this, the HSCP will work with other Community Planning Partners to identify further opportunities for developing and embedding this approach going forward within the body of priority programmes.

**5.1** There are no specific personnel issues associated with this report.

## 6. Financial Implications

6.1 There are no specific financial implications associated with this report.

## 7. Risk Analysis

7.1 The Community Empowerment (Scotland) Act 2015 Part 2: Community Planning places specific duties on Community Planning Partners to act with a view to reducing inequality of outcomes which result from socio-economic disadvantage.

## 8. Equalities Impact Assessment (EIA)

8.1 None required.

## 9. Consultation

9.1 None required.

## 10. Strategic Assessment

10.1 This report recommends a renewed commitment and focus on the *determinants orientated approach* to tackling health inequalities within the new Local Outcome Improvement Plan.

### Communication Bulletin

West Dunbartonshire CPP approved a renewed focus on the *determinants orientated approach* to tackling health inequalities in response to the new duties placed on Community Planning Partners by the Community Empowerment (Scotland) Act 2015.

---

**Soumen Sengupta**  
**Head of Strategy, Planning & Health Improvement**  
**- Health & Social Care Partnership**

**May 2017**

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**Appendices:** Appendix.1 Supplementary Information

## **Background Papers:**

Community Empowerment (Scotland) Act 2015 Part 2 Community Planning Guidance 2016 found at: <http://www.gov.scot/Publications/2016/12/8801>

Fair Society, Health Lives: The Marmot Review (2010) found at: <http://marmotreview.org/>

National Institute for Clinical Excellence Health Inequalities impact on people and communities: Tackling health inequalities (2010) found at <http://www.nice.org.uk/guidance/phq/index.jsp>

NHS Health Scotland Policy Review 2014 found at: <http://www.healthscotland.com/scotlands-health/evaluation/Inequalitiesreview.aspx>

The Scottish Government 2014 Report of the Ministerial Task Force on Health Inequalities (2013) found at: <http://www.gov.scot/Publications/2014/03/2561>

The Scottish Parliament. Health and Sport Committee Report on Health Inequalities. 2015 found at: <https://www.instituteofhealthequity.org/projects/health-and-sport-committee-report-on-health-inequalities>

WHO 2008 Commission on Social Determinants of Health: *Closing the gap in a generation: health equity through action on the social determinants of health* found at: [http://www.who.int/social\\_determinants/thecommission/finalreport/en/](http://www.who.int/social_determinants/thecommission/finalreport/en/)

**Wards Affected:** All

## Appendix 1

### Supplementary Information: Determinants of health and local health inequalities data

The report on local area profiling provided to the West Dunbartonshire CPP Management Board in January 2017 provides a useful starting point for looking at health inequalities in relation to the wider determinants of health. This supplementary information provides a model of the determinants of health and focuses on the Scottish Index of Multiple Deprivation (SIMD) and Scottish Public Health Observatory (ScotPHO) profile data. These can be accessed at:

<http://www.gov.scot/Topics/Statistics/SIMD/analysis>

<http://www.scotpho.org.uk/>

#### A. Determinants of Health

Dalgren and Whitehead's (1992) diagram below illustrates the wider determinants that impact on health such as work, housing and socio-economic circumstances.



The Determinants of Health (1992) Dahlgren and Whitehead

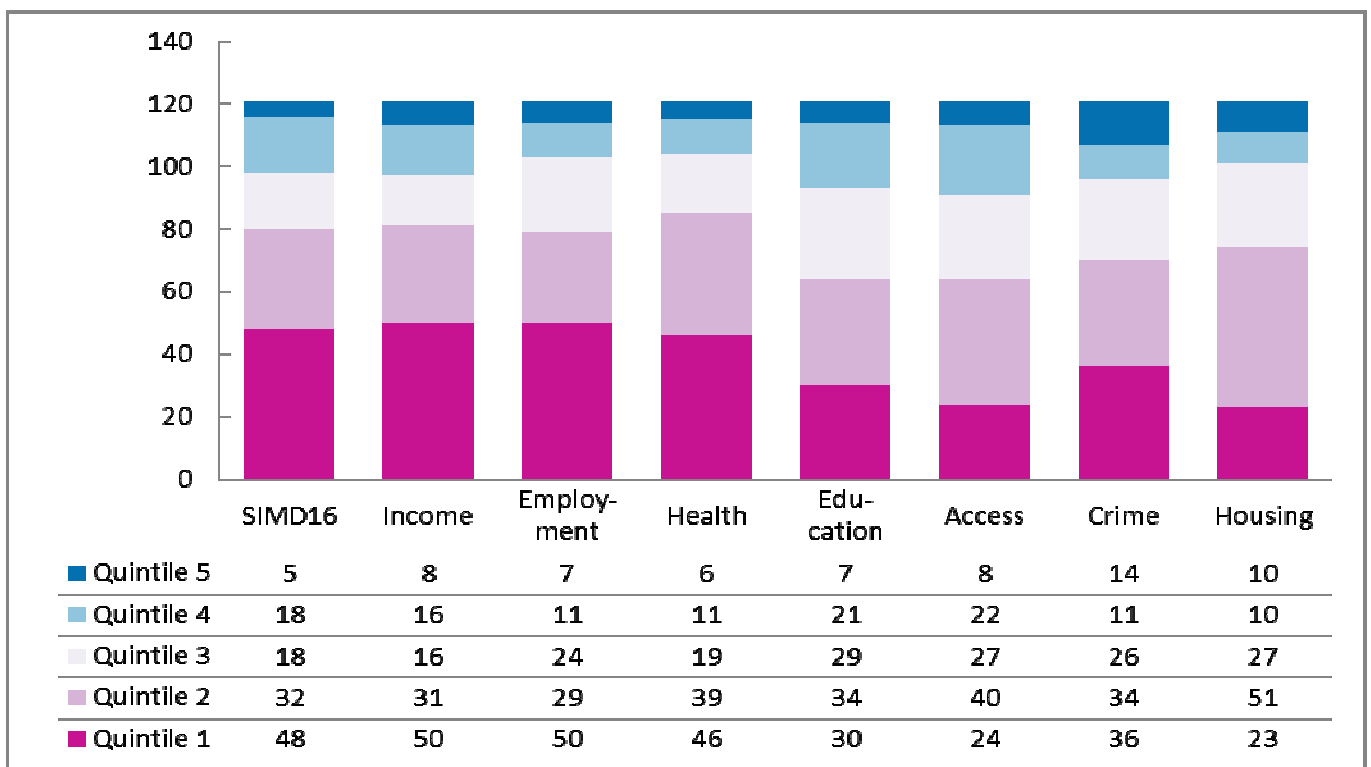
#### B. Scottish Index of Multiple Deprivation (SIMD)

SIMD uses the domains of Income, Employment, Health, Education, Access, Crime and Housing to rank deprivation. Each domain is given a weighting. The weighting is determined by its contribution to deprivation in Scotland. Being a primary determinant of health, employment and income are given a much higher weighting on overall deprivation as illustrated below:

## Multiple Deprivations



There are 121 datazones (small areas with roughly equal population) in West Dunbartonshire. The chart below shows the number of datazones in West Dunbartonshire in each quintile (quintile 1 = most deprived, quintile 5 = least deprived) in relation to SIMD overall and for each of the seven domains. The chart illustrates that the highest number of the West Dunbartonshire datazones are in quintile one in both the income and employment domains.



### C. ScotPHO (Health and Wellbeing Profile)

The ScotPHO Health & Wellbeing Profile for West Dunbartonshire comprises of 56 indicators across 11 domains incorporating health, social care & housing, education, economy, crime and environment. Of the 56 indicators, 32 compare unfavourably with the national average with 20 showing worsening trends. However 11 indicators that are currently significantly worse than Scotland are improving. The most recent Health and Wellbeing Profile for West Dunbartonshire is summarised overleaf.



**Notes:**

1. Data available down to council (local authority) area only.
2. Three year average number, and 3-year average annual measure.
3. Indicator based on HES boundaries prior to April 2014.
4. Two year combined number, and 2-year average annual measure.
5. As a diagnostic table used in the analysis, please see the technical report for more information.
6. Two year average number, and 2-year average annual measure.
7. Five year average number, and 5-year average annual measure.
8. Three year average for health boards, local authorities and Scottish Free year average intermediate geographies.
9. Note that this definition has changed since last update.

**Spine Chart Key:**

- Red circle: Statistically significantly 'worse' than National average
- White circle: Statistically not significantly different from National average
- Blue circle: Statistically significantly 'better' than National average
- Yellow circle: Statistically significant difference compared to National average
- Triangle: No significance can be calculated

**Spine Chart Key:**

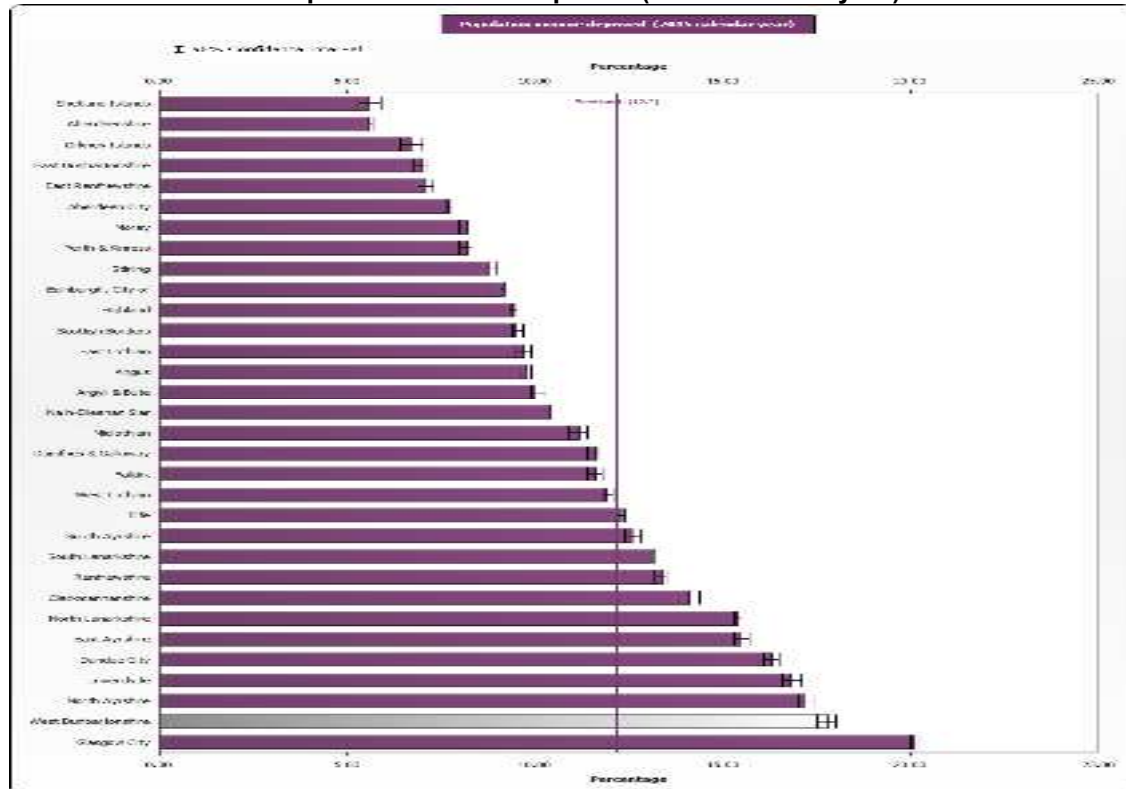
- % - percent
- cr1 - crude rate per 1,000 population
- cr15 - crude rate per 15,000 population
- mean-average
- std - age-sex standardised rate per 100,000 population to ESP9012. Please see Appendix 1 in the technical report
- std - system



## Income and Employment - Ranking and Trends

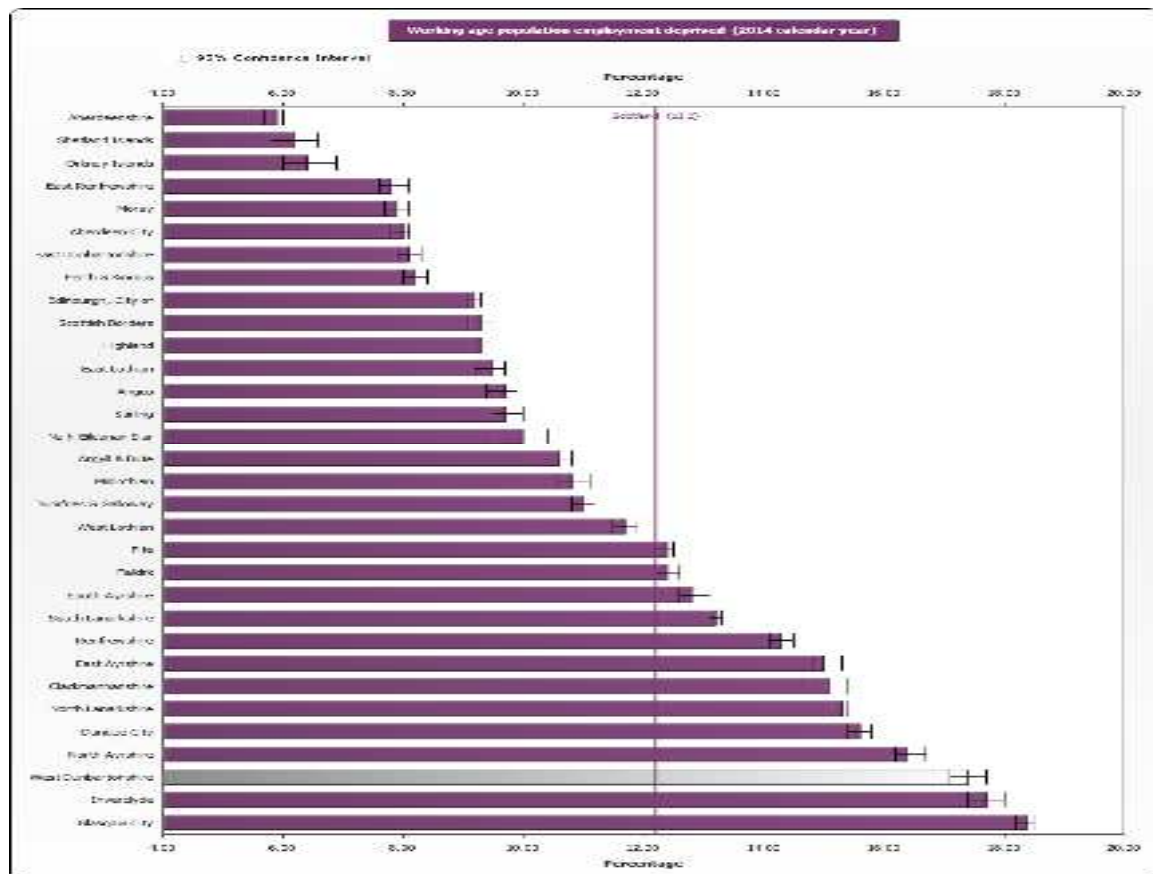
The data on income and employment reinforce the key WDCPP strategic priority of '*stimulating sustainable economic growth and employment*'. West Dunbartonshire is the second highest local authority for population income deprived.

Population Income Deprived (2015 Calendar year)

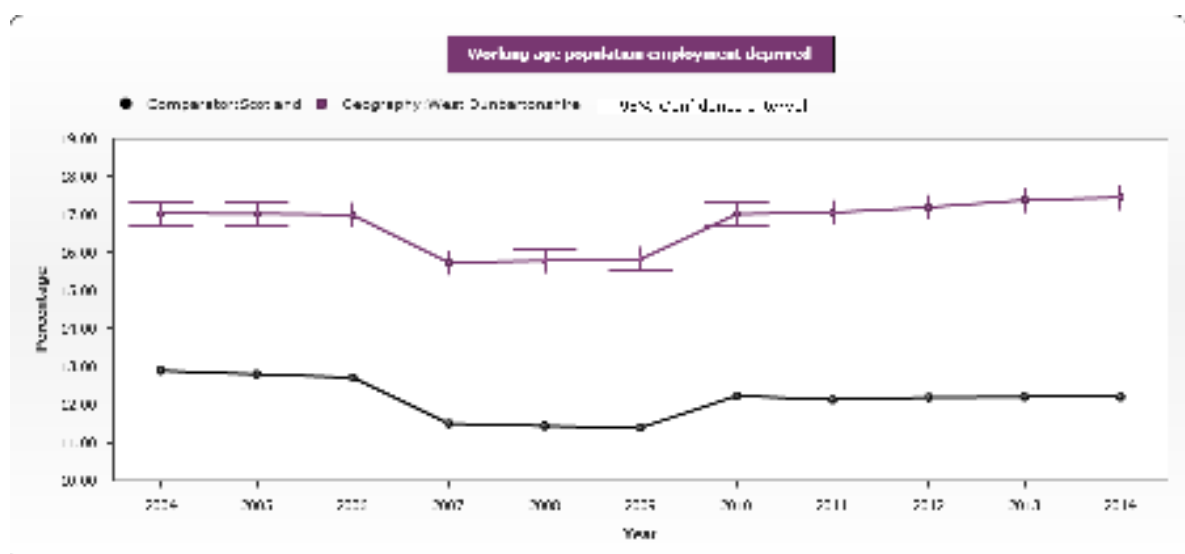


West Dunbartonshire is the third highest local authority for working age population employment deprived.

### Working Age Population Employment Deprived (2014 Calendar year)



West Dunbartonshire has a significant gap when compared to Scotland and this is slightly increasing.



NB: The figures from Scotpho using SIMD data give information on broader trends rather than from labour market trends



**Report by the Corporate & Community Planning Manager, West  
Dunbartonshire Council**

**Management Group: Wednesday 24 May 2017**

**Subject: Community Justice Outcome Improvement Plan**

**1. Purpose**

- 1.1** The purpose of this report is to provide members of CPWD with the Community Justice Outcome Improvement Plan as submitted to Scottish Government.

**2. Recommendations**

- 2.1** Community Planning West Dunbartonshire is asked to
- endorse the community justice outcome improvement plan as submitted to Scottish Government

**3. Background**

- 3.1** As previously reported to CPWD, Scottish Government has developed a new model for Community Justice in Scotland which sees Community Planning Partnerships (CPPs) as central to arrangements. The focus is now on delivering wider community based solutions to the issues of reducing re-offending and offender management.
- 3.2** CPPs assumed shadow responsibility for community justice from 1 April 2016, with full responsibility being conferred from 1 April 2017. Following submission and agreement of transition plans in January 2016, the Community Justice (Scotland) Act and supporting guidance sets out a duty on partnerships to prepare and publish a local plan to deliver improved outcomes for community justice in their area and to report annually on their assessment as to what has been achieved.
- 3.3** The Community Justice (Scotland) Act has been enacted and supporting guidance published through the National Strategy for Community Justice. This strategy details the seven national outcomes that all partnerships are responsible for progressing improvement on, and the underpinning outcome, performance and improvement framework for measurement of this progress.

- 3.4** Scottish Government provided each community planning partnership in Scotland with transition funding to support development of new ways of working and embedding of the required community justice outcome improvement plans. This transition funding allowed for the creation of a dedicated post to progress development of the plan and supported comprehensive partnership engagement throughout the development.

#### **4. Main Issues**

- 4.1** As reported in January 2017 a number of development sessions have been held to inform development of the Community Justice Outcome Improvement Plan (appendix 1). The final plan submitted to Scottish Government by 31<sup>st</sup> March 2017, was submitted on behalf of CPWD by Joyce White, Council Chief Executive, as agreed in January 2017.
- 4.2** The final Community Justice Outcome Improvement Plan takes account of all partnership commitments and activity and reflects a direction of travel for improving community justice outcomes. The action plan 2017-18 details activity to take place across a range of agencies.
- 4.3** A new Community Justice Improvement Group has been established to oversee implementation of the action plan for 17/18 and development of a longer term action plan. This group will be chaired by the Corporate & Community Planning Manager with representation from key partner agencies in the delivery of community justice outcomes. This improvement group will report to the Safe, Strong & Involved Delivery & Improvement Group chaired by Police Scotland.

#### **5. People Implications**

- 5.1** The ambitions detailed in the Community Justice Outcome Improvement Plan will be delivered within existing resources.

#### **6. Financial Implications**

- 6.1** The Scottish Government transitional funding supports the transition officer post and consultation activity in the development of the plan. Ambitions detailed within the plan will be delivered within existing resources.

#### **7. Risk Analysis**

- 7.1** It is important the CPWD is in a position to assume responsibility for Community Justice Outcome Improvement in April 2017 in line with Community Justice legislation.

## **8. Equalities Impact Assessment (EIA)**

- 8.1** An EIA is being carried out through the development of the Community Justice Outcome Improvement plan.

## **9. Consultation**

- 9.1** The re-design of community justice was and continues to be the subject of extensive consultation sponsored by the Scottish Government and at a local level. It has involved a wide range of agencies services and individuals with a stake in the justice system. Consultation with residents has also taken place online.

## **10. Strategic Assessment**

- 10.1** West Dunbartonshire and CJSW partner authorities recognise that the current partnership arrangements have enabled the establishment of common systems, processes and procedures at a strategic and operational level and permitted a degree of resilience in relation to planning, performance improvement and management across and between the three authorities.

### Communication Bulletin

CPWD endorsed the ambitions detailed in the Community Justice Outcome Improvement Plan for West Dunbartonshire.

Amanda Coulthard  
Corporate & Community Planning Manager  
10 May 2017

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**Appendices:** Appendix 1 – Community Justice Outcome Improvement Plan

**Background Papers:** [New Model for Community Justice](#)

**Wards Affected:** All





# **Community Justice Outcome Improvement Plan 2017-18**

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## **Foreword**

Community Planning West Dunbartonshire is committed to making West Dunbartonshire a great place to live, work and visit. We want to ensure the best possible outcomes for all our residents; ensuring they are empowered to contribute to an inclusive, vibrant and diverse West Dunbartonshire.

This first Community Justice Outcome Improvement Plan for our area recognises the national ambition to reduce crime, and the number of victims of crime, by working together to create a just, equitable and inclusive society. We will ensure that our local plan delivers on the principles laid out in the National Strategy for Community Justice:

- People must be held to account for their offences, in a way that recognises the impact on victims of crime and is mindful of risks to the public, while being proportionate and effective in preventing and reducing further offending
- Re-integrating those who have committed offences into the community and helping them to realise their potential will create a safer and fairer society for all
- Every intervention should maximise opportunities for preventing and reducing offending as early as possible, before problems escalate
- Community justice outcomes cannot be improved by one stakeholder alone. We must work in partnership to address these complex issues
- Informed communities who participate in community justice will lead to more effective services and policies with greater legitimacy
- High quality, person-centred and collaborative services should be available to address the needs of those who have committed offences, their families, and victims of crime

Our comprehensive partnership approach to the delivery of community justice ensures our focus is on tackling the underlying causes of offending at an individual level. We know that people who live in the most deprived communities are more likely to experience poor outcomes in relation to education, health, wellbeing, housing and employment.

As stated in the National Strategy for Community Justice; the evidence is clear that better access to welfare, housing, health, wellbeing and employability supports can significantly impact on offending behaviours at an individual level.

Taking a person centred 'whole life cycle' approach to planning for improved community justice outcomes allows us to detail in this plan the role of partners in improving access to the wide range of services required. In West Dunbartonshire Community Justice sits firmly within our priority to support safe, strong and involved communities. The continued focus locally will be on improved resilience and empowerment in communities along with strong collaboration and effective use of evidence in the design and delivery of services.

**Martin Rooney**

**Chair - Community Planning West Dunbartonshire**

## West Dunbartonshire Context

Community Planning West Dunbartonshire (CPWD) recognises that improving outcomes and delivering better services requires the active input and collaboration of a wide range of partners and stakeholders. The strong partnership in place in West Dunbartonshire has focused on delivery and improvement across identified key priority areas; supported by Delivery and Improvement Groups attended by those key services, partners and agencies that can make a difference to outcome delivery.

The CPWD approach to building this new community justice model in line with the legislation and guidance from Scottish Government has been developed in a similar way and is both ambitious and measured. The wide range of organisations, services and key stakeholders already contributing extensively to the delivery of improved outcomes for community justice is diverse and complex. The new responsibilities within the Community Justice (Scotland) Act 2016 provide a welcome opportunity to capture our strengths, develop opportunities to improve and to begin to identify local community justice improvement activity. Our local ambition states:

West Dunbartonshire is a safer, fairer and more inclusive place where we:-

- prevent and reduce further offending by addressing its underlying causes; and
- safely and effectively manage and support those who have committed offences to help them reintegrate into the community and realise their potential for the benefit of all citizens.

Accompanying the Act is a National Strategy for Community Justice, Outcome, Performance and Improvement (OPI) Framework and supporting Guidance to assist with implementation. The Care Inspectorate document ‘*A guide to self-evaluation for community justice in Scotland*’ provides an overarching framework for self-evaluation. This suite of supporting documents will underpin our approach to community justice in West Dunbartonshire.

The National Strategy for Community Justice (2016) provides the following definition of community justice:

***“the collection of individuals, agencies and services that work together to support, manage and supervise people who have committed offences, from the point of arrest, through prosecution, community disposal or custody and alternatives to these, until they are reintegrated into the community. Local communities and the third sector are a vital part of this process which aims to prevent and reduce further offending and the harm that it causes, to promote desistance, social inclusion, and citizenship”***

This definition recognises the wide range of partners, stakeholders and services required to ensure successful delivery of the West Dunbartonshire Outcome Improvement Plan. The bodies named below are those named as statutory partners within the Community Justice (Scotland) Act 2016:

- West Dunbartonshire Council
- West Dunbartonshire Health and Social Care Partnership
- NHS Greater Glasgow & Clyde
- Police Scotland – Argyll and West Dunbartonshire Division
- Scottish Prison Service
- Scottish Fire and Rescue Service
- Skills Development Scotland
- Crown Office and Procurator Fiscal
- Scottish Courts and Tribunals Service

These named community justice partners have in place a range of activities focused on improving outcomes for safer communities and a history of delivering these. A summary of this activity can be found at Appendix A of this Plan.

The graphic below, taken from the National Strategy, identifies the diverse range of partners and stakeholders required to deliver improved outcomes for community justice:



Community Justice sits within the wider justice improvement programme of Government, which contributes towards delivery of the national outcomes. The table below reflects the national outcomes which underpin this outcome improvement plan:

#### Scottish Government National Outcomes

<b>We experience low levels of crime</b>	<b>We experience low levels of fear, alarm and distress</b>	<b>We are at a low risk of unintentional harm</b>	<b>Our people and communities support and respect each other, exercising both their rights and responsibilities</b>
<b>We have high levels of confidence in justice institutions and processes</b>	<b>Our public services are fair and accessible</b>	<b>Our institutions and processes are effective and efficient</b>	<b>Our public services respect the rights and voices of users</b>

When setting this plan in a national context it is also relevant to lay out the Scottish Government pillars of public sector reform which give a strategic context for all improvement activity:

- **Prevention** - Reduce future demand by preventing problems arising or dealing with them early on. To promote a bias towards prevention, help people understand why this is the right thing to do, the choices it implies as well as the benefits it can bring.

- **Performance** – To demonstrate a sharp focus on continuous improvement of the national outcomes, applying reliable improvement methods to ensure that services are consistently well designed based on the best evidence and are delivered by the right people to the right people at the right time.
- **People** – To unlock the full creativity and potential of people at all levels of public service, empowering them to work together in innovative ways. We need to help create ways for people and communities to co-produce services around their skills and networks.
- **Partnership** – To develop local partnership and collaboration, bringing public, third and private sector partners together with communities to deliver shared outcomes that really matter to people

There are strong links between the intentions of the Community Justice (Scotland) Act 2016 and the Community Empowerment (Scotland) Act 2015. Both place a legal requirement on public bodies to improve community consultation and participation.

In this challenging new era, we have more to do with less. This requires new ways of working through partnerships with service providers and communities to ensure that our services are joined up and responsive to need.

It is important to note that this first improvement plan is building on the existing extensive range of activity and engagement already being delivered by partners and stakeholders within West Dunbartonshire. This activity contributes towards supporting, managing and supervising people who have committed offences, providing services to victims of crime and engaging with communities on the causes, prevalence and impact of crime. Year one of the plan activity will include scoping of needs and current provision to identify actions for improvement from 2018 onwards.

## Equality & Human Rights

Each public sector organisation delivering on this plan is bound by the Equality Act 2010 and the Human Rights Act 1998 (which sets out rights under the European Convention on Human Rights). These responsibilities underpin the approach we take as agencies and partners to all services we deliver and the way in which we deliver them.

As agencies we have in place Equality Outcomes which are focused on ensuring equity of access for all residents, this would of course cover the services and priorities detailed in this plan and any supporting activities.

## Community Justice Outcomes

The National Strategy for Community Justice details the strategic direction, performance improvement, and self-evaluation framework for community justice. This has underpinned the development of the West Dunbartonshire Community Justice Outcome Improvement Plan.

There are seven national outcomes defined in the National Strategy for Community Justice, reflecting the need to improve processes (what and how we deliver as partners) as well as outcomes (impact on the individual and communities). These outcomes are detailed below:

<b>Structural Outcomes (Partners)</b>	<b>Person-Centric Outcomes (Citizens)</b>
Improved Community Understanding and Participation	Life chances are improved through needs, including health, financial inclusion, housing and safety being addressed
Improve Strategic Planning and Partnership working	People develop positive relationships and more opportunities to participate and contribute through education, employment and leisure activities
Equal Access to Services	Individuals resilience and capacity for change and self-management are enhanced
Effective Use of Evidence-Based Interventions	

In order to focus activity on the improvement of outcomes for individuals there is a need to look at what we currently deliver and how this is accessed to ensure equity of access and targeted supports focused on individual needs. In year one of the Outcome Improvement Plan (2017/18) activities will focus on the 4 structural outcomes as detailed above. This will allow the appropriate identification of actions and activities to improve person centred outcomes in future years. However, as detailed in Appendix A, a wealth of diverse activity is already underway across partners and services which support delivery of all outcome areas.

The CPWD community justice plan and supporting activity will provide a consistent and collaborative approach to improving outcomes in partnership with the following:

- Victims of crime and their families
- People with convictions and their families
- People who live in the community
- Community bodies
- Local businesses

The Community Justice (Scotland) Act 2016 sets out specifically the pathways within the criminal justice system where the main improvement activity must be focused, setting a context for areas of improvement activity. These are noted below:

- At point of and following arrest
- Through prosecution and while on remand
- Disposal (community-based sentences)
- Disposal (custody)
- From custody to community reintegration

Whilst each of these pathways is managed by a number of the Statutory Partners, a much wider range of stakeholders must input to improve Community Justice Outcomes. Community awareness and participation is also a key area for improvement activity, this will be delivered through the CPWD *Your Community* model of community engagement.

Our initial improvement activities during 2017-18 are focussed on strengthening our strategic planning and communication foundations; these are the building blocks of a new model for community justice in West Dunbartonshire. An annual improvement action plan will be developed and implemented by CPWD Community Justice Partners through the Delivery & Improvement Group structures. The plan will be updated to reflect ongoing national developments, these include:

- The extension of the presumption against short term sentences
- The reduction in the use of remand
- The implementation of changes to the Scottish Prison Service women's estate
- The expansion of electronic monitoring
- The review of Crown Office and Procurator Fiscal Services
- The Scottish Courts and Tribunal Service implementation of the Scottish Civil Courts Review

The potential impact of these national developments on local strategic planning and delivery should not be underestimated. They are highly likely to increase demand on community-based resources, including workforce and finance.

CPWD will monitor, review and report the impact, maintaining communications with Scottish Government through individual Partner Bodies, Scottish Government Strategic Groups and Community Justice Scotland.

With the support of Scottish Government funding in the transitional period for community justice over 2016/17, research, scoping and improvement activity was carried out to identify needs, aspirations and current provision. Involving strategic and operational leads from all named partner bodies and third sector interface leads, this work focused on the criminal justice pathways. The findings from this transitions work have informed our improvement activity from April 2017 – March 2018, a summary can be found in the Participation Statement at Appendix C.

This managed approach will ensure that we are delivering performance improvement activity in a measured and achievable way. Each year we will publish our CPWD Community Justice progress report alongside our CPWD Local Outcome Improvement Plan annual report.

## Reducing offending and reoffending

In order to address the underlying causes of offending behaviours, research shows that a range of complex areas of needs should be assessed and interventions provided to reduce the impact of crime on our citizens and communities, and to promote reintegration and positive citizenship.

The National Strategy for Community Justice (2016) provides a range of supporting evidence for reducing re-offending:

***“The evidence on what works to reduce reoffending is clear; standalone interventions and access to services are unlikely to reduce reoffending on their own so mentoring should be seen as part of a holistic service where (people with convictions) are offered a range of services and interventions to meet their needs.”***

Source: Scottish Government, What Works to Reduce Reoffending: A summary of evidence, 2011

## Crime Rates

In common with most areas across Scotland, West Dunbartonshire has benefitted from a reduction in overall levels of reported crime since 2006-07. Nonetheless, levels of reported crime and offences, in most categories, have remained stubbornly and persistently above the national average. West Dunbartonshire had the fifth highest level of reported crimes and offences per 10,000 of the population in 2015-16 with 539 crimes reported per 10,000 population compared to 458 for Scotland. The table below breaks down crime group numbers comparing West Dunbartonshire to the Scottish average.

Source: Scottish	Non sexual crimes of violence	Sexual crimes	Crimes of dishonesty	Fire-raising, vandalism, etc	Other crimes
Scotland	13	19	216	101	110
West Dunbartonshire	18	13	201	120	187

Within this overall picture there has been a persistently elevated level of reported incidents of domestic abuse. West Dunbartonshire continues to have one of the highest levels of reported domestic abuse in Scotland, and in common with the rest of Scotland and the UK the vast majority of this is perpetrated by males. The rate of domestic abuse related crime per 10,000 of the population in West Dunbartonshire was 152, compared to 108 for Scotland.

CPWD improvement activity will include a review of trends and evidence, this information will allow Community Justice Partners will identify areas for priority and agree how targeted interventions will delivered. This will be delivered in consultation and partnership with wider CPWD agencies to ensure a collaborative approach which reduces duplication.

The diagram below is contained within the National Strategy for Community Justice (2016) and provides the framework for improving assessment, service access and ultimately outcomes for those who are impacted by crime:



Our improvement activity in the future will contain actions that ensure that CPWD Community Justice Partners move towards enhanced assessment, monitoring, recording and reporting of individual progress in relation to offending and re-offending.



## Local Priorities

CPWD has identified 5 local outcome areas for delivery over the course of this improvement plan, informed by the National Outcomes detailed in the National Strategy. These outcomes are described below and Appendix B provides details of our actions and reporting indicators.

### Local Outcome 1 - Improve Community Understanding and Participation

CPWD *Your Community* is an innovative local approach to delivering services in local areas in a way which involves local communities and community organisations. The National Strategy for Community Justice (2016) defines the importance of communities within the new model:

***“Community is at the heart of the new model for community justice. Whether challenging stigma, employing people with convictions, or participating in community justice planning – improving community justice outcomes will require the involvement and support of local people and businesses. It is vital that this includes victims of crime, people who have committed offences, families, and the community bodies that represent them”***

Your Community gives local residents a much stronger voice in how services are designed and delivered with a focus on local neighbourhoods. It allows local people to get more involved in taking things forward in their area. This approach involves key groups in each area such as Community Councils, Community Development Trusts, Tenants & Residents Associations and other groups. It involves:

- Working with local residents and groups
- Carrying out surveys and walkabouts
- Keeping local people informed of progress
- Encouraging local residents to get more involved
- Identifying the key issues and concerns
- Developing action plans based on these
- Improving local service delivery

### Local Outcome 2 - Improve Strategic Planning and Partnership working

CPWD has in place a reporting and scrutiny process which ensure robust monitoring of delivery of the improved outcomes. Community justice sits within this framework and our programme of improvement activity will be embedded.

The National Strategy for Community Justice (2016) defines the critical importance of effective community justice partnership working as:

***“Partnership working is crucial to improving community justice outcomes and community planning partnerships have an important role to play in facilitating this. In addition to the statutory partners, this requires the input of a diverse range of individuals and organisations covering a wide-range of interests, including housing, employability, and health and wellbeing...”***

### Local Outcome 3 - Equity of Access to Services

CPWD already delivers a significant contribution to supporting individuals to access services and overcome barriers but also recognises the significant challenges and barriers that can be experienced in a justice context.

The National Strategy for Community Justice (2016) explains why improving access to services is critical for improving local outcomes:

***“Reoffending is a complex social issue and an individual’s likelihood of desistance can be significantly affected by structural factors such as timely access to housing, health and wellbeing, financial inclusion and employability. Furthermore, people who have committed offences may present complex and multiple needs, or require support in order to engage effectively with necessary services.***

***Victims of crime and families can also face a number of barriers to accessing services including stigma, a lack of information about services, transport challenges and a lack of available services. In some instances, these groups may be ineligible to access particular services due to restrictive criteria such as geographical boundaries or level of crisis”***

### Local Outcome 4 - Effective use of Evidence-based interventions

The National Strategy for Community Justice (2016) explains the effective use of evidence-based interventions is critical for improving local outcomes:

***“Evidence shows that short-term prison sentences do not work in terms of rehabilitating people or reducing and preventing further offending. More than this, they disrupt families and communities as well as greatly affecting employment opportunities and stable housing – the very things that support desistance from offending.***

***That is not a good use of public resources and it is a waste of human potential. Instead, our focus should be on community-based interventions that evidence shows are effective at reducing and preventing further offending”***

### Local Outcome 5 - Person-Focused Outcomes

CPWD has in place a range of partnership activities which support the delivery of successful outcomes for individuals, many linked to the person centred outcomes detailed with the National Strategy for Community Justice. We recognise that our most vulnerable residents have a range of complex and co-dependent needs which require a more coordinated and joint response from agencies.

CPWD is committed to ensuring that the improvement activity identified annually assists Community Justice Partners to move towards an improved model for monitoring outcomes at an individual level.

## Performance Improvement and Self-Evaluation

The Scottish Government Community Justice OPI Framework forms the basis of monitoring and reporting on progress towards the New Model for Community Justice. CPWD recognises this framework requires further review and development as the first year of community justice activity is delivered across Scotland and is committed to working with Community Justice Scotland and Scottish Government to improve and refresh this.

The accompanying Care Inspectorate document- *A guide to self-evaluation for community justice in Scotland* - will assist CPWD to underpin our commitment to continuous improvement and excellence in services.

The Covalent Performance Management System, currently used for monitoring all CPWD activity, will be used to record and monitor the performance of the Community Justice Outcome Improvement Plan and Self-Evaluation activity. Individual community justice organisations/bodies will also have a responsibility for recording and monitoring progress towards outcomes.

While progress will be reported quarterly through Delivery & Improvement Group reporting, an annual progress report will also be prepared to allow partners to review and analyse performance against outcome targets. Local scrutiny of this performance report will highlight to partners any areas where delivery is not on track and encourage them to take any necessary remedial action.

In focusing on performance reporting and self-evaluation we will develop a local performance framework for community justice and implement a self-evaluation model for community justice informed by the Care Inspectorate guidance. In addition to this we will work alongside Scottish Government and Community Justice Scotland on the development of a national strategy for Innovation, Learning and Development.

Whilst local scrutiny will be responsibility of elected members, national scrutiny will be supported by Community Justice Scotland, established by the Scottish Government to:

***“work closely with statutory community justice partners, the third sector and a range of other parties to provide support and leadership for community justice. The body will bring enhanced opportunities for innovation through the establishment of a Hub for the promotion of Learning and Development. It will also provide assurance to Scottish Ministers and Local Government Leaders on the delivery of improved outcomes for community justice and provide improvement support as required”***

***“It is for the statutory partners locally to identify the local needs and priorities to be addressed in the local plan. Any best practice initiatives developed by local partners may be shared via Community Justice Scotland’s proposed Hub for Innovation Learning & Development”***



## **Appendix A – Community Justice Partners Community Justice Outcome Improvement Plan 2017-2018**

## 1. West Dunbartonshire Statutory Community Justice Partners and Pathways

The Community Justice (Scotland) Act 2016 details 'Community Justice Statutory Partners' responsible for the delivery of improved community justice outcomes. The Act also specifies the Criminal Justice Pathways where this programme of continuous improvement must be focussed. The table below details the pathways and indicates whether a Community Justice Statutory Partner is currently involved in strategic and/or operational planning/delivery on a statutory or non-statutory basis:

Community Justice Statutory Partner	At point of and following arrest	Through prosecution/ while on remand	Disposal (community-based sentences and home detention curfew, etc)	Disposal (custody)	From custody to community reintegration
Police Scotland Argyll and West Dunbartonshire Division	✓	✓	✓	✓	✓
Crown Office and Procurator Fiscal Service		✓	✓	✓	
Scottish Courts and Tribunals Service		✓	✓	✓	
Scottish Prison Service		✓	✓	✓	✓
Integration Joint Board (HSCP)	✓	✓	✓	✓	✓
Greater Glasgow and Clyde Health Board	✓	✓	✓	✓	✓
Local Authority	✓	✓	✓	✓	✓
Scottish Fire & Rescue Service		✓	✓		✓
Skills Development Scotland	Skills Development Scotland offers and delivers a wide range of support to people within and out with the criminal justice pathways. The learning and development areas for Community Justice Statutory Partners are to maximise this significant resource to improve employability within the new model.				

## 2.0 Community Justice Statutory Partners and Stakeholders

### 2.1 Police Scotland Argyll and West Dunbartonshire Division (L Division)

West Dunbartonshire Local Policing Plan is informed through well-established community consultation structures including the rolling Police Scotland *Your View Counts* online survey<sup>1</sup>. During 2017, following a period of consultation, an updated Local Policing Plan for West Dunbartonshire will be published by Police Scotland.

Police Scotland - Argyll and West Dunbartonshire Division are members of Community Planning West Dunbartonshire (CPWD) Management structures including associated Outcome Groups, contributing extensively to our safer communities planning and delivery. Scrutiny reports can be found on West Dunbartonshire website: <http://wdccmis.west-dunbarton.gov.uk/cm5/Committees.aspx>

Key highlights of community justice transitions scoping work:

- Strong relationships established between Police Scotland - Argyll and West Dunbartonshire Division and a wide range of local partners to progress positive outcomes for prevention and early intervention
- Improved partnership delivery model with the introduction of Youth Engagement Officers into local communities
- Use of social media to inform, consult, raise awareness and seek support from citizens in solving crimes and managing vulnerability
- Continued roll out of Police Scotland Youth Volunteer Programme
- Disclosure Scheme for Domestic Abuse Scotland for females and males, supporting a preventative approach. Provides a system for enquiring about the background of their partner, potential partner or someone who is in a relationship with someone they know and there is a concern that the individual may be abusive
- Increased reporting for domestic abuse offences provides an opportunity to pursue justice for victims and to develop effective interventions with a wide range of partners. Daily screening and review processes are in place
- Joint protocol *Working Together for Victims and Witnesses* with Crown Office and Procurator Fiscal Service, Victim Support Scotland, Scottish Courts and Tribunals Service, and the Parole Board<sup>2</sup>

Police Scotland - Argyll and West Dunbartonshire Division contribute to the following Community Justice Structural Outcomes:

Improve Community Consultation and Participation  
Improve Strategic Planning and Delivery

Improve Access to Services  
Improve Effective evidence-based interventions

<sup>1</sup> <http://www.scotland.police.uk/your-community/argyll-and-west-dunbartonshire/>

<sup>2</sup> [www.scotland.police.uk/access-to-information/the-victims-and-witnesses-scotland-act-2014/](http://www.scotland.police.uk/access-to-information/the-victims-and-witnesses-scotland-act-2014/)

## 2.2 Crown Office and Procurator Fiscal Service (COPFS)

The Crown Office and Procurator Fiscal Service Business Plan and Strategy provide details of priorities and service delivery<sup>3</sup>. COPFS video resource *Our role in your community* provides a comprehensive overview of role and responsibilities<sup>4</sup>

COPFS are not currently members of CPWD however strong relationships are established with Police Scotland Argyll and West Dunbartonshire Division providing a local strength we will capitalise on to improve partnership working. COPFS will be invited to join our local planning arrangements.

Key highlights of community justice transitions scoping work:

- COPFS contribution to Scottish Government national review is also expected to deliver improvement recommendations that West Dunbartonshire Community Justice Partners must take account of
- Improving engagement between the COPFS and Health and Social Care Partnership Criminal Justice Service has been an area of development alongside other North Strathclyde Local Authorities including Argyll and Bute, East Dunbartonshire, Inverclyde, Renfrewshire and East Renfrewshire
- Diversion and Early Intervention themes and improvements are currently being explored. A key action for development during 2017-2018 will be to continue to contribute to this learning and development forum to identify improvements including communication and effective evidence-based interventions
- In January 2017, COPFS welcomed the findings and recommendations of the *Review of Victim Care in the Justice Sector in Scotland*, by Dr Lesley Thomson, QC<sup>5</sup>, this will make a significant contribution to the new model for community justice
- Victim Information and Advice Service support service providing vital support to child victims and victims of crime in cases of domestic abuse, hate crime, sexual crime or where it is likely that a trial will involve a jury<sup>6</sup>

Crown Office and Procurator Fiscal Service contribute to the following Community Justice Structural Outcomes:

Improve Community Consultation and Participation  
Improve Strategic Planning and Delivery

Improve Access to Services  
Improve Effective evidence-based interventions

<sup>3</sup> [www.copfs.gov.uk/publications/business-and-strategy-plans](http://www.copfs.gov.uk/publications/business-and-strategy-plans)

<sup>4</sup> [www.copfs.gov.uk/in-your-community](http://www.copfs.gov.uk/in-your-community)

<sup>5</sup> [www.copfs.gov.uk/media-stie-news-from-copfs/1462-review-of-victim-care-in-the-justice-sector-in-scotland](http://www.copfs.gov.uk/media-stie-news-from-copfs/1462-review-of-victim-care-in-the-justice-sector-in-scotland)

<sup>6</sup> [www.crownoffice.gov.uk/involved-in-a-case/victims](http://www.crownoffice.gov.uk/involved-in-a-case/victims)

## 2.3 Scottish Courts and Tribunals Service (SCTS)

The Scottish Courts and Tribunals Service Corporate and Business Plans provide details of priorities and service delivery<sup>7</sup>. *Shaping Scotland's Court Services*, a report published in 2013 provides the basis of focus for improvement activity within SCTS and annual reports provide information on progress.

SCTS are not currently members of CPWD structures. Relationships exist with Police Scotland, COPFS and Criminal Justice Social Work providing a strong foundation to build from. SCTS will be invited to join our local planning arrangements.

Key highlights of community justice transitions scoping work includes:

- SCTS imposing increased disposals for Community Payback Orders, an effective method for reducing reoffending whilst providing opportunities for learning new skills through Unpaid Work Orders
- Joint protocol *Working Together for Victims and Witnesses* with Crown Office and Procurator Fiscal Service, Victim Support Scotland, Scottish Courts and Tribunals Service and the Parole Board. An annual report is published where each of these Community Justice Partners provide an update on progress
- Sustained progress on continuous improvement activity
- Successful Assessment Report from Customer Service Excellence and received praise for providing evidence that shows a determination to provide outstanding customer focused services<sup>8</sup>
- Opportunity to capitalise on existing local engagement structures through the Sheriff Principal and Sheriff's current partnership working

Scottish Courts and Tribunals Service contribute to the following Community Justice Structural Outcomes:

Improve Community Consultation and Participation  
Improve Strategic Planning and Delivery

Improve Access to Services  
Improve Effective evidence-based interventions

<sup>7</sup> [www.scotscourts.gov.uk/about-the-scottish-court-service/reports-data](http://www.scotscourts.gov.uk/about-the-scottish-court-service/reports-data) (Corporate Plan, Business Plan, Annual Report)

<sup>8</sup> [www.scotscourts.gov.uk/about-the-scottish-court-service/reports-data](http://www.scotscourts.gov.uk/about-the-scottish-court-service/reports-data) (Customer Service Excellence 2016)



## 2.4 Scottish Prison Service (SPS)

The Scottish Prison Service organisational review publication *Unlocking Potential, Transforming Lives*<sup>9</sup> published in 2014 provides the basis of SPS continuous improvement activity. An annual SPS Delivery Plan is produced detailing corporate priorities and actions for each year<sup>10</sup>. West Dunbartonshire levels of reported crime and offences, in most categories, have remained stubbornly and persistently above the national average, what SPS prison people are placed can vary across Scotland. The number of male citizens imprisoned tends to be between 170-200 in any one week, around 60-70% placed in HMP Low Moss, HMP Barlinnie and HMP Greenock. Numbers of female citizens imprisoned is extremely low ranging from 3-8 mainly within HMP Cornton Vale and HMP Greenock. SPS have recently joined CPWD Management Group, represented by the Governor of HMP Low Moss and a representative from HMP Low Moss is a newly joined member of the HSCP Alcohol and Drugs Partnership.

Key highlights of community justice transitions scoping work includes:

- SPS Governors at HMP Low Moss, HMP Greenock, HMP Cornton Vale and HMYOI Polmont facilitated visits to improve understanding of the service delivery and support to reduce reoffending that takes place
- Citizenship and Reintegration are a key focus for SPS to offer help with reducing reoffending and contributing to safer communities. This includes encouraging and supporting prisoners approaching liberation to engage with voluntary through-care support services within prisons and within communities
- Holistic approach to encourage engagement from prisoners in purposeful activity including education and skills training
- In custody SPS offer an opportunity to access Healthcare and secure support for medical conditions/treatment to a group who are difficult to reach
- HMP Low Moss partnership activity for the annual White Ribbon Campaign raising awareness towards the elimination of violence against women
- HMP Low Moss Governor was one of the key leads at the West Dunbartonshire Community Justice development session, attended by a range of statutory partners and Community and Volunteering Services

Scottish Prison Service contributes to the following Community Justice Structural Outcomes:

Improve Community Consultation and Participation  
Improve Strategic Planning and Delivery

Improve Access to Services  
Improve Effective evidence-based interventions

<sup>9</sup> [www.sps.gov.uk/Corporate/Publications/](http://www.sps.gov.uk/Corporate/Publications/)

<sup>10</sup> [www.sps.gov.uk/Corporate/Publications/](http://www.sps.gov.uk/Corporate/Publications/)

## 2.5 Integration Joint Board (Health and Social Care Partnership)

The West Dunbartonshire Health and Social Care Partnership Strategic Plan 2016-2019<sup>11</sup> details commissioning priorities that include: Criminal Justice, Youth Services, Children's Services, Mental Health, Addictions and Locality Groups (including GPs, acute clinicians, social workers, nurses, allied health professionals, pharmacists, carers, service users of health and social care services, and representatives of the local community). Performance reporting and scrutiny is through HSCP, Council and Community Planning Partnership structures, reports can be found here: <http://wdccmis.west-dunbarton.gov.uk/cm5/Committees.aspx> and <http://www.wdhscp.org.uk/about-us/health-and-social-partnership-board/>

### Criminal Justice

The Criminal Justice Service aim is to improve outcomes for people with convictions and contribute to community safety and public protection through targeting our resources to reduce the risk of re-offending and harm in local communities. Criminal Justice work with child and adult protection colleagues within the HSCP and a range of other partners including: Housing Services, Scottish Prison Service, Police Scotland, Health, Crown Office and Procurator Fiscal Service and Third Sector organisations.

The services provided by our Criminal Justice Service and through partnership arrangements include:

- Reports to Courts (including the High Court and Sheriff Courts) and the Parole Board
- Supervising people with convictions through effective risk management plans (to reduce reoffending), challenging people to understand the impact of their behaviour on themselves, their victims, families and the local community in an effort to encourage social re-integration
- Unpaid work placements to benefit the local community
- Diversion from Prosecution
- Fiscal work orders
- Justice Through-care services to assist people who have served a custodial sentence return to the community
- Drug Treatment and Testing Orders to reduce drug-related crime

Criminal Justice Social Work has a long history of working with partner agencies and neighbouring Local Authorities to deliver effective intervention and support to people with an offending history. Community justice partners will continue to develop and improve our services and ability to promote social inclusion and integration into communities for people with an offending history.

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<sup>11</sup> <http://www.wdhscp.org.uk/about-us/health-and-social-partnership-board/>

## Alcohol and Drugs

West Dunbartonshire Alcohol and Drugs Partnership (ADP) provide health and social care services for individuals with problems linked to drug and/or alcohol misuse; physical, medical and social needs are considered as part of the assessment process. The national strategies 'The Road to Recovery (2008)<sup>12</sup>, and 'Changing Scotland's Relationship with Alcohol (2009)<sup>13</sup>, provide the vision for West Dunbartonshire Alcohol and Drug Partnership to take forward an innovative, inclusive and recovery agenda focused on person-centred treatment which is informed by a comprehensive needs assessment. Learning from the 2016 Scottish Government and Care Inspectorate led Validated Self-Evaluation process and report<sup>14</sup> informed the current Action Plan 2016-2018, scrutiny of progress is through HSCP and CPP Boards.

Community justice partners can learn from the well-established and successful co-production model Future of Addictions Services Team (FAST)<sup>15</sup> and the outcomes from the activity delivered by third sector providers. There is a clearly defined link between alcohol/drug misuse and anti-social/offending behaviour, community justice partners will seek to enhance our asset-based approach to partnership working and develop effective evidence-based interventions.

## Mental Health

West Dunbartonshire mental health partnership working with Greater Glasgow and Clyde Health Board and other key stakeholders produces a programme of continuous improvement to redesign and reshape service provision. The network of mental health services includes Primary Care Mental Health Service working closely with GP's, two local community mental health teams in Clydebank and Dumbarton supporting people who suffer significant mental health problems in the local community<sup>16</sup>. Targeted service delivery is in place for older adults, young people, people in crisis and training/awareness-raising for suicide prevention

The Scottish Government is expected to publish (early 2017) a refreshed mental health strategy, *Mental Health in Scotland – A 10 year vision*, that will set out 8 key priorities and a range of key commitments across the full spectrum of mental health improvement, services and recovery to ensure delivery of effective, quality care and treatment for people with a mental illness, their carers and families.

There is a clearly defined link between addictions, mental health and anti-social/offending behaviour, community justice partners will seek to enhance our asset-based approach to partnership working and develop effective evidence-based interventions.

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<sup>12</sup> <http://www.gov.scot/Publications/2008/05/22161610/0> (accessed January 2017)

<sup>13</sup> <http://www.gov.scot/Resource/Doc/262905/0078610.pdf> (accessed January 2017)

<sup>14</sup> <http://www.wdhscp.org.uk/media/1670/160916-west-dunbartonshire-adp-feedback-summary.pdf>

<sup>15</sup> <http://www.wdhscp.org.uk/adults-and-older-people/addictions/future-of-addiction-services-fast/>

<sup>16</sup> <http://www.wdhscp.org.uk/mental-health-services-for-cyp-adults/mental-health/>

### **Children and Young People: Health and Social Care Partnership and Education**

The CPP Integrated Children and Young People Services Plan<sup>17</sup> incorporates key strategic priorities and outcomes for children and young people in West Dunbartonshire with a shared commitment of partners to 'Getting It Right for Every Child' (GIRFEC). Community Planning West Dunbartonshire partners work together to achieve the best for children, young people and families and are committed to improving the lives and life chances of all children and young people. The Education Delivery Plan<sup>18</sup> provides the detail of activity and performance measures, scrutiny reports can be found on West Dunbartonshire website: <http://wdccmis.west-dunbarton.gov.uk/cm5/Committees.aspx>

Promoting the rights and views of children and young people, supporting them to influence and shape the development and delivery of services in West Dunbartonshire is critical to success. Represented on CPWD management structures including associated Outcome Groups, HSCP and Education contribute extensively to our safer communities prevention and early intervention planning and delivery.

Working together towards a whole system approach<sup>19</sup> is a key strength of current partnerships delivering services to children and young people in West Dunbartonshire. Small tests of change and action-based research continue to develop the range of evidence-based interventions available. The new model for community justice provides an opportunity to capitalise on these strong and effective partnerships with a focus on children and young people involved, or at risk of being involved with, the criminal justice system.

WD Children's and Education Services deliver a diverse and targeted range of initiatives in partnership with other community justice partners, some examples include: Police Scotland Youth Engagement Officers; Scottish Fire and Rescue Service Firefighter's Programme; and, Skills Development Scotland Modern Apprenticeships.

Prevention and early intervention activity delivered for children, young people and their families contributes significantly to improving outcomes for community justice. Community Planning Partners demonstrated further commitment to their corporate parenting duties by endorsing and signing up to the Scottish Care Leavers Covenant<sup>20</sup> and will build the evidence-based approach, identifying learning and development activity for the future that produces positive results and improves long-term outcomes for community justice.

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<sup>17</sup> <http://www.wdhscp.org.uk/useful-information/children-and-young-people/>

<sup>18</sup> <http://www.west-dunbarton.gov.uk/council/strategies-plans-and-policies/delivery-plans/>

<sup>19</sup> <http://www.gov.scot/Topics/archive/law-order/crimes/youth-justice/reoffending/wholesystemintroduction>

<sup>20</sup> <http://www.scottishcareleaverscovenant.org/covenant>

## Primary Care

Primary care in a range of contracted services that deliver and develop primary care across West Dunbartonshire including: General Practitioners; Community Pharmacies; Dentistry; and, Optometry all of which are already engaged in a range of work programmes that support the objectives of the strategic plan. These services are at the front line of delivering, maintaining and improving population health. Third Sector plays an important role in supporting the strategic and operational delivery of primary care services alongside a range of other key partners within: the Independent Sector; Other Local Authority Departments; Outside area Health Services; Community Planning; and, Alcohol and Drugs Partnership. WD Community and Volunteering Service ongoing involvement in developing local representation and involvement in the West Dunbartonshire Locality Groups provides a strong foundation from which to improve community justice outcomes within primary care.

The new community justice model shares that same ambition that co-production will include supporting service users and carers to be equal partners in, and contributors to, their own health care and support, underpinned by a “common currency” of person centred care with structural arrangements for ensuring good joint working.

Key highlights of Health and Social Care Partnership community justice transitions scoping work includes:

- Criminal Justice Unpaid Work Service delivery of 17,321 hours of community benefit activity
- Criminal Justice Service strategic partnership with East and West Dunbartonshire Councils produced an ambitious 3 year improvement plan (2017-2020) and participated in testing the Care Inspectorate’s draft self-evaluation framework for community justice
- The delivery of CPC development sessions on Domestic Abuse for community planning partners and staff was completed and evaluated positively
- WD HSCP & WD Youth Alliance co-ordinated youth involvement activity to engage with Young People to consult on aspects of children’s’ services
- Alcohol and Drugs Partnership improvement activity with a focus to deliver evidence-based interventions that improve outcomes for children, young people and their families affected by alcohol and drug misuse. Further development of the Recovery Orientated Systems of Care (ROSC) model engaging wider stakeholders, i.e. criminal justice, housing is in progress
- Commitment to the Agenda for Change improvement activity contained within the Scottish Care Leavers Covenant

Health and Social Care Partnership contribute to the following Community Justice Structural Outcomes:

Improve Community Consultation and Participation  
Improve Strategic Planning and Delivery

Improve Access to Services  
Improve Effective evidence-based interventions

Community Planning West Dunbartonshire: Community Justice Participation Statement February 2017

## 2.6 Local Authority

### Housing and Employability Services (including wider Working4U Service)

Housing Services five year priorities for housing and housing support services can be found in the West Dunbartonshire Local Housing Strategy 2017-2022 (WDC LHS)<sup>21</sup>. More Homes, Better Homes West Dunbartonshire sets out the 10-point success plan “Forward in All Directions” split into 5 key themes, community justice is referenced under Sustainable and Supportive Communities.

In West Dunbartonshire a range of community justice key service delivery areas are located within Housing and Employability Services. The Working4U Service brings together specialist areas of work, adult and youth learning and money to offer employment/skills training and support, community adult learning, welfare and money advice providing access to a wide range of an individual’s community justice areas of needs, as shown on page 10 of the CPWD Community Justice Improvement Plan. The Communities Team, based in Community Planning are responsible for the delivery of the Your Community model, Community Development and Empowerment. Existing arrangements for communication, engagement and participation with tenants and other customers, including Registered Social Landlords (Housing Associations) are well embedded and present a range of opportunities for community justice partners to capitalise on.

Key highlights of community justice transitions scoping work includes:

- 1000 new build homes to be developed for rent with over £120m investment
- 87% of tenants feel WDC is good at keeping them informed about services and decisions<sup>22</sup>
- 89% of people accessing support in 2015/16 had increased or sustained income through benefit maximisation and 71% through reduced debt liability/debt management<sup>23</sup>
- The West Employability Hub in Dumbarton, co-location of Working4U, DWP and West College Scotland supported over 3,000 to pursue their goals during 2015/2016
- Delivery of 80 Modern Apprenticeships in 2015/16 within a range of sectors covering level two and level three
- Delivery of the multi-agency Safety4Kidz Experiential Learning Programme in schools

Housing and Employability Services including Working4U contribute to the following Community Justice Structural Outcomes:

Improve Community Consultation and Participation  
Improve Strategic Planning and Delivery

Improve Access to Services  
Improve Effective evidence-based interventions

<sup>21</sup> <http://www.west-dunbarton.gov.uk/council/strategies-plans-and-policies/housing/>

<sup>22</sup> <http://www.west-dunbarton.gov.uk/housing/housing-news/>

<sup>23</sup> <http://www.west-dunbarton.gov.uk/council/community-planning-west-dunbartonshire/about-community-planning/our-performance/>

## 2.7 Scottish Fire and Rescue Service (SFRS)

Scottish Fire and Rescue Service strategic Local Plan<sup>24</sup> for West Dunbartonshire is informed through well-established community consultation structures including the online Consultation Hub<sup>25</sup>. During 2017, following a period on consultation, an updated Local Scottish Fires and Rescue Service Plan for West Dunbartonshire will be published.

SFRS are members of CPWD Management structures including associated Outcome Groups, contributing extensively to our safer communities planning and delivery. Scrutiny reports can be found on West Dunbartonshire website: <http://wdccmis.west-dunbarton.gov.uk/cm5/Committees.aspx>

Key highlights of community justice transitions scoping includes:

- SFRS Home Safety Visits service delivered critical engagement and protection activity. This free advice includes safety advice, fitting of smoke and heat detection to all householders in West Dunbartonshire
- Continual analysis of local data and the targeted extensive partnership working including awareness raising, multi-agency meetings to identify and improve risks/training needs to eliminate it re-occurring and community events
- Community Firefighter whose role is to promote all aspects of community safety education within schools and other community groups. This role is now developing to empower operational crews at local stations to carry out this important task
- Community Safety Coordinator provides an operational link with the Local Authority Community Safety Partnership and thematic sub groups
- Development of the custody to community initiative together with HMP Low Moss, educating about home safety and arranging home visits following release

Scottish Fire and Rescue Service Argyll contribute to the following Community Justice Structural Outcomes:

Improve Community Consultation and Participation  
Improve Strategic Planning and Delivery

Improve Access to Services  
Improve Effective evidence-based interventions

<sup>24</sup> <http://www.firescotland.gov.uk/your-area/west/west-local-plans.aspx>

<sup>25</sup> <https://firescotland.citizenspace.com/>



## 2.8 Skills Development Scotland (SDS)

Skills Development Scotland is Scotland's skills body; the Corporate Plan<sup>26</sup> provides the Vision, Purpose and Goals that inform the range of programmes delivered across 6 Careers Centres in West Dunbartonshire<sup>27</sup>. Locally strong partnerships exist with SDS striving to ensure employers have the right skills at the right time in high performing, fair and equal workplaces, and that every individual has the skills and confidence to get a job and progress in the workplace, achieving their full potential. SDS produces Regional Skills Assessments, an evidence-base that contributes to partnership planning for future investment in skills.

SDS is a member of CPWD Management Board and involved in a range of partnership activity contributing to improving local outcomes. Scrutiny reports can be found on West Dunbartonshire website: <http://wdccmis.west-dunbarton.gov.uk/cm5/Committees.aspx>

Key highlights of community justice transitions scoping includes:

- Career information, advice and guidance to 5431 individuals from April-December 2016
- 1563 people registered for *My World of Work* at December 2016
- 392 Modern Apprenticeship posts started and 461 were in training from April-December 2016
- 251 Employability Fund starts in the last 6 months of 2016, supporting people to develop the employability and vocational skills they need to make the transition into a Modern Apprenticeship or job
- Employer Engagement Team provides skills advice to 5 businesses
- Supported 9 employers and 417 individuals facing redundancy in the last year up to December 2016
- Continued partnership working support school leavers into positive destinations. Latest annual statistics show that 88.4% of 16-19 year olds in West Dunbartonshire are in learning, work or training, the national average is 92%

West Dunbartonshire Community Justice Partners will capitalise on the significant resource that SDS has to offer, improving education, skills and training is a critical area of focus for community justice partners.

Skills Development Scotland West Dunbartonshire contribute to the following Community Justice Structural Outcomes:

Improve Community Consultation and Participation  
Improve Strategic Planning and Delivery

Improve Access to Services  
Improve Effective evidence-based interventions

<sup>26</sup> <http://www.skillsdevelopmentscotland.co.uk/media/40263/sds-corporate-plan-2015-20-non-interactive-10-1.pdf>

<sup>27</sup> <http://www.skillsdevelopmentscotland.co.uk/in-your-area/west-dunbartonshire/>



## 2.9 Other key local partners and stakeholders contributing to community justice outcomes

Improving community justice outcomes and the extensive range of partners and stakeholders involved, as detailed in Section 2 of our Plan), are:

- Victims of crime and their families
- People with convictions and their families
- People who live in the community
- Community bodies
- Local businesses

People who fall into these categories will be accessing services where it is not necessarily known or relevant that they are a person with convictions or a victim of crime, etc. Services already being delivered by a wide range of partners and stakeholders are examples of this include:

**Economic Development/Employability**

**Adult Education including Community Learning and Development/Colleges**

**Welfare including Council: Welfare Fund, Housing Benefit and Council Tax Reduction, Department of Work and Pension, Job Centre Plus, Citizen's Advice Bureau**

**Third Sector Interface - Community and Volunteering Service**

**Third Sector Service Providers**

This is not an exhaustive list, however, this diverse range of existing partners and the impact their services have is likely to be contributing to improving community justice outcomes in ways which will be difficult to measure.

West Dunbartonshire Community Justice Partners will continue to enhance and capitalise on these existing resources and wider partnership arrangements already in place to maintain an ambitious programme of continuous improvement with measures, where this is appropriate.



## **Appendix B**

### **Community Justice Outcome Improvement Action Plan 2017-2018**

**National Community Justice Strategy Section 4**  
***Improved public understanding and participation in community justice***

West Dunbartonshire Community Justice Outcome 1:  
*Improve public understanding and participation in community justice*

Action	Action Due Date	Managed By
<p>Establish community justice consultation areas to embed within CPWD <i>Your Community</i> model, supporting capacity building</p> <p>Develop and agree local indicators to be utilised to monitor progress within the new Community Justice model</p> <p>Develop an improved shared understanding of local community justice issues and what effective interventions can be delivered to provide opportunities for change</p> <p>Identify ways that we can improve communication, learning and innovation to secure better outcomes for our citizens and communities</p> <p>Ensuring community justice is a key element of consultation, engagement and involvement for key partners</p>	31 March 2018	West Dunbartonshire Community Justice Partners

West Dunbartonshire Community Justice Outcome 1 Performance Reporting Indicators		
Indicator Type	Indicator	Reporting Measure
Quantitative	Perceptions of local crime rate	West Dunbartonshire results from Scottish Government Household Survey
Contextual	Public attitudes to crime and other issues that impact on communities	West Dunbartonshire findings from Police Scotland <i>Your View Counts</i> survey/West Dunbartonshire Citizens Panel findings
Change and Impact	Activities carried out to engage with 'communities' as well as other relevant constituencies	Community Justice specific activities and results/outcomes of work undertaken in the development of West Dunbartonshire's refreshed Community Engagement and Participation Model including: People with convictions Victims of crime Wider Community of Residents Business Community
	Consultation with communities as part of community justice planning and service provision	Links between local police plans, <i>Your View Counts</i> and those for other partners and how they link to community justice  Specific consultation to identify the needs of the local community including meeting needs of underlying causes of offending and the knock-on impact to meeting broader community justice outcomes

**National Community Justice Strategy Section 5  
Strategic Planning and Partnership Working**

**West Dunbartonshire Community Justice Outcome 2:  
*Improve community justice strategic planning and partnership working***

Action	Action Due Date	Managed By
Establish Community Justice priorities within the Delivery and Improvement Group structure - implementation in 2017-2018	June 2017	West Dunbartonshire Community Justice Partners
Improve our understanding, planning and service delivery to maximise opportunities for prevention and early intervention to reduce offending and re-offending	March 2018	West Dunbartonshire Community Justice Partners
Develop a framework and structure for involving those with a history of or affected by offending in the planning and delivery of community justice services		
Identify opportunities to build evidence of partner contributions		
Help workforces understand how they, and other partners, contribute to community justice outcomes		
Build effective links with children's services planning		
Support and assist the development of strong multi-agency public protection arrangements (MAPPA)		
Develop community justice outcomes, performance and improvement reporting framework and self-evaluation		
Contribute to the development of the Community Justice Scotland Strategy for Innovation, Learning and Development		

West Dunbartonshire Community Justice Outcome 2 Performance Reporting Indicators		
Indicator Type	Indicator	Reporting Measure
Change and Impact	Services are planned for and delivered in a strategic and collaborative way	Evidence of effective partnership working, e.g. from self-evaluation
		Evidence of involving communities, including those with a history of or affected by offending, in the planning and delivery of community justice services
		Evidence of planning for joint delivery around prevention and early interventions
		Evidence of effective planning for transitions for children and young people who may need access to community justice services as well as planning for those who transition into adult services
Change and Impact	Partners illustrate effective engagement and collaborative partnership working with the authorities responsible for the delivery of MAPPA	Evidence that strategic planning and reporting mechanisms for improved community justice outcomes has considered people subject to MAPPA
		Evidence of joint training/awareness sessions
		Evidence of collaborative risk management planning

**National Community Justice Strategy Section 6**  
**Equal access to services**

**West Dunbartonshire Community Justice Outcome 3:**  
***Improve access to community justice services***

Action	Action Due Date	Managed By/Lead
<p>Develop a consistent approach to the engagement with the children and families of people who have committed offences</p> <p>Support the development of effective mentoring and “through-the gate” models developing a collaborative model that:</p> <p>Promotes health improvement opportunities</p> <p>Facilitates the early assessment of individual housing need</p> <p>Improves access to financial and welfare advice services</p> <p>Promotes employment opportunities</p>	<p>31 March 2018</p>	<p>West Dunbartonshire Community Justice Partners</p>

West Dunbartonshire Community Justice Outcome 3 Performance Reporting Indicators		
Indicator Type	Indicator	Reporting Measure
Change and Impact	Partners have identified and are overcoming structural barriers for people accessing services	Improved understanding of barriers to employment, training and education as a result of previous convictions. Identified improvement actions for 2018-19
		Improved understanding of barriers to financial and welfare services as a result of previous convictions. Identified improvement actions for 2018-19
		Improved understanding of barriers to health services as a result of previous convictions. Identified improvement actions for 2018-19
	Existence of joint-working arrangements such as processes/ protocols to ensure access to services to address underlying needs	Joint working arrangements exist to ensure access to appropriate services at all points of the criminal justice pathway. Identified improvement actions for 2018-19
	Speed of access to mental health services	90 per cent of patients commence psychological therapy based treatment within 18 weeks of referral, recognising that the data will include the whole community
	Speed of access to drug/alcohol services	90 per cent of clients will wait no longer than 3 weeks from referral received to appropriate drug or alcohol treatment that supports their recovery, recognising that the data will include the whole community
Quantitative	Access to services on release from prison  % of people released from a custodial sentence who are <ul style="list-style-type: none"> <li>• Registered with a GP</li> <li>• Have suitable accommodation</li> <li>• Have had a benefits eligibility check</li> </ul>	A range of partner input requirements will begin to build this new indicator, progress to date reporting measure



**National Community Justice Strategy Section 7  
Effective Use of Evidence-Based Interventions**

**West Dunbartonshire Community Justice Outcome 4:  
*Improve understanding and use of community justice evidence-based interventions***

<b>Action</b>	<b>Action Due Date</b>	<b>Managed By/Lead</b>
Capitalise on third sector interventions	31 March 2018	West Dunbartonshire Community Justice Partners
Develop and review the evidence base to scope for areas for improvement in community justice early intervention and diversion		
Collaborate with local Alcohol and Drug Partnerships to scope, review and monitor the effectiveness of interventions for drug and alcohol use		

West Dunbartonshire Community Justice Outcome 4 Performance Reporting Indicators		
Indicator Type	Indicator	Reporting Measure
Change and Impact	Use of “other activities requirements” in Community Payback Orders	Involvement of other partners in the other activities requirements, identification of improvements for 2018-2019
		Examples of creative and innovative use of the other activities requirement such as attending college or training course, resilience training, engaging with a specific needs-focussed service with another partner
Quantitative	The delivery of interventions targeted at problem drug and alcohol use	<p>Progress towards developing indicators:</p> <p>Number of referrals from criminal justice sources to drug and alcohol specialist treatment</p> <p>The number of alcohol brief interventions (ABIs) delivered in criminal justice healthcare settings</p>

**West Dunbartonshire Community Justice Outcome 5:*****Individual has made progress against outcomes:***

- Life chances are improved through needs, including health, financial inclusion, housing and safety being addressed
- People develop positive relationships and more opportunities to participate and contribute through education, employment and leisure activities
- Individuals resilience and capacity for change and self-management are enhanced

Action	Action Due Date	Managed By/Lead
Gather evidence and baseline the current processes and methods of Community Justice Partners to monitor outcomes at an individual level	31 March 2018	West Dunbartonshire Community Justice Partners

**West Dunbartonshire Community Justice Outcome 5  
Performance Reporting Indicators**

Indicator Type	Indicator	Reporting Measure
Change and Impact	Individuals have made progress against the outcome	How do Community Justice Partners know that service interventions are assisting individuals to achieving their goals



### **Participation Statement**

To understand the current landscape and how community justice statutory partners currently contribute to safer communities, a range of strategic scoping work took place during 2016-2017. Supported by Scottish Government Transitions funding and led by Argyll, Bute and Dunbartonshire's Criminal Justice Partnership, this high level scoping work involved all named community justice organisations, third sector interface leads and a range of local and national third sector organisations.

We established that:

- The current strategic and operational functions/service delivery make a significant contribution to the new community justice model
- There is opportunity to strengthen our partnership working to improve outcomes
- We need to improve our collective understanding of the impact of crime on victims, people with convictions, families and communities
- We need to improve our collective understanding on what leads citizens into crime and develop our services to support pathways out of crime
- Prevention and early intervention are critical areas of focus if we are to secure longer-term improvements that lead to safer communities

A summary of activity is noted in the tables below, all of which contributed to the four structural outcomes for community justice:

- Improve community participation and understanding
- Improve strategic planning
- Equal access to services
- Effective use of evidence-based interventions

Activity	Who was involved	Learning Points
<p>Scoping and review work of current activity and how this links with Community Justice</p> <p>Developing an understanding on what works for reducing reoffending</p>	<p>Police Scotland Argyll and West Dunbartonshire Division</p> <p>WDHSCP</p> <p>WDC</p> <p>Community Planning West Dunbartonshire</p> <p>Scottish Prison Service</p> <p>Skills Development Scotland</p> <p>Scottish Fire and Rescue Service</p> <p>Crown Office and Procurator Fiscal Service</p> <p>Scottish Courts and Tribunal Service</p> <p>Alternatives</p> <p>Positive Prisons? Positive Futures</p> <p>Turning Point Scotland</p> <p>West Dunbartonshire Community and Volunteering Service</p> <p>Argyll, Bute and Dunbartonshires' Criminal Justice Partnership (Transitions)</p>	<ul style="list-style-type: none"> <li>Identified that each of the Statutory Partners and Third Sector organisations nationally and locally are significantly contributing to West Dunbartonshire Safer Communities agenda, either directly with people affected by crime and/or in a supporting role</li> <li>Identified a range of areas where existing structures and service delivery can be enhanced to improve outcomes</li> <li>Identified the ongoing development and embedding community justice within <i>CPWD Your Communities</i> model was vital to involving communities meaningfully</li> <li>Identified an improved understanding of the routes into the criminal justice pathways as a gap</li> <li>Identified an improved understanding of barriers to accessing services as a gap</li> <li>Identified opportunities to improve overcoming learning, skills and employability barriers</li> <li>Identified that the impact of welfare reform brings challenges to improving outcomes</li> <li>Identified our understanding of the role that health services contributes as a gap</li> <li>Identified opportunity that exist through commitment to implementing the Care Leavers Covenant</li> </ul>

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	support)	
Activity	Who was involved	Learning Points
<p>Full day development session with statutory partner management and frontline staff, local Third Sector Interface Lead and national Third Sector user representation organisation.</p> <p>Workforces identified an extensive and varied range of strengths, opportunities, weaknesses and threats in relation to current service delivery that contributes to community justice.</p>	<p>Police Scotland Argyll and West Dunbartonshire Division</p> <p>WDHSCP</p> <p>WDC</p> <p>West Dunbartonshire Community and Volunteering Service</p> <p>Community Planning West Dunbartonshire</p> <p>Scottish Prison Service</p> <p>Skills Development Scotland</p> <p>Scottish Fire and Rescue Service</p> <p>Street Cones</p> <p>Argyll, Bute and Dunbartonshire's Criminal Justice Partnership (Transitions support)</p>	<p><b>Strengths/Opportunities:</b></p> <ul style="list-style-type: none"> <li>• Extensive and diverse range of partnership working exists, communication and information-sharing protocols/pathways for community justice should be prioritised</li> <li>• Commitment of workforces to adjust and adapt service delivery to improve outcomes for community justice was clearly evident</li> <li>• Multi-agency development sessions to reflect on existing practice and explore opportunities for continuous improvement were highlighted as an effective method of learning and development</li> <li>• Staff and service user attitudes were explored, developing an improved understanding, processes and protocols were identified as critical to improve experiences and outcomes</li> <li>• L Division Risk and Concern Hub model and Youth Engagement Officer roles should be further developed to progress improved outcomes for community justice</li> <li>• Health and Social Care Children's/Youth Services 'Whole Systems Approach' model should be developed for adults to progress improved outcomes for community justice</li> <li>• Health and Social Care Criminal Justice Service Community Payback Orders for Unpaid Work delivered extensive personal and skills development, identified as a critical area of development</li> <li>• Health and Social Care Mental Health and Community Addiction Services were critical to improving outcomes for community justice and identifying enhanced partnership working opportunities should be prioritised</li> </ul>

		<ul style="list-style-type: none"> <li>• Housing and Employability Services and the extensive range of support available within housing and homelessness services, Working4U (welfare, money, adult learning, skills training and employment) were critical to improving outcomes for community justice</li> <li>• Economic Development Working4Business and Social Enterprise services play a key role with employers to assist with overcoming barriers to work for people with convictions</li> <li>• West Dunbartonshire Community and Voluntary Services provide access to 940 voluntary organisations, this is a critical communication pathway that should be more fully capitalised on</li> <li>• Scottish Prison Service (HMP Low Moss), partnership with Turning Point Scotland (PSP) and strengthening the links with community services was identified as a key priority to improve citizenship and reintegration</li> <li>• Scottish Prison Service (HMP Low Moss), activity to raise awareness of impact of violence against women through 16 Days of Action initiatives, provided opportunities to strengthen partnership working with community-based services</li> <li>• Skills Development Scotland West Dunbartonshire provided critical prevention and early intervention support to ensure positive destinations for young people, opportunity exists to further develop this area of work to improve outcomes for community justice</li> <li>• Scottish Fire and Rescue Service Fire Reach Training, Fire Home Safety visits and Young Firefighters were identified as key contributions to community justice. Further development and implementation of workforce domestic abuse training and awareness was identified as an area</li> </ul>
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		<p>for progress</p> <ul style="list-style-type: none"> <li>• Street Cones performance and discussion forum with attendees contributed significantly to improving understanding of the challenges people with convictions face on the custody to community pathway. The impact and effectiveness of performing arts within the criminal justice pathways and for staff development was identified as a key strength for further development</li> </ul> <p><b>Weaknesses/Threats</b></p> <ul style="list-style-type: none"> <li>• Reducing resources for public bodies and wider services delivering community justice-related support</li> <li>• Communication, information-sharing and processes to deliver more effective multi-agency working can be challenging</li> <li>• Welfare Reform agenda and reducing DWP/JCP resources bring significant challenges to improving outcomes for community justice</li> <li>• Current strategic and operational planning arrangements are not as effective as they have the potential to be</li> <li>• Community integration plans do exist to support custody to community pathways, however engagement for many is voluntary</li> <li>• Communication pathways between Scottish Courts and Tribunal Services and Scottish Prison Service require strengthening</li> </ul>
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Activity	Who was involved	Learning Points
Two North Strathclyde regional events attended by HSCP (Criminal Justice and Youth Services), Police Scotland Argyll and West Dunbartonshire Division, Scottish Fire and Rescue Services and Crown Office and Prosecution Services.	Police Scotland Argyll and West Dunbartonshire Division  Crown Office and Procurator Fiscal Service  WDHSCP  Scottish Fire and Rescue Service  Argyll, Bute and Dunbartonshires' Criminal Justice Partnership (Transitions support)	<ul style="list-style-type: none"> <li>Improved understanding relating to early intervention and diversion from prosecution to improve long-term outcomes.</li> <li>Identified a number of areas for improvement particularly relating to communication for consideration by Community Justice West Dunbartonshire</li> <li>Contributed to the development of an Early Intervention Strategy for North Strathclyde Local Authority Areas</li> </ul>

Activity	Who was involved	Learning Points
Scoped current structures for engagement through the developing Community Planning <i>Your Communities</i> model, Police Scotland <i>Your View Counts</i> and West Dunbartonshire <i>Community and Volunteering Service</i>	Police Scotland Argyll and West Dunbartonshire Division  Community Planning West Dunbartonshire  West Dunbartonshire Community and Volunteering Service  Argyll, Bute and Dunbartonshires' Criminal Justice Partnership (Transitions support)	<ul style="list-style-type: none"> <li>Established a baseline of current interest/engagement that includes community justice</li> <li>Clear understanding of the priorities of our community in relation to crime</li> <li>Identified opportunities to improve engagement with 940 voluntary organisations</li> </ul>

Activity	Who was involved	Learning Points
<p>Initial scoping work through discussions with Criminal Justice staff and national Third Sector organisation staff</p> <p>Discussions with Sheriff Principal</p>	<p>WDHSCP</p> <p>Argyll, Bute and Dunbartonshires' Criminal Justice Partnership (Transitions support)</p> <p>Turning Point Scotland (Turnaround Service)</p> <p>Scottish Courts and Tribunal Service</p>	<ul style="list-style-type: none"> <li>• Identified the pressure on resources due to increased disposals for Community Payback Orders</li> <li>• Established the extensive and varied range of interventions delivered to support people on a range of Community Payback and Supervision Orders</li> <li>• Identified a range of opportunities for improvement for consideration by Community Justice West Dunbartonshire</li> <li>• Identified further work to understand how we best capitalise on the assets and skills to assist citizens to desist from crime</li> <li>• Identified opportunity to establish a user group, supported by Turnaround Service</li> </ul>
<p>Engagement and visits to four Scottish Prison Service establishments. HMP Low Moss, HMP Greenock, HMP Cornton Vale and HMP Polmont</p>	<p>Scottish Prison Service</p> <p>Argyll, Bute and Dunbartonshires' Criminal Justice Partnership (Transitions support)</p>	<ul style="list-style-type: none"> <li>• Established the extensive and varied range of interventions delivered to support men, women and young people in the care of SPS establishments</li> <li>• Identified further work to understand how we improve planning for release from custody on any length of sentence</li> <li>• Identified that maintaining communication between citizens in the care of SPS establishments and community services as a gap</li> <li>• Identified opportunities to improve communication, information-sharing and assessment processes</li> </ul>

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Activity	Who was involved	Learning Points
Initial scoping work to ascertain levels and diversity of service demand and delivery.	WDHSCP  Victim Support Scotland (West Dunbartonshire)	<ul style="list-style-type: none"> <li>Established the numbers of people accessing Victim Support, by gender, age and crime type</li> <li>Identified opportunities to explore more effective methods of sensitively engaging with victims of crime</li> </ul>