

# Agenda

## **Community Planning West Dunbartonshire Management Board**

Date:	Thursday, 18 May 2023
Time:	14:00
Venue:	Civic Space, 16 Church Street, Dumbarton, G82 1QL
Contact:	Ashley MacIntyre, Committee Officer Email: <u>ashley.macintyre@west-dunbarton.gov.uk</u>

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.

Yours faithfully

#### PETER HESSETT

Chief Executive



Distribution:-

Councillor Martin Rooney (Chair) **Councillor Michelle McGinty Councillor Clare Steel** Peter Hessett, Chief Executive, West Dunbartonshire Council Beth Culshaw, Chief Officer of West Dunbartonshire Health and Social Care Partnership (WD HSCP) Laura Mason, Chief Education Officer, West Dunbartonshire Council Peter Barry, Chief Officer – Housing and Employability, West Dunbartonshire Council Fiona Taylor, Health and Social Care Partnership (WD HSCP) John Anderson, Manager, West Dunbartonshire Leisure Trust Liz Connolly, Principal, West College Scotland Elizabeth Dean, Department of Works and Pensions Lorna Gibson, Superintendent, Police Scotland Jimmy Hyslop, Operations Manager, Scottish Natural Heritage Sharon Kelly, Head of West Region, Skills Development Scotland Bruce Kiloh, Principal Transport Policy Officer, Strathclyde Partnership for Transport Anne MacDougall, Chair of the Community Alliance Joe McKay, Local Senior Officer - West Dunbartonshire, Scottish Fire & **Rescue Service** Mark Newlands, Scottish Enterprise Kevin Quinlan, Scottish Government Location Director Selina Ross, Manager, West Dunbartonshire Community Volunteering Service Damon Scott, Dunbartonshire Chamber of Commerce Noreen Shields, Nursing Director, NHS Greater Glasgow and Clyde Catherine Topley, Chief Executive, Scottish Canals Gordon Watson, Loch Lomond & the Trossachs National Park Gerry Watt, Scottish Prison Service

Amanda Graham, Chief Officer, Citizens, Culture, & Facilities Elaine Troup, Communities Manager

Provost Douglas McAllister [substitute] Councillor John Millar [substitute] Councillor Gurpreet Singh Johal [substitute]

Date of issue: 5 May 2023

### **COMMUNITY PLANNING** WEST DUNBARTONSHIRE

#### COMMUNITY PLANNING WEST DUNBARTONSHIRE MANAGEMENT BOARD

#### **THURSDAY, 18 MAY 2023**

#### AGENDA

#### **APOLOGIES** 1

#### 2 DECLARATIONS OF INTEREST

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

#### 3 MINUTES OF PREVIOUS MEETING

Submit for approval as a correct record, the Minutes of Meeting of the Community Planning West Dunbartonshire Management Board held on 16 February 2023.

#### 4 ACTION LOG

Submit for information the Rolling Action list for the Community Planning West Dunbartonshire Management Board.

#### 5 **EMPOWERED PRESENTATION**

Elaine Troup, Communities Manager and Selina Ross, Chief Officer, West Dunbartonshire CVS.

#### 6 COMMUNITY PLANNING EXECUTIVE GROUP 13 - 15

Submit report by Peter Hessett, Chief Executive providing an update from the most recent Community Planning Executive Group meeting.

#### 7 WHOLE FAMILY WELLBEING FUND

Submit report by Laura Mason, Chief Education Officer regarding Whole Family Wellbeing Fund.

17 - 20

5 - 10

11 - 12

#### 8 JOINT INSPECTION OF CHILDREN AND YOUNG 21 - 81 PEOPLE AT RISK OF HARM

Submit report by Beth Culshaw, Chief Officer - WD HSCP.

### 9 DELIVERY IMPROVEMENT GROUP (DIG) UPDATES

(a) Flourishing – Peter Barry	83 - 87
(b) Independent – Fiona Taylor	89 - 90
(c) Nurtured – Laura Mason	91 - 93
(d) Empowered – Selina Ross	95 - 96
(e) SAFE – Lorna Gibson	97 - 98

### 10 DATE OF NEXT MEETING

Thursday, 17 August at 2pm, MS Teams.



#### COMMUNITY PLANNING WEST DUNBARTONSHIRE MANAGEMENT BOARD

Thursday, 16 February 2023

#### Present:

Councillor Martin Rooney (Chair) Councillor Michelle McGinty Councillor Clare Steel Peter Hessett Amanda Graham Laura Mason Stephen Brooks Stephen Daly Gillian McNamara Lesley James

John Anderson

Rona Gold

John McLuckie Anne MacDougall Judith McLaughlin Damon Scott

Jimmy Hyslop Lorna Gibson Gregg McKearney Colin MacBean Gerry Watt Sharon Kelly Bruce Kiloh

Liz Connolly Selina Ross Ashley MacIntyre

#### Apologies:

Councillor Clare Steel Peter Barry Beth Culshaw

**Fiona Taylor** 

**Richard Millar** 

West Dunbartonshire Council West Dunbartonshire Health and Social Care Partnership West Dunbartonshire Leisure Trust Shared Service, Community Planning, Argyll and Bute Council Argyll and Bute Council Chair of Community Alliance Department for Work and Pensions Dunbartonshire Chamber of Commerce Nature Scot Police Scotland Scottish Fire and Rescue Scottish Government Scottish Prison Service Skills Development Scotland Strathclyde Partnership for Transport West College Scotland West Dunbartonshire CVS West Dunbartonshire Council

West Dunbartonshire Council West Dunbartonshire Council West Dunbartonshire Health and Social Care Partnership West Dunbartonshire Health and Social Care Partnership Scottish Canals

Skills Development Scotland NHS Greater Glasgow and Clyde

#### Councillor Martin Rooney in the Chair

#### **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 Planning West Dunbartonshire Management Board held on 17 November 2022 were submitted and approved as a correct record.

#### **ACTION LOG**

After discussion and having heard from the Shared Service Community Planning Manager, the Board agreed the action log would be updated to reflect additional actions following the meeting.

### VARIATION IN ORDER OF BUSINESS

Having heard the Chair, the Board agreed to vary the order of business as hereinafter minuted.

#### SPT PRESENTATION

Bruce Kiloh, Head of Policy and Planning, Strathclyde Partnership for Transport gave a presentation to the Board. The main points covered in the presentation were:-

- SPT;
- Our Area;
- Responsibilities;
- Current Trends;
- Delivering for West Dunbartonshire;
- Operational Activity in West Dunbartonshire;
- New RTS; and
- Cost of Living.

After discussion and having heard the Head of Policy and Planning, Strathclyde Partnership for Transport in further explanation and in answer to Members questions, the Board agreed:-

- (1) that the presentation would be circulated via email;
- (2) that useful links would be circulated via email and included within the minutes of the meeting; and
- (3) to note the update provided.

Regional Transport Strategy and associated documentation <u>https://www.spt.co.uk/about-us/what-we-are-doing/regional-transport-strategy/vision/</u>

SPT: Delivering for West Dunbartonshire <u>https://www.spt.co.uk/media/0fdasup1/west-dunbartonshire\_councilreport.pdf</u>

Bus complaints https://www.transport.gov.scot/public-transport/buses/bus-complaints/

### COMMUNITY PLANNING EXECUTIVE GROUP

A report was submitted by Peter Hessett, Chief Executive providing an update from the most recent Community Planning Executive Group meeting.

After discussion and having heard the Chief Executive in further explanation of the report and in answer to Members' questions, the Board agreed to note the contents of the report.

### WELLBEING PRESENTATION

Amanda Graham, Chief Officer – Citizen, Culture and Facilities; Stephen Brooks, Working 4 U Manager; Stephen Daly, Citizen and Digital Manager and Selina Ross, Chief Officer – West Dunbartonshire CVS gave a presentation to the Board. The main points covered in the presentation were:-

Introduction and Energy Fund, Working 4U Cost of Living Crisis (Stephen Brooks):-

- Overview of the Energy Fund process, priority target group and partners;
- Total referrals made so far 54 total referrals made with 48 successful applicants; and
- Unsuccessful applicants/ criteria.

Cost of Living Group and initiatives taking place (Amanda Graham):-

- Overview of the Cost of Living Working Group;
- Free gym/ swim sessions during summer and October breaks;
- Youth theatre;
- Winter programme in West Dunbartonshire; and
- Cost of Living Conference.

Welfare Fund (Stephen Daly):-

- Community Care Grants;
- Self-isolation Support Grants; and
- Scottish Welfare Fund.

Third Sector response to support wellbeing in communities (Selina Ross):-

- CVS Cost of Living Resources;
- Carers Support Card; and
- Being mindful of the increased demand while facing increasing costs.

After discussion and having heard the relevant officers in further explanation and in answer to Members questions, the Board agreed:-

- (1) that useful links would be circulated via email and included within the minutes of the meeting; and
- (2) to note the updates provided.

Cost of Living Advice https://www.west-dunbarton.gov.uk/benefits-and-grants/cost-of-living/

Scottish Welfare Fund

https://www.west-dunbarton.gov.uk/welfarefund

CVS Cost of Living Resources https://wdcvs.com/success-story/cost-of-living-resources-2/

Scottish Pantry Network https://www.scottishpantrynetwork.org.uk/

### PARTNERSHIP PROJECTS FOR OVERSIGHT

### **Community Justice Partnership Update – Lesley James**

Lesley James, Head of Children's Health, Care and Justice Services and Chief Social Work Officer gave a verbal update to the Board. The main points covered were:-

- that the Community Justice Strategy has yet to be rolled out by the Scottish Government;
- that a sub group would be established to consider how to strengthen the Stronger Custody Community Pathways;
- that a review would be carried out of the Arrest Referral Scheme;
- that Community Justice Scotland were asked to support implementation of the Caledonian Project and that a national training programme would be rolled out across Scotland. To. note that there has been a significant delay of 8-9 months due to funding streams and delivery of training and that a case has been made to the Scottish Government regarding West Dunbartonshire being prioritised;
- that a Safe Together presentation took place in January and that this approach would be taken forward and rolled out further; and

• that a Community Justice Co-Ordinator would be recruited.

After discussion and having heard the Head of Children's Health, Care and Justice Services and Chief Social Work Officer in further explanation and in answer to Members' questions, the Board agreed:-

- (1) that an update would be provided at a future meeting of the CPWD Management Board following the recruitment of a Community Justice Co-Ordinator; and
- (2) to note the update provided.

#### Joint Children's Services Inspection Update – Lesley James

Lesley James, Head of Children's Health, Care and Justice Services and Chief Social Work Officer gave a verbal update to the Board. The main points covered were:-

- that the CPP Inspection for children at risk of harm commenced in September 2021 (involving key partners – Health, Education, Police Scotland, Social Work and third sector);
- that an Interim Report was published in May 2022 with key areas identified;
- that a further position statement and associated evidence would be due for submission on 28 February 2023; and
- that a response would be anticipated by 31 March 2023 which would determine whether the Care Inspectorate feel it is necessary to continue to work alongside the CPP in West Dunbartonshire or whether they are confident that sufficient progress has been made.

After discussion and having heard the Head of Children's Health, Care and Justice Services and Chief Social Work Officer in further explanation and in answer to Members' questions, the Board agreed:-

- (1) that an update would be provided at the CPWD Management Board meeting in May; and
- (2) to note the update provided.

Interim report on phases 1 and 2 of a joint inspection of services for children and young people at risk of harm in West Dunbartonshire

https://www.careinspectorate.com/images/documents/32/Joint inspection of services for children and young people West Dunbartonshire May 2022 1.pdf

### DELIVERY IMPROVEMENT GROUP (DIG) UPDATES

#### Flourishing – Gillian McNamara Nurtured – Laura Mason SAFE – Lorna Gibson

After discussion and having heard the relevant DIG Chairs in further explanation of their reports and in answer to Members questions, the Board agreed to note the updates provided and the position going forward in terms of each DIG area.

#### VALEDICTORY

Councillor Martin Rooney, Chair advised that this was the last meeting of the CPWD Management Board that Rona Gold, Shared Service Community Planning Manager would be attending.

On behalf of all Members of the CPWD Management Board, Peter Hessett, Chief Executive and Councillor Martin Rooney thanked Ms. Gold and her team for their hard work and valued support provided over the years.

#### DATE OF NEXT MEETING

It was noted that the next meeting of the Board would be held on Thursday, 18 May 2023 at 2.00 p.m. in the Civic Space, 16 Church Street, Dumbarton, G82 1QL.

The meeting closed at 4.30 p.m.



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1	Complete	In Progress	Outstanding
	Complete	mmogress	

Date Set	Action	Who	Required by Date	Status
28.09.2022	Local Community Justice Outcome Improvement Plan to be developed and published.	Beth Culshaw	April 2023	In Progress
16.02.2023	Any feedback regarding the format of CPWD Management Board to be sent to Peter Hessett.	All Members	ASAP	In Progress
16.02.2023	SPT Presentation and all links to be circulated to CPWD Management Board Members. Links to be included within the CPWD Management Board minutes.	Ashley MacIntyre	ASAP	In Progress
16.02.2023	SPT contact details to be shared with Stephen Daly.	Ashley MacIntyre	ASAP	Complete
16.02.2023	Energy Fund – discussion is required regarding the current criteria and possible discretion to support those within a lower income bracket.	Councillor Michelle McGinty/ Stephen Brooks		
16.02.2023	Cost of Living Working Group minutes to be shared with Councillor McGinty and Stephen Brooks in relation to the above action.	Ashley MacIntyre		Complete

16.02.2023	Wellbeing Presentation – all links to be circulated to CPWD Management Board Members and included within the CPWD Management Board minutes.	Ashley MacIntyre	ASAP	In Progress
16.02.2023	Liz Connolly contact details to be shared with Amanda Graham to make contact regarding Cost of Living Working Group.	Ashley MacIntyre	ASAP	Complete
16.02.2023	Colin MacBean contact details to be shared with Lesley James to make contact regarding Community Justice.	Ashley MacIntyre	ASAP	Complete



## Report by the Chief Executive Officer of West Dunbartonshire Council, Chair of the Community Planning Executive Group

#### Management Board: 18 May 2023

#### Subject: Community Planning Executive Group

#### 1. Purpose

**1.1** The purpose of this report is to inform CPWD members of what was discussed at the most recent Community Planning Executive Group meeting.

#### 2. Recommendations

**2.1** CPWD is asked to note the content.

#### 3. Background

**3.1** The Community Planning Executive Group met on 3 April 2023. The group is chaired by the Council's Chief Executive, and membership includes the five DIG leads.

#### 4. Main Issues

- **4.1** Group members reflected on the February Management Board meeting which was the first focussing on an overarching theme. The first theme was Wellbeing with presentations from officers on associated aspects including the Energy Fund, Working 4U, Cost of Living initiatives, Welfare Fund and the third sector response to supporting communities.
- **4.2** The meeting noted this approach had led to greater participation from all partners and provided increased opportunities for all partners to contribute, and the feedback had been extremely positive as a result. It was agreed the overarching theme for the next meeting would be Empowered and thereafter Sustainability.

- **4.3** It was also noted that a place and wellbeing assessment would be completed on the current Safe DIG strategy and this would result in a slight delay to the document being finalised. The Communities team is to provide support on engagement and strategic aims both to the Safe DIG and also to the Independent DIG.
- **4.4** West Dunbartonshire Council will be audited by Mazars during 2023/24. Community planning will be among the areas which are scrutinised however officers do not yet have detail on what this will involve for our community planning partners.

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

**5.1** Actions developed to address the themes may require other partner organisations to join DIG groups.

#### 6. Financial Implications

**6.1** The work of Community Planning Executive Group is focused on improving processes and approaches to how partners work together. The creation of actions may identify resource needs to implement these.

#### 7. Risk Analysis

7.1 Failure to respond to challenges would risk delivery against policy priorities.

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

8.1 No actions are required as this is an update report.

#### 9. Consultation

**9.1** This report provides an update on ongoing activity.

#### 10. Strategic Assessment

**10.1** Progressing work as outlined in this report ensures CPWD can deliver on the outcomes set in the Local Outcome Improvement Plan.

#### Peter Hessett Chief Executive, - Chair, CPEG 18 April 2023

Person to Contact: Amanda Graham, Chief Officer Citizen, Culture and Facilities

	Council Offices, 16 Church Street, Dumbarton 01389 737225
Appendices:	None
Background Papers:	Previous reports to Community Planning West Dunbartonshire Management Board on Executive Group activity.
Wards Affected:	All



#### **Report by the Chief Education Officer**

#### Management Group: 18 May 2023

#### Subject: Whole Family Wellbeing Fund

#### 1. Purpose

- **1.1** The purpose of this report is to:
  - Inform members of the Whole Family Wellbeing Fund and;
  - Update on plans to deliver whole family supports.

#### 2. Recommendations

Community Planning Partnership (CPP) West Dunbartonshire is asked to:
 note progress and strategic direction of plans.

#### 3. Background

- **3.1** Scottish Government (SG) have established the Whole Family Wellbeing Fund (WFWF) over the lifetime of this parliament (2022-2026) (App1. National Principles of Holistic Whole Family Support). They have committed £500 million to support Community Planning Partnerships to:
  - support the whole system transformational change required to reduce the need for crisis intervention and;
  - shift investment towards prevention and early intervention.
- **3.2** It is their ambition that by 2030 at least 5% of all community-based health and social care spend will be on preventative whole family support measures.
- **3.3** Funding in financial year 2022-2023 is focused on:
  - supporting capacity building at local and national level;
  - supporting the scaling up of existing transformational practice in line with holistic whole family support principles and;
  - demonstrating positive impact for families.
- **3.4** The fund is split into three elements: £32 million to support Children's Services Planning Partnerships, £6 million to enable direct support to CPP's from a national improvement team and the third element supporting new, SG led national policy delivery that will help transform how families are supported(decisions on this element are still pending).

**3.5** It is expected that when WFWF ceases at the end of 2025-2026, local investment will have realigned to support the new systems and services it has enabled. (App.2 Whole Family Wellbeing Funding)

#### 4. Main Issues

- **4.1** WDC has established a multi-agency steering group to develop a strategic approach to delivering Whole Family Wellbeing changes and improvements. Key staff have been identified who will progress workstreams. Plans and updates are and will continue to be reflected in the Integrated Children's Services Plan.
- **4.2** Our vision of family support is one which is clearly accessible and readily available to all and any family who needs it. We aim to ensure families are able to access the help they need, where and when they need it for as long as it is needed. In this way, we will shift towards a West Dunbartonshire where more of our children know and experience care, compassion and love, as opposed to a 'care system'. This will enable us to fulfil the right of children to be raised safely in their own families; where those families skills and capacities have been developed and strengthened, leaving them better equipped to support their children.
- **4.3** Our strategy guides partners in jointly developing systems to provide holistic support which addresses the needs of children and adults in a family at the time of need rather than at times of crisis. In turn, it is anticipated this will help families to flourish, reduce the chances of family breakdown, and of children entering the care system. It takes account of The Promise Scotland and clearly highlights the importance of un-stigmatised access to effective universal and intensive family support with early intervention and prevention at its core.
- **4.4** We recognise the need to ensure the voice of our children, young people and families is crucial to ensuring we develop our systems in a way they recognise reflects their needs and views. We aim to develop pathways to support where the experiences of our families are embedded in their rights, their needs and their hopes, informed by recent survey activity. An Officer has been appointed to ensure all of our stakeholders are aware of their Rights and to support them in knowing how to have support if required to access them.
- **4.5** A calendar of Quality Improvement and Self-Evaluation has been produced and is being implemented, which will lead all Nurtured DIG partners in evaluating How Good Is Our Family Support. This process supports partners over a three year cycle, to consider the four themes of family support and outcomes of this will inform developments and improvements to service delivery. In addition and reflecting the need for improved and increased opportunities for multi-agency training and planning, a series of staff briefings and Even Better If (EBI) sessions will be implemented focussing on themes and needs emerging.

- **4.6** The Strategic plan identifies three distinct phases of implementation from 2021 2026. This will ensure we build capacity, conduct tests of change, develop new and improved methodology and evaluation processes and embed what we and our service users know is working.
- **4.7** Phase One of planning involves establishing three Family Help WDC sites across the Council; Clydebank Central, Dumbarton Central and Bonhill. Families will be able to access a range of workers and supports on the premises in any given day. In addition, Outreach and support workers will also offer planned group and 1-1 sessions focussing on family help.
- **4.8** A diverse range of multi-agency staff and partners will provide a suite of family help supports coordinated and delivered in the premises and elsewhere as appropriate. These include: Neurodevelopmental workers, Includem, Education Outreach workers, Specialists in Family Group Decision Making, Speech and Language Therapists, Occupational Therapists and Family Nursing staff.
- **4.9** Officers are currently finalising a range of learning and support opportunities for parents and staff which will also be offered from the premises and in our Specialist Settings. The content of these has been informed by needs identified by parents and staff, such as supporting neurodiversity, sleep, parenting and mental health concerns.

#### 5. People Implications

**5.1** There are no people implications as a result of this report. However, it is essential that partners collaborate to re-align resource allocation and priorities to meet the needs of children, young people and families with Early Help as we progress towards 2026.

#### 6. Financial Implications

**6.1** There are no direct financial implications for Community Planning West Dunbartonshire resulting from this report. All activities related to the implementation of these interventions are contained within allocated SG funding.

#### 7. Risk Analysis

- **7.1** If the Council is unable to ensure positive outcomes for children, we will not be meeting their needs (Children and Young People Act 2014) (Equalities Act 2010).
- **7.2** If the Council is unable to meet the needs of children, young people and families this could result in reputational damage.

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

**8.1** The plans enhance the quality of the service provided to all children, young people and families, therefore it can be seen to have a positive impact in terms of the equalities

#### 9. Consultation

**9.1** Legal Services and the Section 95 Officer have been consulted in relation to the content of this report.

#### 10. Strategic Assessment

**10.1** This report reflects the Council's aspiration to reduce inequalities for the people of West Dunbartonshire.

Person to Contact:	Claire Cusick Senior Education Officer
Appendices:	Appendix 1 – National Principles of Holistic Whole Family Support. <u>http://www.gov.scot/ISBN/9781804351208</u>
	Appendix 2 - Whole Family Wellbeing Funding https://www.gov.scot/publications/family-support-advisory- group-whole-family-wellbeing-funding-2/
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Wards Affected: All

#### WEST DUNBARTONSHIRE Community Planning Partnership

#### Report by Head of Children's Health, Care and Criminal Justice Services; Chief Social Work Officer

#### 18 May 2023

## Subject: Joint Inspection of Children and Young People at Risk of Harm in West Dunbartonshire

#### 1. Purpose

- **1.1** This report provides information on the progress of the Community Planning Partnership's Joint Inspection of children and young people at risk of harm in West Dunbartonshire carried out in three phases from September 2021 until March 2023.
- **1.2** The Public Protection Chief Officers Group [PPCOG] and interim Executive Oversight Group, set up to oversee the inspection activity, has received regular updates on the Inspection and continues to provide leadership and scrutiny in relation to progress of the Improvement Plan.
- **1.3** The Joint Inspection was led by the Care Inspectorate and included scrutiny partners drawn from Healthcare Improvement Scotland, Education Scotland and HM Inspectorate of Constabulary. The active period of phase 1 and 2 of the inspection process ran from October 2021 until March 2022 and gathered evidence drawn from a range of sources across a 2 year period prior to the commencement date. The interim report on phases 1 and 2 was published on 24 May 2022 and highlighted areas for improvement. Appendix 1 Interim Report May 2022.pdf
- **1.4** The Partnership engaged in supported improvement activity with the Joint Inspection Team during the third phase of inspection of ongoing monitoring an evaluation between May 2022 and February 2023.
- **1.5** On 13 April 2023 the Partnership received a letter detailing the outcome from the further period of monitoring and evaluation. The letter highlights a number of areas for continuing focus and improvement which also reflects the Partnership's self-assessment and progress made. Both the interim report and the letter are published on the Care Inspectorate website and together form the outcome and next steps arising from the self-evaluation and inspection process.

Appendix 2 Outcomes of Improvement Work.pdf

#### 2. Recommendations

- **2.1** Note the content of the letter dated 13 April 2023 from the Care Inspectorate on behalf of the Joint Inspection Team. The letter is published on the Care Inspectorate website.
- **2.2** Note that the Public Protection Chief Officers Group (PPCOG) has received regular updates from the interim Executive Oversight Group set up to oversee the inspection activity and progress, and to provide leadership and scrutiny in relation to progress of the inspection improvement plan. A review of the interim governance arrangements will be considered by PPCOG at its next meeting on 20th June 2023.
- 2.3 Note the priority actions contained in the refreshed Community Planning Partnership's Improvement Action Plan and outlined in section 4.9 of this report. Appendix 3 Pentana Action Plan.doc
- 2.4 Note that external support in relation to strategic planning and delivery of services to children and young people at risk of harm will continue to be provided through the Partnership's Strategic Inspector and Local Area Network arrangements.

#### 3. Background

- **3.1** This Inspection is part of the national scrutiny and assurance process designed to support Community Planning Partnerships to carry out and use self-evaluation to improve outcomes for children and young people.
- **3.2** The focus for this Inspection was the cohort of children and young people at risk of harm including those who have been subject to an initial referral to a multi-agency process because of concerns about their safety and wellbeing; children and young people who have a formal plan; or, children and young people who have received an alternative service to improve and support their wellbeing.
- **3.3** The Inspection process has taken place over an extended period of 18 months running from September 2021 until February 2023 and was carried out across 3 phases.

#### Phases 1 & 2

**3.4** The initial process was impacted by the ongoing pandemic and as a result the Inspection Team had no opportunity, either individually or in groups, to meet with partners, staff, children and young people and their parents. As a result the Partnership did not received an evaluation statement under Quality Indicator 2.1 which considers the impact on children, young people and evaluates the extent to which children and young people in need of protection and at risk of harm are listened to and impact services are able to make in their lives.

- **3.5** To reach conclusions the Inspection Team based their evidence on the following sources Partnership's Position Statement of January 2022 and supporting evidence (this is essentially a self-evaluation); staff survey; file reading; children, young people and parent survey (drawn from a sample of 60); the Link Inspector report; outcome from previous Inspections (including service based inspections); national data returns; Police Scotland and Education services information; and, internet publications such as Council, NHS GG&C and Health and Social Care Partnership Board meeting papers.
- **3.6** The interim report on phases 1 and 2 was published on 24 May 2022 and highlighted key areas for improvement. The report noted that the Inspection Team were more confident that the Partnership recognised and could identify where changes were required but also stated that they did not think, at that stage, that the Partnership would be able to take all the actions necessary without external support and challenge.

#### Phase 3

- **3.7** The Partnership engaged in an agreed programme of improvement activity supported by the Joint Inspection Team during a period of ongoing monitoring an evaluation between May 2022 and February 2023.
- **3.8** The Partnership developed an Improvement or Action Plan reflecting the areas for improvement highlighted by the self-evaluation and inspection process. The focus areas for improvement activity over the last 12 months have been
  - Key operational processes, particularly IRDs (Initial Referral Discussions);
  - Assessment, plans and reviews;
  - Participation and engagement with children and young people;
  - Self-evaluation including use of data to support quality assurance, improvement and service planning;
  - Collaborative Leadership across the partnership
- **3.9** The Partnership's Executive Oversight and Improvement Action Groups were established as interim, enhanced governance to develop and monitor the delivery of the improvement priorities. As stated The Executive Oversight Group reports progress directly to the PPCOG.
- **3.10** A series of leadership development; training; and self-evaluation activities (including audit and focused surveys) were undertaken by the Partnership to build skills, knowledge and capacity. The output from the activities contributed to the supporting evidence which was submitted alongside a further Partnership Position Statement on 28 February 2023.
- **3.11** On 13 April 2023 the Partnership received a letter outlining the outcome from the further period of monitoring and evaluation. The letter contains a number of areas for continuing focus and improvement. Both the interim report and the

letter are published on the Care Inspectorate website and together form the outcome and next steps arising from the self-evaluation and inspection process.

- **3.12** The outcome letter acknowledges the "...considerable effort..." of the Partnership to address the findings arising from the joint inspection. The letter clearly indicates that, over the next 12 months, the Partnership will need to:
  - sustain additional investment to address capacity challenges;
  - maintain enhanced governance to continue to provide appropriate support and challenge for improvement work;
  - refine the existing Improvement Action Plan to provide a greater focus on the outcomes for children and young people at risk of harm;
  - build on the work already started to ensure children and young people are meaningfully and appropriately involved in decisions about their lives;
  - continue to undertake and place emphasis on self-evaluation activity that focusses not only on how much or well services are delivering, but what difference the support is making; and
  - continue to seek external support where this is necessary to achieve change
- **3.13** Crucially the letter concludes that the Joint Inspection Team are confident that the Community Planning Partnership has in place the necessary framework to effect improvement. Ongoing support in relation to strategic planning and delivery of services to children and young people at risk of harm will continue to be provided through the Partnership's Strategic Inspector and Local Area Network arrangements.

#### 4. Main Issues and Next Steps

#### **Inspection Process**

- **4.1** As noted above the Inspection process has taken place over three phases and a period of 18 months. The footplate for this strategic inspection has been modified, in part due to the impact of the pandemic, and extended to include a period of improvement activity supported by the Joint Inspection Team.
- **4.2** The inspection process did not include direct contact by the Inspectors with staff, children and young people and their family/carers. While this is a gap their views are reflected through surveys carried out as part of phase 1 and 2 and focused surveys in phase 3. The voice of children and young people is a core building block to improve outcomes and is an area the Partnership has identified as requiring further work as part of the development and delivery of the Integrated Children's Services Plan.
- **4.3** As part of the improvement support the Joint Inspection Team developed and delivered a series of 9 workshops on the following topics multi-agency record reading; Inter agency Referral Discussions; using data; self-evaluation;

involvement of children and young people; quality assurance; leadership relating to Quality Indicators and self-evaluation.

- **4.4** The Partnership also ran externally facilitated collaborative leadership development sessions; CELCIS supported workshops for the Child Protection Committee and a series of four multi-agency workshops focused on building our shared vision, values and actions aligned to GIRFEC, The Promise and our approach to continuous improvement.
- **4.5** It is important to continue to build on the work to date and that supporting partnership collaborative leadership and professional development programmes are developed to align to the improvement priorities and external support is put in place where this is appropriate.

#### Improvement Action Plan

- **4.6** In common with all other Joint Inspections, an Improvement Action Plan has been developed to prioritise activity and address the areas identified through self-assessment activity and the conclusions from phase inspection process. The Improvement Action Plan draws on other strategic planning and operational review activity in relation to services for children and young people at risk of harm.
- **4.7** The Improvement Action Plan is a 'live' tool and now submission of the Position Statement and receipt of the outcome letter in April 2023, will be reviewed and focused on the continuing key priorities for improvement across services supporting children, young people and their families.
- **4.8** The programme for improvement is long term. A number of activities are at an early stage of development and it takes time to achieve and embed a shift in culture and practice to achieve sustainable improvement. The recovery from the pandemic, financial pressures and the issues relating to recruitment and retention of staff all impact on capacity. It is important to recognise this and to continue to focus on the key priorities to maximise our resources and impact.
- **4.9** The Partnership priorities contained within the self-assessment submitted to the inspection team echoes those highlighted within the outcome letter. The proposed priorities for the next 12 months are –

#### Key operational processes:

- further develop and evaluate our approach to IRDs and chronologies;
- embed integrated assessment, planning and reviews;
- refresh and develop our approach to GIRFEC.

#### Participation and engagement with children and young people:

- build our vision through engagement with children and young people through the Champions Board and Youth Forum;
- further develop our approach to The Promise, including the development of a multi-agency Delivery Plan;

- strengthen the role of the Champions Board;
- embed Viewpoint (a tool to gather views of children and young people).

## Self-evaluation including use of data to support quality assurance, improvement and service planning:

- further develop the data sets for the PPCOG and CPC;
- continue to develop self-evaluation with a focus on outcomes for children and young people.

#### **Collaborative Leadership:**

- a review of the Improvement Action Plan to reflect priorities and progress;
- develop access to independent advocacy;
- review output from the recent staff survey to inform engagement and planning;
- refresh Violence Against Women and Girls;
- Develop a communications strategy and user friendly online presence.

#### Governance

- **4.10** As part of the response to inspection the Partnership established additional short to medium term governance arrangements in March 2022. The multiagency Executive Oversight Group, chaired by the Chief Officer, reports directly to the PPCOG and has provided leadership, guidance and support to deliver the improvement actions arising from the self-assessment and inspection process.
- **4.11** Across the Partnership work has taken place to strengthen the assurance and risk management processes and better align strategic planning priorities to reflect the needs of children and young people at risk of harm. Work is currently taking place to refresh the Nurtured DIG and develop the next iteration of the Integrated Children's Service Plan. The Child Protection Committee has reviewed the sub group structure to reflect the development priorities and has had two additional posts established to support the work of the independent chair and the lead officer in relation to learning and development and quality assurance.
- **4.12** The framework for improvement is now in place and there is confidence that the alignment of strategic planning priorities will support the delivery of a refreshed Improvement Action Plan. A review of the interim governance arrangements will be considered by PPCOG at its next meeting on 20<sup>th</sup> June 2023.

PPCOG will consider incorporating the planning and improvement actions for children at risk of harm within the existing strategic planning groups of the Child Protection Committee and the Nurtured DIG, which leads on the development of the integrated children's services plan. Oversight of progress of improvement actions will continue to be held by PPCOG.

#### 5. Options Appraisal

**5.1** As above in section 4.

#### 6. **People Implications**

- **6.1** In order to strengthen scrutiny, management oversight and collaborative leadership additional fixed term posts have been funded from the Health and Social Care Partnership's reserves. These include:
  - Independent Review Co-ordinators to enhance scrutiny of Looked After Children's planning arrangements and to ensure children and young people are at the centre with their views being actively sought and heard.
  - An additional senior manager on a fixed term 2 year contract to support improvement and scrutiny across the children and families service
  - Integrated Children's Services Lead (GIRFEC) to support the Nurtured DIG and the work of the Integrated Children's Services planning across the Community Planning Partnership
  - Two additional posts to support the work of the Child and Adult Protection Committees in relation to Learning and Development and Quality Assurance.
  - The establishment of a Promise Lead
- **6.2** The need for further additional resources may be identified by the Community Planning Partnership, as well as by individual partners, as actions arising from the delivery of the Action Plan are further embedded and reviewed.

#### 7. Financial and Procurement Implications

**7.1** It is anticipated that any additional fixed term resources required to support the Community Planning Partnership to deliver the improvement actions will be met from within existing budget allocation.

#### 8. Risk Analysis

**8.1** The Community Planning Partnership will require to maintain focus on the delivery of the improvement actions to embed the improvement in service delivery and strategic planning for children and young people at risk of harm.

#### 9. Equalities Impact Assessment (EIA)

**9.1** Not required. The Joint Inspection is carried out under section 115 of part 8 of the Public Services Reform (Scotland) Act 2010 and is led by the Care Inspectorate working alongside Education Scotland, Her Majesty's Inspectorate of Constabulary in Scotland and Health Improvement Scotland.

**9.2** The Improvement Action Plan will be subject to an EIA as the Plan matures. The Plan is designed to support those with protected characteristics.

#### **10.** Environmental Sustainability

**10.1** None required.

#### 11. Consultation

**11.1** Not required. The Joint Inspection is carried out under section 115 of part 8 of the Public Services Reform (Scotland) Act 2010 and is led by the Care Inspectorate working alongside Education Scotland, Her Majesty's Inspectorate of Constabulary in Scotland and Health Improvement Scotland.

#### 12. Strategic Assessment

- **12.1** This report outlines the improvement activity relating to the strategic inspection of the Community Planning Partnership's services for children and young people at risk of harm.
- **12.2** The Community Planning Partnership's Improvement Action Plan has been developed to prioritise activity and address the areas identified through the self-evaluation process, the conclusions contained within the Interim Report and the letter dated 13 April 2023 from the Care Inspectorate on behalf of the Joint Inspection Team. The framework for improvement is now in place and there is confidence that the alignment of strategic planning priorities will support the delivery of a refreshed partnership Improvement Action Plan.
- **12.3** The improvement priorities for services to children and young people at risk of harm in West Dunbartonshire reflect the national strategies, legal framework and good practice guidance.

#### 13. Directions

**13.1** None required.

Name	Lesley James
Designation	Head of Children's Health, Care and Criminal Justice Services and Chief Social Work Officer.
Date	20 April 2023

Person to Contact	Lesley James
Appendices:	<ol> <li>Interim report on phases 1 and 2 of a joint inspection of services for children and young people at risk of harm in West Dunbartonshire. Joint inspection of services for children and young people West Dunbartonshire May 2022.pdf</li> <li>Letter dated 13 April 2023 from the Care Inspectorate on behalf of the Joint Inspection Team Outcomes of supported improvement work in West Dunbartonshire.pdf</li> <li>Community Planning Partnership Children's Joint Inspection Improvement Action Plan Pentana Joint Children's Services Inspection Action Plan.doc</li> </ol>

Background Papers None.



## Interim report on phases 1 and 2 of a joint inspection of services for children and young people at risk of harm in West Dunbartonshire

Prepared by the Care Inspectorate in partnership with Education Scotland, Healthcare Improvement Scotland and Her Majesty's Inspectorate of Constabulary in Scotland

24 May 2022











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## Introduction

#### Our remit

At the request of Scottish Ministers, the Care Inspectorate is leading joint inspections of services for children and young people at risk of harm. As a result of the Covid-19 pandemic, the programme of joint inspections of services for children was paused between March 2020 and June 2021 and recommenced in July 2021. The remit of these joint inspections is to consider the effectiveness of services for children and young people up to the age of 18 at risk of harm. The inspections look at the differences community planning partnerships are making to the lives of children and young people at risk of harm and their families.

Joint inspections aim to provide assurance on the extent to which services, working together, can demonstrate that:

- 1. Children and young people are safer because risks have been identified early and responded to effectively
- 2. Children and young people's lives improve with high quality planning and support, ensuring they experience sustained loving and nurturing relationships to keep them safe from further harm
- 3. Children and young people and families are meaningfully and appropriately involved in decisions about their lives. They influence service planning, delivery and improvement
- 4. Collaborative strategic leadership, planning and operational management ensure high standards of service delivery.

The inspections also aim to consider the impact of the Covid-19 pandemic and the continuation of practice to keep children and young people safe.

#### The terms that we use in this report

- When we say **children at risk of harm**, we mean children up to the age of 18 years who need urgent support due to being at risk of harm from abuse and/or neglect. We include in this term children who need urgent support due to being a significant risk to themselves and/or others or are at significant risk in the community.
- When we say **young people**, we mean children aged 13-18 to distinguish between this age group and younger children.
- When we say **parents** and **carers**, we mean those with parental responsibilities and rights and those who have day to day care of the child, including kinship carers and foster carers.
- When we say **partners**, we mean leaders of services who contribute to community planning. This includes representatives from West Dunbartonshire Council, Greater Glasgow and Clyde NHS, Police Scotland and third sector organisations.

• When we say **staff**, we mean any combination of people employed to work with children, young people and families in West Dunbartonshire.

Appendix 1 contains definitions of some other key terms that we use.

#### Our approach

Inspection teams include inspectors from the Care Inspectorate, Healthcare Improvement Scotland, Her Majesty's Inspectorate of Constabulary in Scotland and Education Scotland. Teams also include young inspection volunteers, who are young people with direct experience of care or child protection services. Young inspection volunteers receive training and support and contribute to joint inspections using their knowledge and experience to help us evaluate the quality and impact of partners' work.

We take a consistent approach to inspections by using the <u>quality framework for</u> <u>children and young people in need of care and protection</u>, published in August 2019. Inspectors collect and review evidence against all 22 quality indicators in the framework to examine the four inspection statements.

#### How we conducted this inspection

Our joint inspection process normally consists of three phases:

- Surveys and record reading
- Analysis of publicly available information, partnership position statement and evidence
- Engagement with children, young people and families and focus groups with staff.

The inspection of services for children at risk of harm in the West Dunbartonshire community planning partnership area took place between October 2021 and March 2022. Due to constraints presented by the ongoing Covid-19 pandemic, we did not undertake the engagement phase with West Dunbartonshire that was planned for February 2022. This meant that we did not meet children, young people and families or conduct focus groups with staff.

We recognised the significant challenges for the partnership in managing the ongoing impact of the pandemic and the resources needed to do so. Moreover, the need to postpone meetings with children and families in the context of another Covid-19 wave meant that a much longer time had elapsed since we read children's records than would usually be the case. For some families, an interview would now be inappropriate. In this context, all four bodies involved in the inspection agreed a different approach to the norm was needed.

The activities the inspection team were able to undertake between October 2021 and March 2022 to gather the evidence reflected in this report were:

- We carried out a staff survey and received 536 responses from staff working in a range of services
- We reviewed 14 survey responses from children and young people and 21 from parents and carers
- We reviewed practice by reading a sample of records held by services for 60 children and young people at risk of harm
- We read a position statement prepared by the partnership and we undertook an analysis of all available evidence and reviewed publicly available information about the partnership
- The young inspection volunteers reviewed the partnership's online resources and social media
- We met with the partnership on three occasions throughout the inspection which included discussions on how to conclude the inspection.

We judged that from this activity we had sufficient evidence to reach confident conclusions about key strengths and areas for development. Given that we did not meet with children, young people, parents and carers whose records we had read, we were not able to evaluate quality indicator 2.1 - Impact on children and young people.

#### **Key facts**

## Total population: 88,340 people

Proportion of children: In 2020 17.5% of the population were under the age of 16, slightly above the national average of 16.8%

On 30 June 2020, the population of West Dunbartonshire was 88,340. This is a decrease of 0.7% from 88,930 in 2019.

In 2020/21, West Dunbartonshire had a rate of 15.1 child protection investigations (per 1,000 of the 0 – 15yr population), higher than the Scottish average of 12.8. The proportion of datazones (40%) in West Dunbartonshire within the 20% most deprived SIMD datazones in Scotland is amongst the highest across the country. By contrast, it has one of the lowest proportions of datazones (6%) within the 20% least deprived datazones.

West Dunbartonshire had the second highest prevalence of domestic violence incidents recorded by Police Scotland in 2020/21, at 168 incidents per 10,000 population, compared to the national average of 119.
#### Key Messages

- The partnership was responding effectively when concerns about children and young people were first identified
- Children and young people said they had an opportunity to develop a relationship with a key member of staff
- There are discrepancies between how staff saw their practice and what we saw in children and young people's records.
- Following the initial identification of harm, the quality of key processes was inconsistent
- From reading records, there was little evidence of children's views being solicited or taken into account when decisions were made that affected them
- There was little follow up analysis of the impact of services to improve outcomes for children and young people at risk of harm
- To be more impactful, the child protection committee's oversight and scrutiny of data and quality assurance activity required development
- Strategic leaders needed to work collaboratively to understand their activity and its impact on children and young people at risk of harm.

## Statement 1: Children and young people are safer because risks have been identified early and responded to effectively.

#### Key messages

- The partnership maintained child protection services and tried to reduce the impact of the Covid-19 pandemic on the operational delivery of services to children and families
- There was a marked contrast between the confidence expressed by staff in their abilities and what we saw in records
- When concerns about children were first identified, the partnership responded promptly
- There were delays in inter-agency referral discussions taking place and they had not taken place for a third of the children whose records we read
- Improvement is needed in both the response to follow up concerns and the effectiveness of reducing risk for children and young people.

#### **Response during the Covid-19 pandemic**

Despite experiencing high levels of infection as the Covid-19 pandemic progressed, the West Dunbartonshire partnership were successful in maintaining services to, and contact with, children at risk of harm and their families. They continued to deliver essential child protection services alongside providing families with much needed practical support. Weekly contact with children and young people subject to child protection registration was maintained. The majority of children and young people and most parents and carers who responded to our survey felt that they had sufficient contact with a member of staff during the pandemic.

#### Identification of concerns

When concerns about children were first identified, these were shared with the police and social work without delay and they responded promptly. The named person was informed in every record we read. Immediate action was taken at this stage to keep children safe which was enabled by clear initial decision making between partners.

Staff who completed our survey reported that they felt confident in their knowledge, skills and their ability to identify, report and assess risks and concerns. They felt supported and challenged by their managers to achieve a high standard of practice and staff from all agencies said they received regular supervision. However, although most staff felt confident that local child protection arrangements were effective and took place in a timely way, this was not for the most part supported by our record reading findings after the initial concern was identified and reported.

#### Effectiveness of response

An Inter-Agency Referral Discussion (IRD) should be held to ensure all the relevant information is shared between the key agencies so that decisions and actions are well informed and coordinated. No IRD had taken place in just over a third of our sample of records. Police and social work were involved in all IRDs, when they occurred, with health also in attendance at almost all of these. Education, additionally, were involved in the majority of IRDs.

Once the partnership had decided to proceed to an initial multi-agency meeting, the quality of the response in some cases was evaluated as good or better but the majority were evaluated as adequate. There was appropriate representation from agencies and clear decisions were again made in almost all cases. Most meetings took place within timescales and almost all had a written record. However, we considered that risks and needs had been partially considered in just under half of the records we read. Children and young people who were of an age to have had their views and experiences considered, had not contributed to the initial multi-agency meeting. The contribution of parents and carers was better in most cases.

Results from the staff survey highlighted that the majority of social work and social care staff agreed children at risk of harm were living in the right environment to keep them safe. However, some staff groups in other agencies disagreed with the statement. The majority of respondents agreed or strongly agreed that children and young people are being supported to recover from their experiences of harm. Responses from health and police staff do highlight variations with some disagreeing with the statement. It would benefit the partnership to use the survey results themselves to identify gaps and understand these discrepancies.

The partnership had identified improvements that needed to be made to ensure that IRDs focused on the immediate needs of the child. However, these had not yet impacted on practice and the partnership agreed that improving IRDs is a priority area of focus.

The partnership was addressing specific issues of concern for children and families in the area. These included children and young people's mental health, online harm and domestic abuse. Domestic abuse was an enduring concern and a significant factor for families of children whose names were on the child protection register. The Violence Against Women and Girls Partnership had supported the introduction of Multi-Agency Risk Assessment Conferences (MARAC) in 2020 and the No Home for Domestic Abuse Policy. This promotes a zero tolerance approach to domestic abuse within local authority properties. These were promising steps but it was too early for the partnership to know about the direct impact on children and young people.

#### Staff competence and confidence

The difference between the quality of practice we saw in records and the responses from staff to some of the survey questions was a concern for us. Survey results showed a workforce who said they were confident of their knowledge, skills and abilities. The majority of staff agreed that children were being protected from harm with some variance in responses from individual agencies. Most staff told us they were confident that child protection processes were effective. However, this was not supported by all aspects of the record reading findings. The results we saw for the quality of assessments, plans and chronologies in particular were in marked contrast to the perception of staff. The discrepancy in these two sources of evidence raised important questions regarding what led to this level of confidence and how managers were assuring themselves of the standards and quality of practice.

Almost all staff stated they were receiving supervision or had opportunities to speak to a line manager in a way that challenged them to achieve a high standard of practice. We had limited additional information on how staff were supported to reflect and improve their skills or received feedback. As a result, we were less confident about how staff were being supported to maintain the level of confidence they conveyed in their responses.

Almost all staff said they knew what standards of practice were expected of them. The majority of respondents agreed or strongly agreed that participation in regular multi-agency training and development opportunities had strengthened their contribution to joint working. Most practitioners who completed our survey were satisfied that training had increased their personal confidence and skills in working with children at risk of harm. The ongoing impact of the Covid-19 pandemic had reduced the partnership's capacity to provide training and the child protection committee had a recovery plan in place to address this.

#### Performance management and quality assurance

The partnership was undertaking some quality assurance activity. However, their efforts were not being well used to inform any changes in practice. There was a lack of clarity about how the learning was informing the partnership about its performance. There was limited evidence about how the partnership was using feedback, data and quality assurance activity consistently to understand the effectiveness of the work undertaken to keep children and young people safe. An overarching framework for quality assurance would provide the partnership with a structure and agreed approach to better realise the impact of their work.

During our inspection we saw examples of how data could have been better used to help the partnership further understand its strengths and areas for development. These included the number and age profile of children on the child protection register; the use of child protection orders; the application of initial child protection processes and the scale or complexity of presenting risks.

It was encouraging that the partnership had realised the need to develop its oversight of quality assurance and had established posts to support the child protection committee in this activity.

#### Statement 2: Children and young people's lives improve with high quality planning and support, ensuring they experience sustained loving and nurturing relationships to keep them safe from further harm.

#### Key messages

- The majority of children, young people, parents or carers who responded to our survey said they were happy with the level of contact they had with their worker during the Covid-19 pandemic.
- Assessments, chronologies and plans had been completed by staff but the quality of these needed to improve.
- The majority of children's plans were being reviewed within timescales, however, the quality of most reviews was rated as adequate.
- The partnership highlighted a range of activities intended to support children and young people at risk of harm. We could not always see the impact of these or how they related to an overarching plan for service delivery.
- There was limited evidence that learning from audit or scrutiny activity was being used to influence practice development or improvement.

#### Staff survey feedback

Responses to the staff survey indicated that most staff who were supporting children at risk of harm considered that they were working well together. They reported that the Getting it Right for Every Child approach was having a positive impact on the lives of children at risk of harm. Most said they felt proud of the contribution they were making to improve the wellbeing of children at risk of harm and their families. Staff survey responses suggested that joint training and access to child protection training were working well and staff were benefitting from the opportunities. Social work staff were less positive. Most staff felt that learning and training had increased their skills and confidence.

#### Assessing risk and need and planning

Staff had completed assessments, chronologies and plans that considered needs, concerns and risks for children in all of the records we sampled. However, their quality was not of a sufficiently high standard; the majority of assessments, chronologies and plans were rated as adequate, and a few were unsatisfactory. There was limited evidence that chronologies were used to identify patterns of significant events and experiences. The majority of plans were reviewed within timescales, but the quality of reviewing was mostly rated as adequate or below. This meant we did not have confidence that the partnership was developing plans to provide timely interventions to meet needs and reduce risk, maximise safety and improve wellbeing. Furthermore, the child's voice was not always present in the records we read, with the result that there was limited evidence that their views were being acted on in the planning process.

#### Support for children and young people at risk of harm

Services continued to work together during the Covid-19 pandemic restrictions and physical and virtual contact was maintained with children and young people during the lockdown periods. Practical support, including food and shelter, was also made available. Some care leavers were enabled to stay in touch digitally. Children and young people, as well as parents and carers, were generally content with the level of support that they had received.

The effectiveness of work to reduce risks of abuse or neglect from parents or carers, or from within the community, was assessed as good in less than half the sample we read. In most instances, in the small number of cases where there were risks of the child harming themselves or others, practice to reduce those risks needed to be more effective.

The partnership had introduced an adult services parenting capacity assessment and a strengths-based approach to supporting parents with alcohol and drug issues. There was limited evidence of their impact. Improving the lives of children through specific parenting interventions was a strategic outcome within the integrated children's service plan but aspects of this work were in need of a refresh. While our record reading found that most children and young people were impacted by parental behaviour, we could not see evidence of collaborative working between children and adult services.

It was difficult to establish whether mental health outcomes were improving for children and young people. Half of the respondents to the staff survey disagreed or strongly disagreed that mental health outcomes for children and young people were improving. Several new initiatives and services had been launched in response to meeting young people's mental health and wellbeing needs. For example, 'Young People In Mind' was promoting the mental health and wellbeing of looked after and accommodated children and young people. It would have been helpful to have seen evaluations or audits of these supports in order to assess their effect, or the longer term consequences for vulnerable young people. Steps had been taken across the Greater Glasgow Health Board Child and Adolescent Mental Health Service (CAMHS) which had positively impacted in reducing waiting times in West Dunbartonshire.

#### Quality improvement leading to better outcomes

While there is good intention and a willingness to encourage new initiatives, performance measurement and evaluation had not been sufficiently developed to help the partnership understand where to best concentrate their efforts to support improved outcomes for children and families. There was agreement about some key areas for improvement but there were no corresponding targets and no clear line to actions intended to achieve objectives.

Evidence of scrutiny and analysis of data relating to performance measures and quality assurance was limited, although the partnership was developing a self-evaluation framework. It was not always clear how learning from audit activity was leading to change. Self-evaluation had shown that performance in meeting key child protection timescales was inconsistent but improvement targets had yet to be set. There was little indication that information gathered was being used to improve either the quality or timeliness of child protection processes. For example, an increase in the number of referrals to the Scottish Children's Reporter Administration (SCRA) and a decrease in the number resulting in compulsory measures, had not apparently been explored. A commitment had been made to the Wave Trust's campaign to reduce child abuse by 70% by 2030. It was unclear though, how the campaign's implementation would be measured, or how, in 2030, the council would know if its commitment had achieved the desired aim.

#### Statement 3: Children and young people and families are meaningfully and appropriately involved in decisions about their lives and influence service planning, delivery and improvement.

As we did not undertake the engagement phase of this inspection, we had limited evidence to address this statement.

#### **Key Messages**

- Children and young people who were of an age to have had their views and experiences considered, had not contributed to the initial multi-agency meeting.
- The majority of children, young people, parents and carers in the sample had opportunities to develop a relationship with a key member of staff.
- We rated the quality of how well children had been listened to, heard and included by staff as adequate or below in records.
- There was little evidence to suggest that children and young people are given opportunities for involvement in development activities, service planning and review.

The majority of children and young people in the record reading sample had the opportunity to develop a relationship with a key member of staff. Based on the small sample of children, young people, parents and carers who responded to our survey, most children and young people agreed that their worker listened to their views and opinions. Most also agreed that their worker spent time with them and gave them the help that they needed all, or most, of the time. Children and families were mostly satisfied with the help they were receiving to maintain supportive relationships with the people they cared about.

It was unclear how the wishes and expectations of children and young people were sought, listened to and considered. The majority of respondents to the staff survey felt that children and young people participated meaningfully in decisions that affected their lives and had their views respected. How children were listened to, heard and included by professionals was rated as less than good in the majority of records we read. We saw very few examples of children and young people's views being recorded in meetings which had taken place about them.

Parents and carers had slightly more opportunities to be involved in discussions and planning than children or young people. A majority of staff were confident that families and all relevant agencies actively contributed to effective plans for children and young people. We evaluated how well children, young people and families were listened to in just over half the records as good or better. However, all parents and kinship carers agreed that staff communicated well and helped them to understand what needed to change to keep children safe.

The availability of independent advocacy for both parents and carers and children and young people was inconsistent. In our survey, less than half of parents and carers said that they had an opportunity to speak with an independent advocate. This was in line with our staff survey with fewer than half of staff agreeing that advocacy was made available.

# Statement 4: Collaborative strategic leadership, planning and operational management ensure high standards of service delivery.

#### Key messages

- Key plans across the partnership were not well aligned to an overarching vision for childen's services
- The approach leaders and managers were taking to monitoring practice standards and quality assurance was under developed
- To be more impactful, the child protection committee's oversight and scrutiny of data requires development.

#### Impact of leaders on staff

Survey results indicated that staff felt well supported and confident in their standards of practice. This varied between agencies but indicated that the overall level of confidence in recognising and reporting signs of abuse was high. What was less certain was the extent to which managers and leaders were monitoring and driving up standards.

The records we read indicated that staff were working collaboratively when they had identified and responded to immediate risk. While this was borne out in record reading, we did not see any direct ways in which this had been influenced by leadership. We saw little evidence of supervision or quality assurance activity in records or how learning from the child protection committee was used to influence practice. Although staff felt that leaders had a clear vision for the delivery and improvement of services provided to children at risk of harm, a significant percentage did not experience that as clearly.

#### **Governance arrangements**

The partnership had appropriate governance arrangements and we saw that different corporate visions were in place. While these individually had value, key plans were not well enough connected to an overall vision. Furthermore, it was unclear how plans and leadership of strategy, improvement and change were communicated to and understood by staff, children, young people and families. We did not see opportunities for children and young people to be involved in shaping the partnership's visions and values.

We are not yet confident that collective leadership across the partnership is as strong and effective as it needs to be. With significant work ahead to embed the Promise, implement the National Child Protection Guidelines 2021 and new Joint Investigative Interview process, this raised some questions about whether the partnership recognised the collaborative approach required to effectively progress these priorities.

#### **The Child Protection Committee**

Although there were appropriate governance structures across organisations, we were less confident following the activity we completed about how effectively the public protection chief officers group was overseeing the work of the child protection committee. We were not assured the child protection committee was maximising its oversight of practice or influencing improvement. Actions were appropriately assigned to a lead officer to take forward but how the progress of actions was jointly monitored was not evident from the minutes of subsequent committee meetings. A data subgroup of the child protection committee had been convened but consistent analytical systems were not yet in place to effectively make use of audit and other data to inform strategic planning, service development and resourcing.

It was difficult to establish to what extent strategic leaders were working collaboratively as a partnership and whether accountability for leading and directing work to keep children safe was representing the full range of relevant partners.

#### Conclusion

While the partnership's initial response to identifying and reporting concerns was good, the effectiveness of services in improving children's lives was unclear. Our record reading results raised concern about how children and families are supported to sustain safe and positive changes in their lives. We were concerned about the disparity between staff's own views about how effective their work is, and our assessment of performance, from what we read in records. This led us to question whether managers need to be more realistic in their assessment of performance and more challenging of themselves and each other.

We were struck by the number of initiatives and activities that partners were involved in. It was clear to us that there was little follow-up or analysis of the impact of proposed actions, particularly by the child protection committee. Actions were not reviewed under a cohesive framework, the use of which could subsequently influence service improvement and help target resources. This lack of cohesion was reflected at a strategic leadership level where we saw little evidence of improvement in outcomes which leads us to question how much the partnership understands it's activity and impact.

#### What happens next?

The Care Inspectorate and scrutiny partners agreed not to undertake a full engagement week based on reasons outlined in the introduction of this report. We decided that the most appropriate course of action would be to support the partnership to undertake improvements in the areas we have identified. While we are more confident the partnership now know where changes need to be made, we do not think they would be able to take all the actions necessary without external support and challenge. The partnership has agreed with this approach and has recognised the need for improvement.

We asked the leadership team in West Dunbartonshire to provide an improvement plan which they have done and it includes areas highlighted in this inspection. The partnership has established governance arrangements to oversee its improvement action planning which will be chaired by the chief social work officer.

Along with scrutiny partners, the Care Inspectorate will lead a series of improvement sessions to support the partnership with the key areas for development. During late May and June 2022, we will facilitate nine sessions with a range of staff to help focus the direction of improvement activity. Thereafter we will monitor and evaluate the partnership's progress for an agreed period of time and report on the improvements it has made.

#### **Appendix 1: Key Terms**



**CAMHS (child and adolescent mental health services)** are the NHS multidisciplinary teams that provide assessment and treatment/interventions in the context of emotional, developmental, environmental and social factors for children and young people experiencing mental health problems, as well as training, consultation, advice and support to professionals working with children, young people and their families.

**Child protection committees** are the locally-based, inter-agency strategic partnerships responsible for child protection policy and practice across the public, private and third sectors. Working on behalf of chief officers, their role is to provide individual and collective leadership and direction for the management of child protection services in their area.

A **Children's Service Plan** is a strategic plan prepared by local authorities and relevant health boards. It sets out the provision of children's services and related services in a local authority area.

**Getting it Right for Every Child (GIRFEC)** is a national policy designed to make sure that all children and young people get the help that they need when they need it.

**Independent advocacy** refers to a person providing advocacy who is not involved in providing the services to the individual, or in any decision-making processes regarding their care.

An **initial multi-agency meeting** is the first formal occasion in which the chair and attendees consider whether child protection registration, vulnerable young person's or care and risk management planning is necessary. Examples include initial child protection planning meetings or case conferences; and initial care and risk management multi-agency meetings or equivalent.

An **inter-agency referral discussion (IRD)** is the start of the formal process of information sharing, assessment, analysis and decision-making following reported concern about abuse or neglect of a child or young person up to the age of 18 years, in relation to familial and non-familial concerns, and of siblings or other children within the same context. This includes an unborn baby that may be exposed to current or future risk.

**Multi Agency Risk Assessment Conferences (MARAC)** MARACs are regular, local meetings where information about domestic abuse victims at risk of the most serious levels of harm is shared between representatives from a range of local agencies to inform a co-ordinated action plan to increase the safety of the victim and their children.

**Named persons** are a core component of the GIRFEC approach, and are a professional point of contact within universal services, if a child, young person or their parents need information, advice or help. Local arrangements and the term used to describe this role or function may vary from area to area.

**The Promise** is the main report of Scotland's independent care review published in 2020. It reflects the views of over 5,500 care experienced children and adults, families and the paid and unpaid workforce. It described what Scotland must do to make sure that its most vulnerable children feel loved and have the childhood they deserve.

The **Scottish Children's Reporter Administration (SCRA)** is a national body which focuses on children most at risk. Its role is to decide when a child needs to go to a Children's Hearing, help children and families to take part in hearings and provide accommodation for hearings.

**Scrutiny partners** represent the scrutiny bodies that take part in joint inspections. This includes the Care Inspectorate, Education Scotland, Healthcare Improvement Scotland, and Her Majesty's Inspectorate of Constabulary for Scotland.

A **Significant Case Review (SCR)** is carried out where a child has died, or has been significantly harmed, or where they have been at risk of harm. SCRs aim to find out if anything could have been done to prevent harm, and what could be done to stop a similar event happening in the future. This term was in common usage until 2021 when it was replaced by the term 'learning review' in the updated national guidance.

**Young Inspection Volunteers** are young people (aged 18 - 26) with experience of care services who are specifically trained to support the Care Inspectorate with our inspections. They are part of the inspection team.

#### Headquarters

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Cllr Martin Rooney Chair of West Dunbartonshire Community Planning Partnership 16 Church Street Dumbarton G82 1QL 13 April 2023 Our Reference: HH

Dear Cllr Rooney,

I am writing to you in your role as Chair of the West Dunbartonshire Community Planning Partnership on behalf of the scrutiny bodies that supported your improvement work following our joint inspection last year. These are the Care Inspectorate, Education Scotland, His Majesty's Inspectorate of Constabulary in Scotland and Healthcare Improvement Scotland.

As you are aware, our main contact has been with Beth Culshaw, Chief Officer of West Dunbartonshire HSCP, in her role as Chair of the West Dunbartonshire Children and Young People Executive Oversight Group. This letter outlines what we did, and our observations of your improvement progress led by the Children and Young People Executive Oversight Group between May 2022 and February 2023. It will be published on the Care Inspectorate website.

Our observations of your improvement progress are based on:

- discussions with senior leaders and observations of improvement and evaluation activity between May 2022 and February 2023; and
- review of a position statement and supporting evidence provided on 28 February 2023 by the partnership to demonstrate progress made in taking forward improvements.

#### Background

We carried out an inspection of services for children at risk of harm in the West Dunbartonshire community planning partnership area between October 2021 and March 2022. Due to constraints presented at that time by the Covid-19 pandemic, we were unable to undertake the engagement phase with West Dunbartonshire that was planned for February 2022. This meant that we did not have the opportunity to meet children, young people and families or conduct focus groups with staff. The joint inspection report was published in May 2022.

We decided that the most appropriate course of action thereafter was to support the partnership to undertake improvements in the areas we identified in the inspection report. While we were confident the partnership knew where changes needed to be made, we were not confident that the partnership would be able to take all the actions necessary without external support and challenge.

#### What we did

We asked the leadership team in West Dunbartonshire to provide an improvement plan which they did, and it included areas highlighted in the inspection report.

Between May and June 2022, inspectors from the Care Inspectorate, Education Scotland, His Majesty's Inspectorate of Constabulary in Scotland and Healthcare Improvement Scotland worked in collaboration with the children and young people partnership. Together, we delivered nine sessions to a range of multi-agency staff to help focus the direction of improvement activity.

Thereafter, we agreed a range of activities and milestones, with the intention of partners reporting on their progress to the Care Inspectorate by the 28 February 2023. Inspectors from the Care Inspectorate continued to work with the partnership, providing improvement support where this was requested by partners.

#### The partnership's approach to improvement

The partnership put in place governance arrangements to oversee its improvement action planning. A multi-agency improvement action group was established to take forward the inspection improvement plan, with an executive oversight group comprised of senior leaders providing oversight, support and challenge.

The partnership built on the original nine multi-agency sessions facilitated by scrutiny partners, delivering a further four development sessions. These focussed on developing a shared vision, values and actions aligned to Getting it Right for Every Child (GIRFEC), The Promise and their approach to continuous improvement. Evaluation activity was undertaken alongside improvement actions to determine progress. This included reviews of children and young people's records, other audit activity and seeking the views of some staff, children, young people and their parents and carers.

The partnership used the Care Inspectorate tools for multi-agency record reading and surveys of staff, children and young people and parent and carer views. Guidance and training were provided by the Care Inspectorate at the request of the partnership. Using the tools, the partnership reviewed 35 children and young people's records on a multi-agency basis and of that sample received: eight survey responses from parents and carers; nine responses from children and young people; and 86 responses from staff who provide support to children and young people at risk of harm.

The partnership also commissioned external support as part of their improvement activity. This included support for staff training as well as work to strengthen strategic collaborative working. The children's services partnership had made additional investment to strengthen quality assurance and improvement capacity. While recruitment challenges impacted progress, appointments were subsequently made to key posts.

#### The identification of and response to, children and young people at risk of harm

Concerns about children and young people were responded to promptly. This was a finding of our joint inspection and confirmed by the partnership's review of records and their survey responses from parents and carers.

The position statement and supporting evidence highlighted that the Inter- agency Referral Discussion (IRD) had been a key area of improvement activity. The partnership helpfully established an IRD steering group to monitor and progress improvement actions. The partnership's review of records showed some early signs of improvement in the number of IRDs recorded. More work is now needed to reassure partners that IRDs are routinely taking place where a concern may indicate a risk of significant harm. The partnership indicated that the risks and needs of unborn children will now be considered within the IRD process as part of a review of their Special Needs in Pregnancy service.

It was still too early to determine improvements in relation to the overall quality of IRDs. The partnership's review of records provided a mixed picture of quality. Helpfully, the partnership had undertaken further work to better understand and address those circumstances where quality needed to improve. A test of change had been initiated to improve the timeliness of IRDs. While early indications are positive, further time will be needed to be able to evidence progress. The partnership intended to implement a new IRD template and guidance in March 2023 to strengthen practice. The IRD steering group will be critical to driving forward improvement.

Partners had undertaken a number of improvement activities, including strengthening staff training and improved supervision for children's social work staff. However, the partnership's review of records showed that effectiveness continued to be variable. Although most of the children and young people who responded to the partnership's survey felt safe where they lived all or most of the time and had a trusted adult they could talk to, more work will be required to embed changes.

The partnership's staff survey found that while staff remained confident in their own knowledge, skills and abilities, they were less confident in relation to multi-agency planning for children and young people and capacity to meet needs. Though it was clear that there is more to do, partners demonstrated that they had engaged with staff in a variety of ways to ensure they are contributing to improvement actions.

#### The planning and support for children and young people at risk of harm

As the partnership acknowledged, the quality of chronologies, assessments and plans requires continued prioritisation and focus to improve practice. In our joint inspection we found that while chronologies, assessments and plans were being completed, the quality needed to improve. The partnership's review of records highlighted that this continued to be an area that required further development. Through their GIRFEC refresh, there was multi-agency development work on-going to support improvement in the quality of written assessments, plans and chronologies. Helpfully, partners had made additional investments including externally commissioned staff training and the creation of a Child Protection Committee (CPC) learning and development post. Having identified challenges for staff involved in the GIRFEC work due to competing demands, the partnership had recently appointed a GIRFEC lead officer to provide additional support and co-ordination.

Continued prioritisation and focus will be needed in respect of the quality of reviews. The partnership's review of records highlighted that the content and quality of reviews continued to be variable. Partners had introduced training for chairs of meetings and the recent appointment of independent chairs may better support progress in this area.

The partnership's approach to learning from audits, scrutiny and quality assurance had improved. There had been strengthened efforts from partners to drive and direct improvement work which had directly arisen from audits and scrutiny. This was particularly evident in relation to work to strengthen the assessment and planning framework for children and young people.

Our joint inspection found that while there were a range of support services in place for children and young people, it was difficult to understand what difference these were making. The partnership's staff survey showed a mixed picture of views in relation to improvements in children and young people's lives. While evaluative evidence remains very limited, partners had helpfully highlighted that most children and young people who accessed school counselling support (Lifelink) reported an improved outcome. It would be useful for partners to consider more widely how they can better help services, in particular those focussed on children and young people at risk of harm, understand the difference that their support is making.

We are not able to comment on improvements in relation to children and young people's lives and their experiences of sustained and loving relationships, as we had not heard directly from children, young people and their families. The partnership had engaged via surveys with a small number of children and young people and their parents and carers to better understand their experiences.

#### The engagement and participation of children and young people

The strategic prioritisation of the participation and involvement of children and young people had improved. The partnership had developed an overarching participation and engagement strategy that outlines the importance of listening to the views and experiences of children, young people and their families. We heard from senior leaders how children and young people had been involved in the development of this.

There were a few examples of partners encouraging the participation of children and young people in shaping future service delivery, such as a consultation about their experiences of family support and the influence of children and young people on community mental health supports. However, it was too early to determine whether this had led to overall improved influence on service planning and delivery. It was not yet clear to what extent children and young people at risk of harm were specifically being engaged.

The partnership's review of records highlighted that further improvements needed to be made to meaningfully and appropriately involving children and young people in decisions about their lives. Importantly, partners had committed to hearing the views of children and young people as a central part of their GIRFEC refresh work to improve assessment and planning. There was some evidence of actions towards improved involvement of children and young people in decisions about their lives. An example of this was the re-introduction of Viewpoint to support children and young people to give their views.

### Collaborative strategic leadership, operational management and strategic planning arrangements

Collaborative, multi-agency working between senior managers had improved. Minutes of key strategic forums including the CPC, children's services planning Nurture Development and Improvement Group (NDIG) and Public Protection Chief Officers Group (PPCOG) were better reflecting multi-agency attendance, shared workloads and a greater emphasis on progressing actions. External collaborative working arrangements were supporting partners with the implementation of the National Guidance for Child Protection in Scotland (2021). Multi-agency development sessions had taken place with staff to build a shared vision. Staff feedback from the development sessions indicated that most attendees felt there had been an improvement or partial improvement in collaborative working. A newsletter had been created to keep staff informed of the work of the CPC, though this was not yet evaluated.

There was a clearer articulation of the strategic framework in relation to support for children and young people. Some structures had been revised to better support improvement for example CPC subgroups. Minutes of key strategic meetings, for example the CPC and the NDIG, reflected greater alignment between the overall work of the strategic groupings and progression of improvement actions. More recent strategic planning activity was helpfully cross-referencing areas of work to avoid duplication. There now needs to be a greater emphasis on the outcome measures necessary to demonstrate what difference improvement actions are making to the lives of children and young people.

Although at an early stage of development, there was a strengthened approach to the collation and analysis of data for the purposes of improving services. The partnership had undertaken a number of activities to begin to better quality assure and understand how services were performing. This included seeking the views of some children, young people and their parents and carers. While most actions had been multi-agency, some single agency activity was undertaken. The CPC had recently introduced a quality assurance and self-evaluation framework, though it was not clear to what extent this will align activity and support improved outcomes for children and young people.

To strengthen their expertise, the CPC had helpfully sought external support from CELCIS to better develop their use of the national minimum data set. CPC minutes reflect some improvement in the scrutiny of data. There was also some evidence of a greater maturity of focus for example the work to understand child protection thresholds; re-registrations; and length of registration. However, it was too early to determine how effectively partners were using this knowledge to inform their improvement of services.

The partnership had experienced significant changes at a leadership level, including the chief social work officer and the chief executive of the council and chair of PPCOG being relatively new in post. The PPCOG helpfully sought external support to improve collaborative working. This work had included a revisiting of the role and function of the PPCOG, as well as greater alignment of risk registers and reporting. There is some indication from minutes of strategic groups that staff capacity to attend for example CPC subgroups had at times impacted progress. While the PPCOG had supported additional investment in key posts to progress improvement actions, funding and recruitment issues meant that posts were only recently appointed to.

More widely, the partnership was continuing to experience staffing challenges in relation to staff turnover, absence and recruitment. This had been a particular issue for the Health and Social Care Partnership (HSCP) children's social work service. A new workforce strategy was developed for the HSCP in 2022 and reporting to PPCOG was in place. However, like many other partnership areas, staffing continued to be a challenge.

#### Capacity for improvement

Senior leaders had taken on board the joint inspection findings and there was an acceptance of the need to drive forward improvement. Partners had communicated the outcomes of the joint inspection and worked with staff to develop and take forward actions relevant to areas for improvement identified by the joint inspection. The partnership had established collaborative multi-agency approaches to planning and monitoring improvements. An appropriate governance framework was in place, providing support and challenge from senior leaders in response to changes in performance, capacity and resource needs. The identification of an inspection improvement action lead had supported co-ordination of efforts.

Partners were beginning to use a range of approaches to hear the views of key stakeholders and were starting to utilise these to evaluate and better understand their progress and performance. There were also more targeted approaches to audit and data capture beginning to emerge. If sustained, these actions will provide a baseline for performance monitoring.

Strategic priorities were being expressed more clearly and supporting a shared vision for implementing change. However, there now needs to be a greater emphasis in strategic plans on the intended outcomes for children and young people. This would better support the refinement of improvement actions as intended by partners.

Partners had made efforts to appropriately target their resources to implement required improvements. Senior leaders recognised the impact of wider capacity issues and had indicated their support for continued investment to maintain their pace of improvement.

#### Next steps

Partners have made considerable effort in addressing the findings of the joint inspection. This had included additional investment and pro-actively seeking external support. Although it is too early to determine to what extent their actions had improved outcomes for children and young people at risk of harm in West Dunbartonshire, we are confident that the partnership has in place a strengthened approach to self-evaluation and improvement.

Change remains at an early stage and continuing focus will be necessary to consolidate progress and drive forward further improvement. To achieve this, over the next 12 months, the partnership will need to:

- sustain additional investment to address capacity challenges;
- maintain enhanced governance to continue to provide appropriate support and challenge for improvement work;
- refine the existing Inspection Improvement Plan to provide a greater focus on the outcomes for children and young people at risk of harm;
- build on the work already started to ensure that children and young people are meaningfully and appropriately involved in decisions about their lives;
- continue to undertake and place emphasis on self-evaluation activity that focusses not only on how much or how well services are delivering, but what difference the support is making; and
- continue to seek external support where this is necessary to achieve change.

In making this commitment, we are confident that the partnership has in place the necessary framework to continue to effect improvement.

This concludes our public reporting in relation to the findings of the joint inspection. We will continue to offer support for improvement and monitor progress through our link inspector arrangements.

Yours Sincerely,

Helchaff.

Helen Happer Chief Inspector Direct: 01786 432948 Email: Helen.Happer@careinspectorate.gov.scot

Copy to: Beth Culshaw, Chief Officer West Dunbartonshire HSCP Peter Hesset, Chief Executive of West Dunbartonshire Council Jane Grant. Chief Executive of NHS GGC Lynn Ratcliff, Police Divisional Commander for West Dunbartonshire

#### ITEM 8 APPENDIX 3

### Joint Children's Services Inspection Action Plan



West Dunbartonshire Health & Social Care Partnership

Title

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HSCP - Joint Children's Services Inspection Action Plan

### Inspection Statement 1: Children and young people are safer because risks have been identified early and responded to effectively

#### **1**. Feedback from the inspection and priorities for improvement are understood

Action Code	Action Description	Status Status Icon	Progress Bar	Assigned To	Managed By	LDUE Date	Completed Date	Latest Note
JCSIAP/1.1.1	Develop a Communication Plan to promote staff knowledge and understanding of the feedback from the inspection and the priorities for improvement.		100%	Euan McLean	Beth Culshaw	24-May-2022	27-Feb-2023	

## 2. Staff are aware of and understand the learning from the Inspection process, GIRFEC and the Partnership Model for Improvement

Action Code	Action Description	Status Status Icon	Progress Bar	Assigned To	Managed By	Due Date	Completed Date	Latest Note
JCSIAP/1.2.1	Develop a Community Planning Partnership communication plan which includes: learning from the Inspection process; CI Model for Improvement; GIRFEC practice model; regular updates on progress; Circulation to: staff, trade unions, and communication to service users.	<b>②</b>	100%	Euan McLean	Beth Culshaw	15-Mar-2022	27-Feb-2023	

Action Code	Action Description	Status Status Icon	Progress Bar	Assigned To	Managed By	Due Date	Completed Date	Latest Note
JCSIAP/1.2.2	Implementation of 9 Care Inspectorate Development Sessions to staff across CPP. Training programme to include specific sessions on quality framework and use of quality indicators. Sessions will include strategic leaders and operational staff	<b></b>	100%	Shiona Strachan	Lesley James	24-Jun-2022	27-Feb-2023	Development Sessions took place between 24/05 & 24/06 require write up from evidence session to identify themes.
JCSIAP/1.2.3	Practice improvement will be driven by a targeted programme of feedback sessions on the findings of the Staff Survey and Case File Audit with a clear focus on recording practice		1111-7/0	Natasha MacPherson	Paula Godfrey	30-Jun-2022	27-Feb-2023	Training 29/06/2022 - further session to take place in 6 months.

#### 3. Staff are, and feel, supported to carry out their role

Action Code	Action Description	Status Status Icon	Progress Bar	Assigned To	Managed By	Due Date	Completed Date	Latest Note
JCSIAP/1.3.1	Develop and deliver a partnership training programme to include the findings of the staff survey and case file audit report. The medium to long term training plan must incorporate sessions across CPP staff groups. Sessions to include recording practice.		100%	Tracy King; Natasha MacPherson	Paula Godfrey	31-Dec-2022	27-Feb-2023	Lesley James updating case recording Policy for sign off at SMT 09/11.
JCSIAP/1.3.2	Recruitment of a Learning and Development Officer and an Audit & Performance Officer to support improvements in practice.		100%	Leeanne Galasso	Lesley James	31-Oct-2022	27-Feb-2023	Approved at SRRG 07/09/22. Posts blocked re clarification of line management process.
JCSIAP/1.3.3	Update and relaunch case recording standards within children's social work services ensuring consistency across the social work workforce.	<b>I</b>	100%	Sylvia Chatfield; Fiona Taylor	Lesley James	26-Aug-2022	27-Feb-2023	Case recording policy to be approved at SMT.

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### 4. Children young people and families are at the centre of practice & have clear assessments, plans &

#### reviews in place to deliver high quality services & supports

Action Code	Action Description	Status Status Icon	Progress Bar	Assigned To	Managed By	Due Date	Completed Date	Latest Note
JCSIAP/1.4.1	Review of Partnership approach to and implementation of GIRFEC, project plan will include: integrated assessment; risk management tools; integrated chronology; wellbeing assessments; outcome focused SMART plans; request for assistance.	•	50%	Lesley James	Laura Mason	30-Dec-2022		Evidence documents to be provided (LJ)

## **5.** Partnership staff, providers of services, carers are confident, competent, and supported to identify and respond to risk of harm

Action Code	Action Description	Status Status Icon	Progress Bar	Assigned To	Managed By	Due Date	Completed Date	Latest Note
JCSIAP/1.5.1	Undertake a training needs analysis and review single agency and multi agency training requirements. Aligned with national and local priorities.	<b>②</b>	100%	Claire Cusick; Moira Wilson	Margaret-Jane Cardno	30-Jul-2022	19-Jan-2023	I am not leading on this work and have no responsibility for it. I am aware that this training needs analysis has been carried out as part of the Inspeciton Action plan. I have requested this is re- assigned to a more appropriate manager. 19/1/23
JCSIAP/1.5.2	Based on the above training needs analysis implement revised multi-agency child protection training programme which should include further development of online training and a self-learning pack.	<b>②</b>	100%	Margaret-Jane Cardno; Claire Cusick; Natasha MacPherson	Paula Godfrey	30-Dec-2022	27-Feb-2023	This is not an area of work I have responsibility to lead on. I am aware a multi-agency CP programme is being developed and

Action Code	Action Description	Status Status Icon	Progress Bar	Assigned To	Managed By	Due Date	Completed Date	Latest Note
								implemented. I have asked for this to be re-assigned to a more appropriate manager.
JCSIAP/1.5.3	Establish and develop quarterly Third Sector Well Start Forum to promote and develop Third Sector engagement in service delivery.	<b>②</b>	100%	Margaret-Jane Cardno; Claire Cusick; Natasha MacPherson	Selina Ross	30-Jun-2022	30-Sep-2022	The Start Well Forum is operating on a quarterly meeting cycle. The meeting plan for the year, generated by members, includes child protection and GIRFEC awareness refresh.

### 6. Initial response to concerns and IRDs are timely, proportionate and decisions clearly recorded

Action Code	Action Description	Status Status Icon	Progress Bar	Assigned To	Managed By	Due Date	Completed Date	Latest Note
JCSIAP/1.6.1	Undertake audit of current performance of IRD to inform baseline data to enable scrutiny through CPC.	<b></b>	100%	Natasha MacPherson	Paula Godfrey	31-May-2022	27-Feb-2023	The Start Well Forum is operating on a quarterly meeting cycle. The meeting plan for the year, generated by members, includes child protection and GIRFEC awareness refresh.
JCSIAP/1.6.2	CPC to implement recommendations from multi agency Audit of IRD	<b>I</b>	100%	Lesley James	Paula Godfrey	29-Jul-2022	27-Feb-2023	IRD Report presented to CPC, agreement at CPC & PPCOG in June 2022. Steering group recommended

Action Code	Action Description	Status Status Icon	Progress Bar	Assigned To	Managed By	Due Date	Completed Date	Latest Note
								to progress actions and improvements for IRD, meetings of steering group have commenced. Minutes of IRD Steering Group have been requested
JCSIAP/1.6.3	Establish an IRD Steering Group to progress improvements in relation to : timescales, recording, partnership working, including the voices of children and families and development of eIRD.		100%	Natasha MacPherson	Lesley James	16-Jun-2022	27-Feb-2023	The draft guidance has been provided to the Steering Group for comments. Consideration is required to the links between IRDs and the Scottish Child Interview Model, which will be progressed in West Dunbartonshire in Spring 2023. Police system is being used as a measure for the number of IRDs being completed due to this system being the most accurate. Improvements in the social work system continue to be progressed. Scoping is being completed in relation to multi agency IRD info to establish a multi agency IRD dataset. UPDATE: Meeting taking place

Action Code	Action Description	Status Status Icon	Progress Bar	Assigned To	Managed By	Due Date	Completed Date	Latest Note
								21/10/22
JCSIAP/1.6.4	Develop IRD data set to support performance monitoring in addition to the national data set		20%	Lyn Slaven	Margaret-Jane Cardno	31-Aug-2022		
	Review process, guidance and procedures in relation to initial response to concerns including recording of decisions.	•	0%	Jacqueline Carson	Lesley James	31-Oct-2022		
JCSIAP/1.6.6	Social work services- review initial response to concerns and duty process using baseline information from Appreciative Enquiry	<b>I</b>	100%		Lesley James	30-Jan-2023		Interim progress report October 2022.
JCSIAP/1.6.7	Conclude current review of "access to services' for the duty systems for CYP to ensure streamlined, timely and proportionate response		0%	John Burns	Lesley James	30-Dec-2022		

## 7. The Community Planning Partnership is able to identify strategic and operational risks - and to put in place relevant mitigation actions

Action Code	Action Description	Status Status Icon	Progress Bar	Assigned To	Managed By	Due Date	Completed Date	Latest Note
JCSIAP/1.7.1	Review and update service and strategic risk registers to ensure they appropriately include risks in relation to services for CYP and their families.		0%	Margaret-Jane Cardno; Rona Gold		29-Jul-2022		PPCOG process has been documented and signed off by PPCOG on the 13th September 2022. Natasha Macpherson and Kate Kerr will now lead and manage going forward. Operational and strategic risk process for HSCP is in place and is overseen by Heads of Service. Query 20/10 Exception

Action Code	Action Description	Status Status Icon	Progress Bar	Assigned To	Managed By	Due Date	Completed Date	Latest Note
								Report on the supporting evidence from MJC presentation from PPCOG requested from Christine McAffray re Risk Register (RR Rec'd 20/10)
JCSIAP/1.7.2	Highlight reports presented to strategic groups are aligned to and reflect risk register priorities.		0%	Rona Gold		31-Aug-2022		
JCSIAP/1.7.3	Review and develop the CPP data reporting to strategic planning groups including the CPC the data will include: establish baseline data; benchmark data; outcomes measures; performance and improvement data; direct observation of practice; review of documents; views of service users lived experience; views of stakeholders and professionals.	•	0%	Rona Gold		31-Oct-2022		
	Review the third sector annual census to support analysis of training needs and identify practice development requirements	<b>Ø</b>	100%	Rona Gold	Selina Ross	31-Oct-2022	27-Feb-2023	

8. The Community Planning Partnership understands our performance and can identify strengths & areas for improvement

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Action Code	Action Description	Status Status Icon	Progress Bar	Assigned To	Managed By	Due Date	Completed Date	Latest Note
JCSIAP/1.8.1	For children and young people at risk of harm of the Care Inspectorates 'Self-evaluation for improvement' guidance to support the development of data will be adopted.	•	90%	Natasha MacPherson	Paula Godfrey	31-Aug-2022		Care Inspectorate QIF framework is being adopted for use in QA & evaluation by CPC. Framework and plan for audit to be

Action Code	Action Description	Status Status Icon	Progress Bar	Assigned To	Managed By	Due Date	Completed Date	Latest Note
								presented at CPC on 5/9/22.
JCSIAP/1.8.2	Develop a reflective practice approach in social work services to support implementation of practice and supervision standards.		0%		Lesley James	29-Jul-2022		
JCSIAP/1.8.3	Evaluate case recording standards and use of reflective supervision through planned case file audit activity within children's social work services.	•	75%	Paul Kyle; Annie Ritchie	Lesley James	26-Nov-2022		Work has been considered by Paul Kyle and Annie Ritchie and while this as stalled fro a while there was further investment towards the end of 2022. It is considered that this will be picked up again in janaury 2023.
JCSIAP/1.8.4	Review the data set used by the CPC and ensure routine analysis to inform priorities and actions.	<b></b>	100%	Natasha MacPherson	Paula Godfrey	31-Aug-2022	27-Feb-2023	Minimum dataset in place. Consideration being given to the implementation of Version 2 of the dataset. Scrutiny meeting takes place quarterly to review dataset and make recommendations to Committee.
JCSIAP/1.8.5	Review local data set aligned to the QIF, service area and national reporting.	•	80%	Natasha MacPherson	Paula Godfrey	31-Aug-2022		Care Inspectorate QIF framework is being adopted for use in QA & evaluation by CPC. Framework and plan for audit to be presented at CPC on 5/9/22.

### 10

## 9. Community Planning Partnership is a learning organisation where plans and implementation activity reflect good practice guidance and national developments

Action Code	Action Description	Status Status Icon	Progress Bar	Assigned To	Managed By	Due Date	Completed Date	Latest Note
JCSIAP/1.9.1	Child Protection Committee will continue to engage in the West of Scotland forum to develop joint procedures and protocols aligned to the National Guidance for Child Protection in Scotland [2021]		75%	Natasha MacPherson	Paula Godfrey	31-Oct-2022		
JCSIAP/1.9.2	Adopt and implement the Learning Review national guidance to replace Initial Case Review and Significant Case Review guidance, and included in Training Schedule for Partnership staff.	<b>I</b>	100%	Natasha MacPherson	Paula Godfrey	30-Jun-2022	29-Aug-2022	Completed and guidance established 22/08/2022
JCSIAP/1.9.3	Review output from staff survey to further explore variation between staff groups and build actions into staff development programme and service design		50%	Natasha MacPherson		29-Jul-2022		

## Inspection Statement 2: Children and young people's lives improve with high quality planning and support, ensuring the experience sustains loving and nurturing relationships to keep them safe from harm

### **1.** Community Planning Partnership Model for Improvement in place

Action Code	Action Description	Status Status Icon	Progress Bar	Assigned To	Managed By	LDUE Date	Completed Date	Latest Note
JCSIAP/2.1.1	In relation to children at risk of harm the Care Inspectorate model for improvement will be adopted by all relevant Community Planning Partners. Community Planning to agree the reporting and assurance arrangements.	<b>&gt;</b>	100%	Lesley James	Beth Culshaw	31-Aug-2022	27-Feb-2023	

#### 2. Community Planning Partnership Self-Evaluation Framework is in place, used and regularly updated

Action Code	Action Description	Status Status Icon	Progress Bar	Assigned To	Managed By	Due Date	Completed Date	Latest Note
	Strategic agreement required on Self-Evaluation framework in relation to children and young people at risk of harm. Framework must include the views and lived experience of children, young people and their families.	<b>I</b>	100%	Lesley James	Beth Culshaw	30-Jun-2022	27-Feb-2023	
	Develop and agree Partnership SMART Improvement Plan template – use at strategic & operational level Set implementation review date		0%	Lesley James	Beth Culshaw	30-Apr-2022		

#### 3. Community Planning Partnership has oversight of child protection practice

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Action Code	Action Description	Status Status Icon	Progress Bar	Assigned To	Managed By	Due Date	Completed Date	Latest Note
JCSIAP/2.3.1	Annual programme of audit activity in place, reviewed & agreed by strategic planning groups, CPC, governance groups and Corporate/SMT		50%		Lesley James	29-Sep-2022		
JCSIAP/2.3.2	Review of integrated Children's Services Plan and sub group structure. Further develop outcomes focused framework and evaluation	<b>②</b>	100%	Claire Cusick	Laura Mason	20-Jan-2023	20-Jan-2023	ICSP reviewed to reflect positive SG feedback and identified next steps. Outcomes identified and included.

## 4. Strategic Community Planning Groups & service areas are supported to carry out the self-evaluation activity

Action Code	Action Description	Status Status Icon	Progress Bar	Assigned To	Managed By	Due Date	Completed Date	Latest Note
JCSIAP/2.4.1	The CPC audit plan specifies the resources identified to support partnership and service area activity.	<b>②</b>	100%	Natasha MacPherson	Lesley James	29-Sep-2023	27-Feb-2023	

### **5.** Our self-evaluation approach is outcomes focused and has lived experience at the core

Action Code	Action Description	Status Status Icon	Progress Bar	Assigned To	Managed By	Due Date	Completed Date	Latest Note
JCSIAP/2.5.1	Develop and embed a consultation model to gather experience from CYP and parents family/unpaid carers to support QA and inform service development	•	0%	Nicholas Gallacher	Margaret-Jane Cardno	29-Oct-2022		
JCSIAP/2.5.2	Develop and implement a programme of face-to- face supported sessions with CYP and family/unpaid carers to gather lived experience to support QA and inform Partnership priorities and developments.		0%	Nicholas Gallacher	Margaret-Jane Cardno	29-Oct-2022		
	Develop evaluation framework to focus on outcomes - Aligned to Action 2.5.2		100%	Nicholas Gallacher	Margaret-Jane Cardno	30-Mar-2023	27-Feb-2023	

### 6. Governance is clear & includes professional oversight

Action Code	Action Description	Status Status Icon	Progress Bar	Assigned To	Managed By	Due Date	Completed Date	Latest Note
JCSIAP/2.6.1	Clinical & Care Governance Group Terms of Reference to be reviewed and include oversight of all service inspections and improvement plans,	<b>&gt;</b>	100%	IVal Liernev	Fiona Wilson (HSCP)	30-Sep-2022	27-Feb-2023	Report on the CP inspection and Action plan to NHSGGC PPF for noting Sept 2022– as part of our oversight

Action Code	Action Description	Status Status Icon	Progress Bar	Assigned To	Managed By	Due Date	Completed Date	Latest Note
								arrangements – PPF have agreed to act as a critical friend and we also secured support from NHSGGC PPU with respect to our improvement activity.
JCSIAP/2.6.2	Review Terms of Reference for Improvement Action group [previously Oversight Group]		100%		Beth Culshaw	29-Apr-2022	27-Nov-2022	
JCSIAP/2.6.3	Establish Executive Oversight Group with Terms of Reference in place		100%		Beth Culshaw	29-Apr-2022	27-Nov-2022	

## **7.** Strategic Community Planning Partners are aware of self-evaluation activity and actions arising from findings to support improved outcomes for CYP at risk of harm

Action Code	Action Description	Status Status Icon	Progress Bar	Assigned To	Managed By	Due Date	Completed Date	Latest Note
JCSIAP/2.7.1	Report annually self-evaluation for consideration at: PPCOG, CPC, CPP Annual Report, CSWO annual report and HSCP Board.		0%	IMACPherson' I Vn	Paula Godfrey; Lesley James	31-Oct-2022		

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#### 8. Assessment, planning tools and intervention support outcomes focused, child centred practice

Action Code	Action Description	Status Status Icon	Progress Bar	Assigned To	Managed By	Due Date	Completed Date	Latest Note
JCSIAP/2.8.1	Conclude current revision of Integrated assessment tools and child plans in children's services social work.		100%	Annie Ritchie	Lesley James	31-Aug-2022		This work was initially supported by Children's Hearings Scotland

Action Code	Action Description	Status Status Icon	Progress Bar	Assigned To	Managed By	Due Date	Completed Date	Latest Note
								and SCRA via a Short Life Working Group. The SCRA element will be reviewed within Better Hearings meetings – about to re start- however SLWG will require to be refreshed to support entire roll out and launch. Report to EOG meantime, progress to Nurture DIG.
JCSIAP/2.8.2	Multi agency learning, and development sessions delivered to practitioners on Child Centred assessment and SMART planning		100%	Natasha MacPherson	Paula Godfrey	30-Sep-2022	27-Feb-2023	Plan agreed to firstly complete single agency social work training for all social work staff in relation to multi-agency assessment and SMART planning. This is planned for all Social Work staff on the following dates – 10/10. 12/10, 09/11. Consider multi- agency training, following the conclusion of the single agency training planned.
JCSIAP/2.8.3	Review adult parenting capacity assessment to include recording and evaluation of impact to strengthen focus on early identification and intervention.		0%	Barry Sheridan	Sylvia Chatfield	30-Dec-2022		BS has left post. S Chatfield to provide update.
JCSIAP/2.8.4	Deliver trauma informed practice programme and further develop trauma champions as part of		100%	Paul Kyle; Lesley Sherwood	Laura Mason	31-Aug-2022	27-Feb-2023	Links have been made with the

Action Code	Action Description	Status Status Icon	Progress Bar	Assigned To	Managed By	Due Date	Completed Date	Latest Note
	Keeping the Promise implementation plan.							health Improvement team and the focus of this work has been discussed as part of The promise sub group. Staff across all of Children's Houses have been trained in DDP. An application for funding to build upon this work was rejected, however we remain involved in activity along with the health Improvement Team.

### 9. Information, early intervention and support services are outcomes focused

Action Code	Action Description	Status Status Icon	Progress Bar	Assigned To	Managed By	Due Date	Completed Date	Latest Note
	Review contract schedule for commissioned services and develop audit and outcomes focused evaluation.		25%		Margaret-Jane Cardno	30-Dec-2022		New person taken up post January 2023.
	Review and further develop evaluation framework aligned to the interventions within the Wave Trust campaign.		25%		Margaret-Jane Cardno	30-Dec-2022		Person took up post January 2023, work has started.


### **1.** Children and Young People and their families lived experience, are at the centre of service delivery and improvement

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Action Code	Action Description	Status Status Icon	Progress Bar	Assigned To	Managed By	Due Date	Completed Date	Latest Note
JCSIAP/3.1.1	Review and implement the "Practice guide: Involving children and young people in improving children's services" Care Inspectorate and audit current practice against the guidance and Quality Improvement Framework		0%			01-Apr-2023		
JCSIAP/3.1.2	With support from Corporate SMT and governance groups develop with Children young people and families a 'Consultation, Participation, and Involvement Plan for services and strategic planning groups' to include systematic gathering of feedback and a co design approach		75%	Claire Cusick; Gillian Kirkwood	Laura Mason	30-Mar-2023		Strategy gpr established- multi agency Draft Strategy Produced and being consulted on Consultation with range of partners/yp/Youth Council Undertaken Survey of chn/yp and parents undertaken to inform strategy Good practice being identified UNCRC professional learning sessions planned and underway
JCSIAP/3.1.3	Using national and local good practice develop good practice guidance to support co design of services. Aligned to Action 3.1.2 systematic gathering of feedback and a co design approach		75%		Margaret-Jane Cardno	30-Dec-2022		

Action Code	Action Description	Status Status Icon	Progress Bar	Assigned To	Managed By	Due Date	Completed Date	Latest Note
JCSIAP/3.1.4	Review the role, function, and operational support for the Champion's Board	•	75%	Paul Kyle	Lesley James	30-Sep-2022		Awaiting the return of the champions board manager and the associated team leader to take this forward. Both off work at the moment. Some links have been made with The Promise lead and the champions board support worker.
JCSIAP/3.1.5	Develop Champions Board role to include active involvement in tests of change in relation to service development to ensure the voice of care experienced young people is incorporated into service design. Current focus is on the introduction of Viewpoint		60%	Paul Kyle	Lesley James	30-Sep-2022		Work has been carried out across WDC to consider how to increase the opportunities to listen to and record the views of children and young people. All staff across SW have been invited to attend the VIEWPOINT training. This opportunity has been provided to a range of other agencies, who have learnt how to navigate/use the associated systems and mobile Apps. As an addition to this, mobile Apps are being considered for usage in adoption cases and life story work.

### 2. Children, young people and their family members are supported to participate and are able to express views

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LO

Action Code	Action Description	Status Status Icon	Progress Bar	Assigned To	Managed By	Due Date	Completed Date	Latest Note
JCSIAP/3.2.1	Identify and supply digital solutions for services to enable children, young people and families to fully participate in individual and strategic planning meetings.		80%	Alastair Handley	Lesley James	28-Oct-2022		
JCSIAP/3.2.2	Review of independent Advocacy services for children, young people and families		90%		Margaret-Jane Cardno	31-Mar-2023		Currently being reviewed by NMcK and LJ
JCSIAP/3.2.3	Review social work services minute taking and recording standards, to ensure that the views of children, young people and family members are routinely requested and recorded in minutes of meetings, plans and children's records.		0%	Annie Ritchie	Lesley James	30-Jun-2023		

### 3. West Dunbartonshire is a positive and active corporate parent and supports full implementation of The Promise

Action Code	Action Description	Status Status Icon	Progress Bar	Assigned To	Managed By	Due Date	Completed Date	Latest Note
JCSIAP/3.3.1	Review current Corporate Parenting activity	•		Paul Kyle; Annie Ritchie	Lesley James	31-Oct-2022		Awaiting the return of the team leader and Corporate parenting manager, following a period of ill health.
JCSIAP/3.3.2	Following review of local practice and good practice guidance in relation to corporate parenting develop an options paper and action plan for further approval by Nurture DIG and wider corporate parents.	•	0%	Paul Kyle	Lesley James	31-Oct-2022		Awaiting the return of the corporate parenting manager and the associate team leader

Action Code	Action Description	Status Status Icon	Progress Bar	Assigned To	Managed By	Due Date	Completed Date	Latest Note
								following a period of ill health.
JCSIAP/3.3.3	Implement revised approach to corporate [good] parenting		50%	Laura Mason	Lesley James	30-Dec-2022		
JCSIAP/3.3.4	Develop a communications plan to support wider understanding of the role of corporate parents across the Community Planning Partnership		1%	Paul Kyle	Lesley James	30-Dec-2022		A plan was agreed with the corporate parenting manager and this was made a part of a working plan to progress this. However, the manager went off sick before this could be commenced. The Team leader overseeing this matter also went off sick and this remains an outstanding task. This is an area of work that requires further discussion to see how we manage the input required, however this can be achieved.

4. Children, young people, families and the wider public have easy access to information on service delivery and developments

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Action Code	Action Description	Status Status Icon	Progress Bar	Assigned To	Managed By	Due Date	Completed Date	Latest Note
JCSIAP/3.4.1	Review and audit of current web-based public information from		25%	Euan McLean	Margaret-Jane Cardno	31-Aug-2022		Currently recruiting to job role

Action Code	Action Description	Status Status Icon	Progress Bar	Assigned To	Managed By	LDUE Date	Completed Date	Latest Note
JCSIAP/3.4.2	Develop web based resources working with children and young people to inform the content and the design process. Aligned to Action 3.4.1		0%	Alastair Handley	Margaret-Jane Cardno	30-Mar-2023		

## Inspection Statement 4: Collaborative strategic leadership, planning and operational management ensure high standards of service delivery

### **1.** We have a shared vision for services supported by aligned strategies and service plans

Action Code	Action Description	Status Status Icon	Progress Bar	Assigned To	Managed By	Due Date	Completed Date	Latest Note
JCSIAP/4.1.1	Develop and deliver a workshop for Community Partnership's senior leaders to reflect, consider and develop a shared vision, values and outcomes for services to CYP at risk of harm		100%	Rona Gold	Beth Culshaw	31-Aug-2022	27-Feb-2023	
JCSIAP/4.1.2	Review of DIG Implementation Plans to ensure they reflect national agenda and local priorities for children and young people.		0%	Rona Gold		31-Oct-2022		
JCSIAP/4.1.3	Review operational and strategic support for the Child Protection Committee, ensuring that all partners are fully represented and participate in the work of the committee.	<b>I</b>	100%	Lesley James		31-Oct-2022	27-Feb-2023	
JCSIAP/4.1.4	Ensure all partners are fully represented and participate in the child protection committee and the work identified within the work identified in sub group structures. Routine progress updates to PPCOG	<b>I</b>	100%	Lesley James		31-Oct-2022	27-Feb-2023	
JCSIAP/4.1.5	Develop HSCP Board Strategic Plan to align with national developments and Integrated Children's Services Plan		0%	John Burns	Margaret-Jane Cardno	31-Mar-2023		
JCSIAP/4.1.6	Develop and recruit a GIRFEC Lead Officer to		30%	Laura Mason	Lesley James	01-Nov-2022		Job at job

Action Code	Action Description	Status Status Icon	Progress Bar	Assigned To	Managed By	Due Date	Completed Date	Latest Note
	support partnership working aligned to Integrated Children's Services Planning (ICSP)							evaluation panel.

2. Risk to children and young people is effectively identified and assessed with plans focussing on improving outcomes.

Action Code	Action Description	Status Status Icon	Progress Bar	Assigned To	Managed By	Due Date	Completed Date	Latest Note
JCSIAP/4.2.1	Develop and implement independent chairing arrangements for Looked After Children including Independent Fostering and Adoption Panel Chair.		100%		Lesley James	01-Jul-2022	27-Feb-2023	Approved at IJB June 2022.
JCSIAP/4.2.2	Review child protection chairing arrangements to ensure appropriate scrutiny, focus on outcomes and children's representation and views are included.	•	80%		Lesley James	01-Jul-2022		Approved at IJB June 2022.
JCSIAP/4.2.3	As key part of independent review role ensures children and young people and family are fully involved in participation and planning.	<b></b>	100%	Paul Kyle	Lesley James	30-Sep-2022	27-Feb-2023	Interviews fro the four independent reviewing officers will take place in January 2023 and it is hoped that provision of this role will commence in March/April 2023.
JCSIAP/4.2.4	Permanency planning process and monitoring is tracked in line with Looked After Children Regulations, and scrutiny is supported with the development of a core dataset.	<b></b>	100%	John Burns; Paul Kyle	Lesley James	30-Dec-2022	27-Feb-2023	There is now a monthly permanency tracking process in palce, with both senior mamangers and al Iteam leaders involved. This has allowed scoping of the drift and delay

Action Code	Action Description	Status Status Icon	Progress Bar	Assigned To	Managed By	Due Date	Completed Date	Latest Note
								noted and allows fro individual plans to be taken forward. The development of the tracking meeting have allowed an opportunity for creative thinking around how we meet expectations. Our data set is managed by business support and all records and decisions of the tracking meeting are updated on our CAREFIRST system.
JCSIAP/4.2.5	Review interagency approach to Chronologies across all education, health and social care services to ensure reflects good practice [links to statement 1 - risk management]	•	0%	Kate Kerr; Elaine Smith	Laura Mason	30-Sep-2022		Multi agency training has been developed with a planned roll out early 2023. Guidance is currently being updated. This work is also being progressed via GIRFEC refresh work group
JCSIAP/4.2.6	Develop and deliver interagency training on the use of chronologies as part of the CPC programme		0%	Kate Kerr; Clare McKendrick	Lesley James	31-Oct-2022		
JCSIAP/4.2.7	Audit schedule of wellbeing assessments undertaken by Health Visitors is in place with monitoring in place through C&CG and as integrated part of partnership audit activity		0%	Elaine Smith	Val Tierney	30-Dec-2022		Ongoing activity via GGC and HSCP to provide assurance of quality care

### 3. Performance reporting, policies and procedures support staff to deliver high quality outcomes focused services

Action Code	Action Description	Status Status Icon	Progress Bar	Assigned To	Managed By	Due Date	Completed Date	Latest Note
	Review HSCP policies & procedures to align with good practice guidance in relation to children at risk of harm.	<b>I</b>	100%	Karen Marshall	Lesley James	31-Mar-2023	27-Feb-2023	
JCSIAP/4.3.2	Service KPIs and impact measures further developed with staff to support understanding and embedding of self-evaluation approach and performance reporting		0%			31-Mar-2023		
	Refresh training and development programme for members of the Child & Adult Protection Committees to develop their skills and knowledge in relation to their role to provide oversight and scrutiny of data.		0%	Natasha MacPherson	Paula Godfrey	30-Nov-2022		

#### 4. Staff are able to access policies, procedures, good practice examples and national information easily

Action Code	Action Description	Status Status Icon	Progress Bar	Assigned To	Managed By	Due Date	Completed Date	Latest Note
JCSIAP/4.4.1	Audit of current web-based intranet information (links to 3.4.1 - review of public facing web based information)	<b>I</b>	100%	Euan McLean	Margaret-Jane Cardno	31-Aug-2022	27-Feb-2023	
JCSIAP/4.4.2	From audit baseline develop web based resource through commissioned design resource		0%	Alastair Handley	Margaret-Jane Cardno	30-Dec-2022		

#### 5. Leadership teams are more visible to staff

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Action Code	Action Description	Status Status Icon	Progress Bar	Assigned To	Managed By	Due Date	Completed Date	Latest Note
JCSIAP/4.5.1	Develop Community Partnership Communication and engagement plan		0%	Euan McLean	Beth Culshaw	31-May-2022		
	iMatters Plan in place to address visibility of Corporate/SMT [HSCP] assisted by easing of Covid regulations	<b>I</b>	100%	Moira Wilson	Beth Culshaw	31-Aug-2022	20-Dec-2022	iMatter action plan in place.
	Develop communications plan for the CPC including regular newsletters to staff on the areas for improvement; improvement stories; news items as part of wider Community Planning Partnership communications		90%	Euan McLean	Paula Godfrey	30-Jun-2022		Communication Strategy to be presented to CPC on 5th September 2022.

# 6. Practitioners are supported to develop skills and knowledge through multi agency, peer led learning and development opportunities

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Action Code	Action Description	Status Status Icon	Progress Bar	Assigned To	Managed By	Due Date	Completed Date	Latest Note
JCSIAP/4.6.1	Further develop multi agency practice forums to incorporate learning from audit, evaluation activity and national practice.		75%	Natasha MacPherson	Paula Godfrey	30-Dec-2022		



# Development and Improvement Groups (DIGs): Highlights and Issues Report

FOR INFORMATION ONLY	X
FOR DECISION	

Name of DIG	Flourishing Delivery and Improvement Group (DIG).
Date of report	11/04/2023
Name and email of lead contact	Peter Barry peter.barry@west-dunbarton.gov.uk

1 Highlights of activity and progress since last meeting

#### Regeneration

#### Dumbarton

Levelling Up Programme

- Planning application for Glencairn House to be reported to Planning Committee in April
- Pre-construction public meetings held for Connecting Dumbarton programme; due to start May one month behind schedule
- Promotional video on Dumbarton town centre undertaken by Levelling Up Fund team including an interview with Chamber of Commerce and local shop

#### Alexandria

- Discussions held with Alexandria town centre traders group on the potential impact of Fountain restoration project
- Scotlands Towns Partnership was invited to a meeting of the traders group to discuss a possible Business Improvement District
- Guidelines for the first phase of Shared Prosperity Funded shopfront improvement grants produced ready for launch in April

#### Clydebank

Queens Quay District Heating Network

- West College Scotland Board approved the connection to the network in February, programmed for August 2023
- Following the preparation of a new business plan for the network, Golden Jubilee Hospital submitted a funding application to Scottish Government for adaptations to the Hospital needed for connection

#### Town Centre

• Pre-application discussions for the Clydebank Canal-side Activities Centre underway

#### Exxon

• Unfortunately the Stage 2 Vacant and Derelict Land Grant Fund application to deliver greenspace and access improvements on the Exxon site was not approved, however we intend to resubmit for the following year's (2024/25) funding round

#### **Business Support**

- Work is underway on the action plan for the Economic Development Strategy 2022-2027
- Application forms and Eligibility & Guidelines have been prepared for the Shared Prosperity Fund business grants in readiness for their launch in April
- Economic Development is seeking contributions from other Departments to inform our response to the Community Wealth Building consultation, deadline 25 April.
- Year- end figures for advice provided to new start businesses is 205, slightly more than the target of 200.
- During 2022/23, there were 56 Business Gateway webinars organised with 346 attendees.
- The finalist interviews are being held week commencing 17 April to determine the winner of each category for the Business Awards event being held on 26 May.

#### Employability

- Discussions about the availability of UKSPF funds and No One Left Behind funds are at an advanced stage and we hope to receive grant award letters in the forthcoming period;
- The Working4U employer engagement team aim is to engage and support businesses within West Dunbartonshire Council with their recruitment and training needs. In Q4 we have engaged with 50 employers to support their recruitment;

- Our weekly outreach slots in both Clydebank and Dumbarton Jobcentre are well established and continue to generate new referrals. We also continue to have a presence in libraries across West Dunbartonshire to facilitate drop-ins and face to face support.
- W4U Big Event held on Tuesday 21st March in Clydebank Town Hall. Successful event promoting all opportunities across West Dunbartonshire.
- NOLB funding was utilised to fund one off training opportunities for individuals linked to a specific career path or job offers.
- In 22/23 we have secured sufficient information to report that we supported 296 people who had a disability or health issue. Staff continue to target support to those considered to be most disadvantaged. Specialist support is offered in partnership with local providers to ensure the needs of service users continue to be met.

#### 2 Outline of any issues/risks and how these are being managed

#### Regeneration

Inflation and rising costs are a challenge in project delivery. We are looking at adjusting scope to make projects affordable, or seeking additional funding where possible.

#### **Business Support**

Businesses continue to face many challenges including inflation and rising energy costs. It is therefore important that working4business partners continue to provide support and assistance to our local businesses to help them to recover and grow. The business support programmes available through the UK Shared Prosperity Fund from April 2023 will provide much needed additional financial support to our local businesses.

#### Employability

The risks for the employability service centres on the ability to secure reliable external training providers capable of delivering services in the local area. We are managing this by providing each grant recipient with a key contact and providing them with the opportunity to identify delivery challenges at an early stage.

We are currently awaiting the grant award letters for UK Shared prosperity Funding and No One Left Behind Funds. This delay causes considerable uncertainty among staff and service provider with the potential to disrupt the continuity of service provision.

#### 3 Outline of the main outputs expected before next meeting

#### Regeneration

- Clydebank, Activity Centre planning application submitted
- Dumbarton, Connecting Dumbarton commencement of the construction works on site
- Dumbarton, Artizan demolition contractor appointment
- Dumbarton, Artizan appoint a Design Team to develop designs, obtain planning permission and support delivery of the Artizan redevelopment works
- Alexandria, Smollet Fountain contractor appointment depending on outcome of local consultations
- Exxon Full Business Case developed to unlock City Deal for infrastructure funding

#### **Business Support**

- Launch and promotion of the new business support programmes within the UK Shared Prosperity Fund.
- Finalise the Economic Development Strategy 2022-2027 Action Plan and obtain approval through IRED Committee.
- Promotion of Successful Business Awards Event & Winners.
- Complete and return consultation response for Community Wealth Building

#### Employability

- We are moving towards the end of the reporting year and while we do not have the full results in, we can report that:
  - Our employability teams have supported 859 people during the course of the year.
  - We have supported 451 people to secure employment;
  - 241 of those supported reached the 6 month stage in employment during the year;
  - through support from employability services. 355 people have entered education or training;
  - 242 have secured a qualification.

4 What are your requirements of partners in the Community Planning Management Board to achieve the outcomes of the DIG?

#### Placemaking

Good placemaking will continue to underpin the regeneration, development and improvement work in the town centres as we aim to align funding and resources, with Council, DIG partners and external funding, to achieve our ambitions.

#### **Business Support**

The on-going commitment and support from the community partners will help to maximise the impacts of the business support activity being developed and implemented through the Flourishing DIG. This will assist with reinforcing our efforts to develop a strong local economy that will provide access to opportunity for all in West Dunbartonshire.

#### Employability

We will continue to deliver the NOLB and Parental Employability support programmes. To this we will add UK Shared prosperity activity. We will continue to work in partnership through the local employability partnership and ask the partners to continue with their contribution to the strategic group; the creative design group and the frontline community of interest. These groups are making a positive contribution to identifying and addressing challenges in West Dunbartonshire.

#### 5 Please outline any good news story you wish to share

#### **Business Support**

High Growth Start-Up Challenge Fund provided funding of £5,000 to 5 start-up businesses with high growth potential to help them to implement their growth plans more efficiently, create jobs and become more sustainable in the longer term. Successful applicants were Gol Kick Ltd; Natural Dermal Lab Ltd; Paperflute Ltd; Tradesman Technologies Ltd and Velvet Rose Designs.



# Development and Improvement Groups (DIGs): Highlights and Issues Report

FOR INFORMATION ONLY	X
FOR DECISION	

Name of DIG	Independent DIG
Date of report	Update report
Name and email of lead contact	Fiona Taylor, Head of Health and Community
	Care Fiona.taylor2@ggc.scot.nhs.uk

#### 1 Highlights of activity and progress since last meeting

Logic model action planning workshop held in January 2023 to refresh the action plan. Second workshop being held 10<sup>th</sup> July 2023 to further develop the plan and add outcomes and measures.

Dementia Safeguarding Tag being progressed across Police Scotland, Alzheimer's Scotland and the Carers Centre (as one of the outcomes following a Carer Assessment). Discussed how the DIG can report on outcomes and consider case studies once this project has been embedded.

Valued Carer update - progressing well, new businesses still signing up. Carer Aware training has been delivered to some businesses, challenges to align training with staff availability. Solution being tried via a training podcast instead of face to face. Agreement that HSCP commissioned services will be required to be 'carer aware' to demonstrate social benefits to the community.

Discussion about 'safe zones' in West Dunbartonshire (Police Scotland) – To be discussed at the dementia Strategy Group and brought back to the DIG for consideration of additionality.

Citizens Advice Bureau Power of Attorney update - 25 referrals to date. Ways to identify and also meet with applicants has expanded. Carers Centre, GP practices (Dumbarton and Alexandria) and Alzheimer's Scotland. Challenges with time sensitive referrals; by the time the application is completed capacity is no longer able to be confirmed and therefore a PoA cannot be granted. CAB will make sure referrals are processed as quickly as they are able to so they can be lodged at the Office of the Public Guardian.

#### 2 Outline of any issues/risks and how these are being managed

Participation has been low across members of the group.

The broad remit of the DIG may be contributing. Discussed with the members of the group.

The workshop in July will be used to reflect on the action plan and also to consider membership of the DIG again, moving maybe to a smaller group with a strategic focus for a defined number of meetings to define a strategic plan for the DIG.

#### 3 Outline of the main outputs expected before next meeting

All members to review the draft action plan following the workshop, with a view to active participation at the face to face workshop in July.

Clarification with Police Scotland via the Dementia Strategy Group reporting measures for the Safeguarding Tag, information on Safe Spaces, and how the Police are engaging with Communities re both initiatives.

4 What are your requirements of partners in the Community Planning Management Board to achieve the outcomes of the DIG?

The range of actions being developed in the revised action plan rely on community engagement and empowerment. Examples include raising awareness of the safeguarding tag, management of long term conditions, raising awareness of anticipatory care planning, reducing social isolation. The group are unsure of the next steps to allow this engagement.

#### 5 Please outline any good news story you wish to share

The roll out of the Valued Carer and carer awareness training to businesses.

Roll out of the Safeguarding tag.

PoA uptake.



# Development and Improvement Groups (DIGs): Highlights and Issues Report

FOR INFORMATION ONLY	X
FOR DECISION	

Name of DIG	Nurtured
Date of report	18 <sup>th</sup> May 2023
Name and email of lead contact	L Mason Chief Education Officer

1 Highlights of activity and progress since last meeting

- The Nurtured DIG continues to play a significant role in contributing to the required action and monitoring emanating from the Joint Inspection of children at risk of harm. Following the final discussion and letter of feedback from the Care Inspectorate, a range of identified actions will be taken forward; monitored and reported on via the range of N.DIG workstreams. In addition a continuing programme of professional learning will be implemented, led by a range of WDC and HSCP staff; focussing on developing our shared vision and means of ensuring quality of service delivery.
- A calendar of Quality Improvement and Self-Evaluation has been produced and is being implemented, which will lead all Nurtured DIG partners in evaluating How Good Is Our Family Support. This process supports partners over a three year cycle, to consider the four themes of family support and outcomes of this will inform developments and improvements to service delivery. In addition and reflecting the need for improved and increased opportunities for multi-agency training and planning, a series of staff briefings and Even Better If (EBI) sessions will be implemented focussing on themes and needs emerging.
- A priority of Children and Young People's Mental Health Community Supports and Services group is to establish a new service for young people experiencing emotional distress with the aim of "ask once get help fast". The new service 'West Dunbartonshire Distress Brief Intervention Associate Programme for young people aged 16yrs to 24yrs (26yrs for care experienced young people)' is specifically aimed at supporting young people who are experiencing 'emotional distress' and not requiring clinical interventions. Training of staff in all mainstream high schools has taken place and Managers leading on this have collaborated with the wider health

improvement team to ensure clarity in where this support 'sits' within the broader range of mental health and wellbeing supports of the CPP. Feedback on training and the supports offered has been very positive.

- An Officer has been appointed to support the involvement and engagement and UNCRC delivery and professional learning across the Partnership, funded by the Whole Family Wellbeing Fund.
- The range of additional mental health and wellbeing supports noted in the February 2022 Partnership report continues to be developed and progressed.
- Phase 2 of <u>CYP Community Mental Health Supports & Services Review</u> is being finalised, ensuring a robust model of collating and signposting young people, parents and staff to the most appropriate mental health support, mental health information, and assisting with their understanding of the resources within the local area.
- Working 4U continues to address the underlying causes and symptoms of poverty. Activities centre on delivery of specialist services (Work, Learn, Money) with support for families, children and young people reflected in their contribution to the local child poverty action report.
- Partners continue to support our most complex children and young people in preparation for transition to Early Learning, School or destinations beyond school. Transition policies have been reviewed and revised to ensure consistent and equitable experiences. These also reflect of the views of parents, children and young people. Final plans are being made following Joint Review Panels to ensure those needing the support of specialist settings have been allocated and informed. The expansion of the ASN learning estate has facilitated this.
- It is apparent from parental feedback, professional dialogue and transition planning that there continues to be a challenge in ensuring a range of sustained and positive destinations for young people with additional support needs and in particular for those who have severe and complex needs. Whilst it is recognised this is a national challenge, it is noted WDC has an increasing trajectory of children and young people who have additional support needs. It is apparent the post school supports at a community level, for sustained positive destinations, social interaction and activity do not meet the demand of numbers needing support or the expectations of the young person or the team around them. An action of the new ICS Plan 2023-2026 will focus on this challenge and the ways in which the Partnership can work together and with a range of partners to improve this.

2	<ul> <li>Outline of any issues/risks and how these are being managed</li> </ul>
	e challenge of conflicting priorities faced by partners in supporting the nge of Action Plans currently being undertaken e.g. the CI Action Plan,

NDIG Plan, Mental Health and Wellbeing Strategy and Child Protection Action Plan. This is being addressed by having clarity in workstreams for the NDIG and representatives from services leading and developing these.

- The Integrated Children's Services Plan 2023-2026 which is due for submission shortly is an opportunity to ensure the focus of the NDIG is revised, relevant and clearly articulated by all partners in our new plan.
- All partners identify the current financial position will create challenges in resource availability. This is an opportunity for partners to capitalise on joint working approaches, minimising duplication and resource allocation.

3 Outline of the main outputs expected before next meeting

- Contributions to ensuring remaining actions from the CI inspection are adequately recognised and included in new Delivery and NDIG plans.
- Self-Evaluation activity Whole Family Quarter four focus.
- GIRFEC Refresh Professional Learning Programme produced and started
- The Promise Continue to deliver programme of professional learning to the range of Council staff and partners
- MHW- Delivery of stigma reduction programme for Care Experienced young people.
- Revision of Equality Impact Assessments to ensure due cognisance of UNCRC.

4 What are your requirements of partners in the Community Planning Management Board to achieve the outcomes of the DIG?

Note progress made;

- Support expectations that all NDIG partners participate in self-evaluation activities leading to improvement in service delivery and outcomes for children, young people and families;
- Support expectations that all NDIG partners participate in ICSP "21-'23 reporting and ICSP '23-'26 planning;
- Engage in planning to improve transition experiences of young people with support needs leaving school.

5 Please outline any good news story you wish to share

Young people from the Vale of Leven Academy Language and Communication Base have been benefitting from undertaking Equine Therapy in collaboration with a local stable. They report improved mental health and wellbeing and staff report improved readiness to learn as a result. Pupil Equity Funding supports this intervention.



# Development and Improvement Groups (DIGs): Highlights and Issues Report

FOR INFORMATION ONLY	X
FOR DECISION	

Name of DIG	Empowered
Date of report	18 April 2023
Name and email of lead contact	Selina Ross
	selina@wdcvs.com

1Highlights of activity and progress since last meetingThe Community Mental Health and Wellbeing Fund 2022/23 grant allocation<br/>process has been successfully completed with the full budget of £266,435 allocated<br/>across 17 local projects. The range of funded activity includes peer support,<br/>targeted group activities, community growing, domestic abuse support and recovery<br/>focussed support.

The 2022/23 programme of awareness raising activity Dementia Friendly West Dunbartonshire has been completed including

- A re-development of the DFWD page on the WDCVS website, linking to session booking and general information
- Re-design and distribution of a new suite of resources included Hints and Tips cards and business posters
- Visits and delivery of awareness activity to 52 local businesses
- Delivery of awareness training to 477 local residents
- 366 pledges of follow-on support received.

2 Outline of any issues/risks and how these are being managed

No current issues or risks to report

3 Outline of the main outputs expected before next meeting Work is being taken forward to develop the 2023/4 DIG workplan, themed around the 3 priorities. A refresh of DIG membership is also being taken forward due to personnel changes across a number of partner agencies in the last quarter.

4	What are your requirements of partners in the Community Planning
	Management Board to achieve the outcomes of the DIG?

No current requests

5 Please outline any good news story you wish to share



#### Development and Improvement Groups (DIGs): Highlights and Issues Report

FOR INFORMATION ONLY	X
FOR DECISION	

Name of DIG	Safe DIG	
Date of report	6 <sup>th</sup> Aril 2023	
Name and email of lead contact	ct Supt Lorna Gibson,	
	(lorna.gibson2@scotland.police.uk)	

<u> </u>	ighlights of activity and progress since last meeting The current Strategy expires in 2023. The plan was to present the refreshed strategy to
•	the CPWD in May 2023 however, following a Short Life Working Group being established
	and agreement from the group, the Shaping Places for Wellbeing Team are going to carry
	out an assessment of the current strategy and provide feedback and recommendations to
	ensure the proposals are fit for purpose. Although this will delay the revised Safe DIG
	Strategy being brought to CPWD and implemented until later in 2023, it was felt by the
	wider group that it is important this work is done to ensure the strategy fulfils the aims of the group.
٠	The Housing Team continue to work across all WDC communities with representation at a
	number of operational groups including Op Ballaton and The Wilful Fire Raising Group.
	April 2023 will see the team focussing on enforcement of Dog Fouling/Litter and Fly- tipping
•	Specific tasking will be deployed 2023/24 based on the most common issues reported to
	the helpline where areas will be targeted to tackle some of these issues, ASB tasking grou
	and all operational groups will continue to be resourced (partnership working).
•	As part of the work being undertaken as part of the Cost of Living Working Group, there
	are planned skip amnesty days in key areas, Waste Services are leading on this with
	support from Housing Operations and Communities Teams. Social Media, Text messaging
	and Community Councils will be used to advertise the locations and dates. Skips will be
	removed at the end of each day to reduce the potential risk of wilful fire raising.
•	Diversion from prosecution referrals continue to increase. 60 % of referrals were for the
	Misuse of Drugs Act. Justice Social Work will feed this back to the ADP and will also link ir with 3 <sup>rd</sup> sector colleagues.
•	A number of initiatives have been identified to support the most deprived members of the
	community in relation to the cost of living crisis.
•	Police Scotland continue to chair regular meetings for Op Ballaton and the Dalmuir Action
	Plan. Prevention and addressing ASB is the main focus of the work being carried out by th
	Community Policing Teams.

The second Emergency Services day has taken place in West Dunbartonshire with all High	
School pupils receiving a multi-agency input relating to Water Safety, youth Disorder and Anti-Social Behaviour.	1
<ul> <li>Partnership working continues with the ASB Fire Raising Group. There has been a</li> </ul>	
reduction in the large scale fires recently however wilful fire raising to wheelie bins and	
rubbish continue. Despite an increase in the number of fires since the start of the	
calendar year, Wilful Fire Raisings are down 13.7% on last year.	
2 Outline of any issues/risks and how these are being managed	
Justice Social Work provided an update that there are plans for the Caledonian	
Programme to be introduced in West Dunbartonshire – discussion have taken place with	1
Scottish Government but no timescales have been confirmed.	
Concerns were raised around the number of recent outings of RSOs in West	
Dunbartonshire. The MAPPA co-ordinator is looking at education and briefings to Electe	d
Members around the risk this poses to public, police etc.	
Police Scotland have full sight of this situation and there is a patrol matrix and action pla	n
in place to address the issue.	
3 Outline of the main outputs expected before next meeting	
Members of the Safe DIG group who attended the last meeting of the group agreed with the	
proposal to have the Shaping Places for Wellbeing lead carry out an assessment of the current	
Safe DIG strategy prior to developing the revised strategy. An email was sent to those who were	е
unable to attend the meeting to ask that they provide feedback on any issues they may have with	th
the proposal. They were informed that the absence of any feedback would be taken as	
supportive of the proposal. No further feedback has been received.	
4 What are your requirements of partners in the Community Planning Management Board?	
The Safe DIG seek approval from CPWD to delay the implementation of the revised Safe DIG	
strategy until later in 2023 in order to allow an assessment of the current DIG strategy to be	
carried out by the Shaping Places for Wellbeing Team.	
5 Please outline any good news story you wish to share	
The outcome of the Council Budget has been positive for the ASB team with the entire	
team being retained.	
<ul> <li>The Neighbourhood Team won Team of the year award 28/3.</li> </ul>	
<ul> <li>The application submitted by Housing Operations to purchase 5 re-deployable cameras f</li> </ul>	or
use in identified HRA areas has been successful; an excellent outcome for West	01
Dunbartonshire.	
<ul> <li>Police Scotland have increased the Youth Engagement Officers within WD offering a</li> </ul>	
greater level of support and engagement.	
<ul> <li>The Dementia Safeguard Tag scheme was rolled out within West Dunbartonshire on 22<sup>nc</sup></li> </ul>	ł
March supported by Alzheimer Scotland. The response from the local community has	
been very positive.	