

# Agenda



## Meeting of West Dunbartonshire Council

**Date:** Wednesday, 27 November 2019

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**Time:** 18:00

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**Venue:** Civic Space,  
Council Offices, 16 Church Street, Dumbarton

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

Dear Member

Please attend a meeting of **West Dunbartonshire Council** as detailed above.  
The business is shown on the attached agenda.

Yours faithfully

**JOYCE WHITE**

Chief Executive

### Distribution:-

Provost William Hendrie  
Bailie Denis Agnew  
Councillor Jim Bollan  
Councillor Jim Brown  
Councillor Gail Casey  
Councillor Karen Conaghan  
Councillor Ian Dickson  
Councillor Diane Docherty  
Councillor Jim Finn  
Councillor Daniel Lennie  
Councillor Caroline McAllister

Councillor Douglas McAllister  
Councillor David McBride  
Councillor Jonathan McColl  
Councillor Iain McLaren  
Councillor Marie McNair  
Councillor John Millar  
Councillor John Mooney  
Councillor Lawrence O'Neill  
Councillor Sally Page  
Councillor Martin Rooney  
Councillor Brian Walker

Chief Executive

Strategic Director - Transformation & Public Service Reform

Strategic Director - Regeneration, Environment & Growth

Chief Officer - West Dunbartonshire Health & Social Care Partnership

Date of issue: 14 November 2019

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# **WEST DUNBARTONSHIRE COUNCIL**

**WEDNESDAY, 27 NOVEMBER 2019**

## **AGENDA**

### **1 STATEMENT BY CHAIR – AUDIO STREAMING**

The Chair will be heard in connection with the above.

### **2 APOLOGIES**

### **3 DECLARATIONS OF INTEREST**

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

### **4 MINUTES OF PREVIOUS MEETINGS 7 - 18**

Submit for approval, as correct records, the undernoted Minutes of Meetings of West Dunbartonshire Council:-

- (a) Special Meeting held on 29 October 2019; and
- (b) Ordinary Meeting held on 30 October 2019.

### **5 MINUTES OF AUDIT COMMITTEE 19 - 22**

Submit for information and where necessary ratification the Minutes of Meeting of the Audit Committee held on 25 September 2019.

### **6 OPEN FORUM**

The Council is asked to note that no open forum questions have been submitted by members of the public.

### **7 CHIEF SOCIAL WORK OFFICER ANNUAL REPORT 2018-19 23 - 76**

Submit report by the Chief Social Work Officer providing the Council with the Chief Social Work Officer (CSWO) Annual Report for 2018-19 which provides information on statutory work undertaken on the Council's behalf, including a summary of performance, partnership working and performance.

<b>8</b>	<b>UK PARLIAMENTARY ELECTION: 12 DECEMBER 2019 - INCLEMENT WEATHER</b>	<b>To Follow</b>
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Submit report by the Strategic Lead – Roads & Transportation on the above.

<b>9</b>	<b>LONG TERM FINANCE STRATEGY AND BUDGETARY POSITION UPDATES</b>	<b>To Follow</b>
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Submit report by the Strategic Lead - Resources on the above.

<b>10</b>	<b>GENERAL SERVICES BUDGETARY CONTROL REPORT TO PERIOD 7</b>	<b>To Follow</b>
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Submit report by the Strategic Lead – Resources advising on the General Services revenue budget and the approved capital programme to 31 October 2019 (Period 7).

<b>11</b>	<b>HOUSING REVENUE ACCOUNT (HRA) BUDGETARY CONTROL REPORT TO PERIOD 7</b>	<b>To Follow</b>
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Submit report by the Strategic Lead – Housing & Employability providing an update on the financial performance to 31 October 2019 (Period 7) of the HRA revenue and capital budgets.

<b>12</b>	<b>BUDGET PRIORITISATION – ENGAGEMENT RESULTS</b>	<b>77 - 96</b>
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Submit report by the Strategic Lead – Communications, Culture, Communities & Facilities providing an overview of the key results and feedback from the recent budget prioritisation engagement as agreed by Council on 28 June 2019.

<b>13</b>	<b>DUMBARTON COMMON GOOD FUND GRANT APPLICATION</b>	<b>To Follow</b>
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Submit report by the Strategic Lead – Resources on the above.

<b>14</b>	<b>WEST DUNBARTONSHIRE COMMUNITY EMPOWERMENT STRATEGY &amp; ACTION PLAN</b>	<b>97 - 140</b>
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Submit report by the Strategic Lead – Housing & Employability presenting the West Dunbartonshire Community Empowerment Strategy for approval. The Strategy is also being presented to the Community Planning West Dunbartonshire Management Board on 21 November 2019.



## **15 WEST DUNBARTONSHIRE COUNCIL – 18 DECEMBER 2019**

Given the delay in the UK Government budget announcement with a consequent delay to the settlement figures for 2020/21 there will no longer be a budget preparation report to Council on 18 December 2019. Accordingly Members are asked to consider whether to reschedule the said meeting to 29 January 2020 at the same time and location.

## **16 NOTICES OF MOTION**

### **(a) Motion by Councillor Jim Bolla – Firework displays**

This Council notes that there is a requirement within West Dunbartonshire for any commercial firework display to be advertised prior to getting a licence, in advance of the event, allowing residents to take precautions for their animals and vulnerable people and resolves

- through the multi-agency firework task group to actively promote a public awareness campaign about the impact of fireworks on animal welfare and vulnerable people – including the precautions that can be taken to mitigate risks
- to write to the UK Government urging them to introduce legislation to limit the maximum noise level of fireworks to 90dB for those sold to the public for private displays
- to encourage local suppliers of fireworks to stock ‘quieter’ fireworks for sale

### **(b) Motion by Councillor Jonathan McColl – Community Council Wreaths**

Council notes that the current local rules for spending of the Community Council administrative grant from the Council specifically prohibit the purchasing of wreaths.

Council notes that these rules have been in place for decades, and since then new national guidance has been issued in the form of a model Constitution.

The model constitution states:

*“All monies raised by or on behalf of the Community Council or provided by the local authority and other sources shall be applied to further the objectives of the Community Council and for no other purpose.”*

The objectives specified in the Model Constitution include:

*“to take such action in the interests of the community as appears to it to be desirable and practicable”; and*

*“to promote the well-being of the community and to foster community spirit”.*

West Dunbartonshire Council believes the purchasing of wreaths for Remembrance Sunday falls within these two objectives and asks officers to update local rules to permit Community Councils to use administrative grant funds for this purpose .

Council agrees that this change is retrospective, allowing individuals who have purchased wreaths on behalf of Community Councils for this year's commemorations, to be reimbursed by their Community Council in the normal way.

Furthermore, Council agrees that a report will be brought to the next Corporate Services Committee with recommendations to amend any other local rules that do not reflect the guidance in the model constitution.

**(c) Motion by Councillor Sally Page – Community Council Wreaths**

Council agrees that Community Councils may use their funds to purchase a wreath for Remembrance Sunday.

**(d) Motion by Councillor Sally Page – Robotic Lawnmowers**

Council is supportive of trialling the use of robotic lawnmowers and agrees that a report be brought back to the next Council meeting detailing proposals for such a trial in parks during the 2020 grass cutting season. The report should specify the costs associated with the proposals including whether the costs can be met from existing budgets.

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## **WEST DUNBARTONSHIRE COUNCIL**

At a Special Meeting of West Dunbartonshire Council held in the Civic Space, Council Offices, 16 Church Street, Dumbarton on Wednesday, 29 October 2019 at 11.05 a.m.

**Present:** Provost William Hendrie, Bailie Denis Agnew and Councillors Jim Bolla, Jim Brown, Karen Conaghan, Ian Dickson, Diane Docherty, Daniel Lennie, Caroline McAllister, David McBride, Jonathan McColl, Iain McLaren, Marie McNair, John Millar, John Mooney, Sally Page and Martin Rooney.

**Attending:** Joyce White, Chief Executive; Richard Cairns, Strategic Director – Regeneration & Growth; Angela Wilson, Strategic Director – Transformation & Public Service Reform; Beth Culshaw, Chief Officer, West Dunbartonshire Health & Social Care Partnership; Peter Hissett, Strategic Lead – Regulatory (Legal Officer); Jim McAloon, Strategic Lead – Regeneration; Stephen West, Strategic Lead – Resources; and Christine McCaffary, Senior Democratic Services Officer.

**Apologies:** Apologies for absence were intimated on behalf of Councillors Gail Casey, Jim Finn, Douglas McAllister, Lawrence O'Neill and Brian Walker.

**Provost William Hendrie in the Chair**

### **STATEMENT BY CHAIR – AUDIO STREAMING**

The Provost advised that the meeting was being audio streamed and broadcast live to the internet and would be available for playback.

### **DECLARATIONS OF INTEREST**

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

### **EXCLUSION OF PRESS AND PUBLIC**

Councillor Bolla, seconded by Councillor Rooney, moved:-

That the Council does not agree to the exclusion of press and public during discussion of the item of business on the agenda.

As an amendment, Councillor McColl seconded by Bailie Agnew moved that Council agree:-

That under Section 50A(4) of the Local Government (Scotland) Act, 1973 the press and public be excluded from the meeting for the following item of business on the grounds that it may involve the likely disclosure of exempt information as defined in Paragraphs 8 and 9 of Part 1 of Schedule 7A of the Act.

On a vote being taken 10 Members voted for the amendment and 7 for the motion. The amendment was therefore agreed and press and public were excluded from the meeting. Accordingly, the live broadcasting of the meeting was terminated at this point.

Councillor Rooney, seconded by Councillor Bollan, moved that the meeting be adjourned until tomorrow, 30 October, to be held at 11 a.m. in Clydebank Town Hall.

On a vote being taken 6 Members voted to adjourn the meeting and 11 Members voted against the adjournment. The business of the meeting therefore resumed.

The Provost was then heard and advised that Item 5(a) – Project Costs and Item 5(b) – Commercial Agreement would be taken together.

**DISTRICT HEAT NETWORK – QUEENS QUAY**  
**(a) PROJECT COSTS and**  
**(b) COMMERCIAL AGREEMENT**

Reports were submitted by the Strategic Legal – Regeneration seeking the Council's agreement of issues relating to the project costs and commercial agreement for the above project.

Councillor McColl, seconded by Councillor McLaren, moved:-

Council agrees the recommendations on both reports and instructs that officers ensure a legally binding contract is signed that protects the interests of the Council.

Council further agrees that when the project is completed, officers will review the project from start to finish and bring a report to a Council meeting explaining to elected members and the public how the costs of the project increased by so much, and what lessons have been learned for future capital projects.

As an amendment Councillor McBride, seconded by Councillor Rooney moved:-

This council is disappointed to learn that the capital cost of the District Heating System will increase from £15.1 million to £19.508 million which represents a 29.19% increase on the original costs.

Council is also disappointed to learn that the original costs of the commercial deal as outlined in item 5(b) will increase from £900,000 to £3.509 Million which represents a 289% increase on the original costs.

[REDACTED]

[REDACTED]

Furthermore, the Council is disappointed to learn that despite a letter of intent, Council officers could agree the commercial terms with Clydeside Regeneration.

Council notes that due to the significant increase in funding requirements, council officers initiated a review on 19th September 2019 which should be completed within 8 weeks. Circa 4th November.

Given the above, the Council agrees to take no further action until the result of the external construction expert, Turner and Townsend produce their findings.

At the request of Councillor McColl the Council proceeded by way of a roll call vote.

On a vote being taken, 6 members voted for the amendment, namely Councillors Bollan, Lennie, McBride, Millar, Mooney and Rooney and 11 members voted for the motion, namely Provost Hendrie, Bailie Agnew and Councillors Brown, Conaghan, Dickson, Docherty, Caroline McAllister, McColl, McLaren, McNair and Page. The motion was accordingly declared carried.

The meeting closed at 1.05 p.m.



## WEST DUNBARTONSHIRE COUNCIL

At the Meeting of West Dunbartonshire Council held in the Council Chamber, Clydebank Town Hall, Dumbarton Road, Clydebank on Wednesday, 30 October 2019 at 2.00 p.m.

**Present:** Provost William Hendrie, Bailie Denis Agnew and Councillors Jim Bolla, Jim Brown, Karen Conaghan, Ian Dickson, Diane Docherty, Daniel Lennie, Caroline McAllister, Douglas McAllister, David McBride, Jonathan McColl, Iain McLaren, Marie McNair, John Mooney, Lawrence O'Neill, Sally Page, Martin Rooney and Brian Walker.

**Attending:** Joyce White, Chief Executive; Angela Wilson, Strategic Director – Transformation & Public Service Reform; Richard Cairns, Strategic Director – Regeneration, Environment & Growth, Beth Culshaw, Chief Officer, Health & Social Care Partnership, Peter Hissett, Strategic Lead – Regulatory (Legal Officer); Stephen West, Strategic Lead – Resources; Laura Mason, Chief Education Officer; Victoria Rogers, Strategic Lead – People & Technology; Malcolm Bennie, Strategic Lead – Communications, Culture & Communities; Jim McAloon, Strategic Lead – Regeneration; Gillian McNeilly, Finance Manager and Christine McCaffary, Senior Democratic Services Officer.

**Also Attending:** Fiona Mitchell-Knight, Assistant Director and Richard Smith, Senior Audit Manager, Audit Scotland.

**Apologies:** Apologies for absence were intimated on behalf of Councillors Gail Casey, Jim Finn and John Millar.

**Provost William Hendrie in the Chair**

### STATEMENT BY CHAIR – AUDIO STREAMING

The Provost advised that the meeting was being audio streamed and broadcast live to the internet and would be available for playback.

**URGENT ITEM OF BUSINESS**  
**UK PARLIAMENTARY ELECTION – INCLEMENT WEATHER**

Provost Hendrie advised that he had received a request from Councillor McColl for an urgent motion to be considered by Council in connection with the forthcoming UK Parliamentary Election.

The Provost agreed that the motion would be considered after the last item of business on the agenda and copies of the motion were then circulated to all those present.

**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 West Dunbartonshire Council held on 28 August 2019 were submitted and approved as a correct record.

**MINUTES OF AUDIT COMMITTEE**

The Minutes of Meeting of the Audit Committee held on 12 June 2019 were submitted and approved as a correct record.

**OPEN FORUM**

The Committee noted that no open forum questions had been submitted by members of the public.

**GLASGOW CITY REGION CITY DEAL - UPDATE**

A report was submitted by the Strategic Lead – Regeneration advising of progress with the implementation of the Glasgow City Region, City Deal.

After discussion and having heard the Strategic Lead - Regeneration in answer to Members' questions, the Council agreed:-

- (1) to note the progress of the Glasgow City Region (GCR) City Deal, and
- (2) to note progress with the Council's project for the Exxon site.



## **AUDITED ANNUAL ACCOUNTS 2018/19 – ANNUAL AUDIT REPORT TO MEMBERS AND CONTROLLER OF AUDIT**

A report was submitted by the Strategic Lead – Resources on the above.

Having heard Ms Mitchell-Knight, Assistant Director, Audit Scotland in further explanation of the report and in answer to Members' questions, the Council agreed:

- (1) to note the contents of the report;
- (2) to note the findings of the audits as detailed in Audit Scotland's reports dated 25 September 2019; and
- (3) to note the audited Annual Accounts 2018/19 of both the Council and the Council-administered Charities and note that these were approved by the Audit Committee on 25 September 2019.

### **GENERAL SERVICES BUDGETARY CONTROL REPORT TO PERIOD 6**

A report was submitted by the Strategic Lead – Resources advising on the General Services revenue budget and the approved capital programme to 30 September 2019 (Period 6).

The Council agreed:-

- (1) to note the revenue account currently shows a projected annual favourable variance of £0.321m (0.14% of the total budget); and
- (2) to note that the capital account shows that planned expenditure and resource for 2019/20 is lower than budgeted by £8.693m (12.49% of the budget), made up to £9.131m (13.12% of the budget) relating to project slippage, partially offset by £0.438m relating to an in year overspend (as noted in appendices 5 to 8 of the report).

### **HOUSING REVENUE ACCOUNT (HRA) BUDGETARY CONTROL REPORT TO PERIOD 6**

A report was submitted by the Strategic Lead – Housing & Employability providing an update on the financial performance to 30 September 2019 (Period 6) of the HRA revenue and capital budgets.

The Council agreed:-

- (1) to note the contents of the report which shows the revenue budget forecast to underspend against budget by £0.019m (0.06%) at the year-end; and

- (2) to note the net projected annual position in relation to relevant capital projects which is highlighting a variance of £3.112m (5.0%) due to projected slippage of £3.162m and an overspend of £0.050m.

### **TREASURY MANAGEMENT MID YEAR REPORT 2019/20**

A report was submitted by the Strategic Lead – Resources providing an update on treasury management during the first six months of 2019/20.

The Council agreed:-

- (1) to note the treasury management stewardship information appended to the report;
- (2) to approve the 2019/20 revised estimates of treasury and prudential indicators as advised within the report (Tables A, B, C, D, E, F, H, L and N of the report); and
- (3) to agree that the report is remitted the Audit Committee to ensure further scrutiny takes place.

### **NOTICES OF MOTION**

#### **(a) Motion by Councillor Jim Bollan – May Bank Holiday**

Councillor Bollan, seconded by Councillor O'Neill moved:-

The May Day Bank Holiday celebrates International Workers Day. It is an important day in the Working Class calendar that we must respect.

Council therefore agrees WDC employees will have an additional day of annual leave on 4 May 2020 allowing all our workers to mark VE day with the rest of the Country, and International Workers Day. The additional outlay that would be incurred by the Council is estimated at approximately £100,000 which can be met from Council reserves.

As an amendment, Councillor Dickson seconded by Councillor McColl moved:-

Council agrees to respect the agreement reached between the joint trades unions and management at their Conveners' meeting in June of this year. The agreement to move the public holiday from the 4<sup>th</sup> to the 8<sup>th</sup> May 2020 is in line with Scottish Government policy and nearly every Council in Scotland and therefore Council agrees to take no action on Councillor Bollan's motion.

At the request of Councillor Bollan the Council proceeded by way of a roll call vote.

On a vote being taken 11 members voted for the amendment, namely Provost

Hendrie, Baillie Agnew and Councillors Brown, Conaghan, Dickson, Docherty, Caroline McAllister, McColl, McLaren, McNair and Page and 8 members voted for the motion, namely Councillors Bolla, Lennie, Douglas McAllister, McBride, Mooney, O'Neill, Rooney and Walker. The amendment was accordingly declared carried.

**(b) Motion by Councillor Jim Bolla – Supporting 'Our Turn' Initiative**

Councillor Bolla moved:-

This Council resolves to support the STUC/Dumfries TUC/Safe Passage/Kindertransport Association "Our Turn" initiative. To this end, WDC agrees to recommend to the West Dunbartonshire Health and Social Care Partnership/

Partnership Board that the Board uses its resources to help find places in volunteer households for at least 3 unaccompanied child refugees per year for each of the next 10 years, provided that the UK Government underwrites financial support for these refugees in full in line with Scottish Legislation. This Council also resolves to use its resources for the education of those child refugees.

The Council agreed the motion.

**(c) Motion by Councillor John Mooney – Linnvale**

Councillor Mooney, seconded by Councillor Lennie, moved:-

Council notes the concerns of the Linnvale Community expressed by Save Linnvale Greenspace, Linnvale & Drumry Community Council, and hundreds of individual residents of Linnvale about the potential loss of greenspace at Strauss Avenue.

Accordingly, Council agrees to consult all Linnvale residents about their views on how this greenspace should be used and report back to a future Council meeting.

Following a question from Bailie Agnew, the Legal Officer advised that members of the Planning Committee were not precluded from considering this motion.

As an amendment, Councillor McColl, seconded by Councillor Dickson, moved:-

Council agrees to take no action for the following reasons:

Written advice to the Leader of the Council from the Chief Legal Officer states, "...Council has already submitted its recommendations on LDP2 and that cannot be changed...", and therefore any result from the consultation

other than 'Housing' could not be implemented; we would not wish to consult with residents and falsely lead them to believe there is a choice.

In any case, the LDP 2 went through a 12 week public consultation at Main Issues Report stage and 6 weeks at the Proposed Plan Stage, and members of the public were able to submit their views at both stages in the LDP 2 preparation process. Public views and representations were considered by elected members of the Planning Committee prior to submitting LDP 2 to Scottish Ministers.

The Strauss Avenue site is required as a green field release for housing to meet the housing land requirement for LDP 2 and to fully comply with Scottish Planning Policy. The alternative Clydebank site is at Duntiglen fields, which this Council has already rejected, and we reaffirm that this site remains unsuitable for housing.

That means that any consultation response on 'what to use the site for' is moot as we require to make the site available for housing.

Any future development on the site will be subject to a Masterplan having to be produced by the developer as required by LDP 2, as well as the development requiring to include significant improvements to the open space provision on both sides of the canal, providing greater amenity for the community to that on offer at the existing undeveloped site.

As the Council has ownership of a significant part of the site, Council agrees to require, as a condition of the sale of our land interest, that the developer produces the Masterplan in partnership with the local community. Council also agrees that the Planning Committee should consider adopting the masterplan as Supplementary Guidance, which would have the same status as the development plan and ensure that community aspirations are met.

At the request of Councillor Mooney the Council proceeded by way of a roll call vote.

On a vote being taken 10 members voted for the amendment, namely Provost Hendrie, Baillie Agnew and Councillors Brown, Conaghan, Dickson, Docherty, Caroline McAllister, McColl, McLaren and McNair and 9 members voted for the motion, namely Councillors Bollan, Lennie, Douglas McAllister, McBride, Mooney, O'Neill, Page, Rooney and Walker. The amendment was accordingly declared carried.

#### **(d) Motion by Councillor David McBride – Future Housing Supply Concerns**

Councillor McBride moved:-

The Chartered Institute of Housing (CIH) published the 2019 UK Housing Review Autumn Briefing Paper highlighting progress towards meeting the

Scottish Government's target to deliver 50,000 affordable homes over five years.

Callum Chomczuk, Director of CIH Scotland said:

"While we are pleased that the Scottish Government's commitment to affordable housing supply is providing good quality homes across the whole of Scotland, we have deep concerns about future funding arrangements. The 50,000 homes target represented a significant increase in funding for new homes and as we can see from the figures, it has taken the sector several years to build up the capacity to deliver homes in the volume that we need.

"We have had no indication of what funding levels will be after next year and there's a danger that social landlords will simply have to stop building. Skilled staff will leave the sector and we will end up back where we started. The 50,000 homes target is just beginning to make up for loss of affordable homes through right to buy and planned demolitions of old stock that was no longer fit for purpose.

If we are serious about increasing affordable housing in Scotland, to end homelessness, improve health and well-being and reduce poverty and inequality, we need a long-term plan for delivery backed by funding."

Council notes these serious concerns from CIH and call upon the Leader of the Council, and Housing & Communities Convenor to meet with The Minister for Local Government, Housing & Planning.

The purpose of this meeting is to ensure West Dunbartonshire's Local Housing Strategy which was approved in 2017 for the years 2017-2022 is not jeopardised by not having a long-term plan for housing delivery; and to set funding needed to build more new social housing across West Dunbartonshire now and post-2022.

The Council agreed the motion.

Note:- Councillor O'Neill left the meeting at this point

**URGENT ITEM OF BUSINESS  
MOTION BY COUNCILLOR McCOLL  
UK PARLIAMENTARY ELECTION – INCLEMENT WEATHER**

Councillor McColl moved:-

Council notes that it is likely there will be a UK General Election on 12<sup>th</sup> December 2019.

Council asks officers to prepare a report for November Council with a plan to ensure that roads and pavements around polling places, and walking routes

between bus stops and polling places are kept free from ice/snow should action be required on the day.

The plan should also include steps to ensure that drains in the vicinity of polling stations are checked in advance of the election and maintained free from blockages to avoid flooding.

Any extra costs associated with this plan should be included in the report to allow elected members to agree how it can be properly resourced to ensure the safety of voters on election day.

The Council agreed the motion.

The meeting closed at 4.00 p.m.

Draft

## AUDIT COMMITTEE

At a Meeting of the Audit Committee held in the Civic Space, Council Offices, 16 Church Street, Dumbarton on Wednesday, 25 September 2019 at 10.00 a.m.

**Present:** Councillors Jim Brown, Karen Conaghan, Daniel Lennie\*, Jonathan McColl\*, Martin Rooney and Lay Member Mr Chris Johnstone.

\* Attended later in the meeting.

**Attending:** Joyce White, Chief Executive; Angela Wilson, Strategic Director – Transformation & Public Service Reform; Stephen West, Strategic Lead – Resources; Victoria Rodger, Strategic Lead – People & Technology; Malcolm Bennie, Strategic Lead – Communications, Culture, Communities & Facilities ;Colin McDougall, Audit and Risk Manager; Gillian McNeilly, Finance Manager; Wendy Jack, Interim Head of Strategy, Planning & Health Improvement, West Dunbartonshire Health & Social Care Partnership; John Duffy, Section Head, Risk and Health & Safety and Craig Stewart, Committee Officer.

**Also Attending:** Ms Fiona Mitchell-Knight, Assistant Director; Mr Richard Smith, Senior Audit Manager and Zahrah Mahmood, Senior Auditor, Audit Scotland.

**Apologies:** Apologies for absence were intimated on behalf of Councillors John Millar and Brian Walker.

**Councillor John Mooney in the Chair**

### CHAIR'S REMARKS

Councillor Mooney, Chair, advised that, due to work commitments, Ms Eilidh McKerry had resigned as a Lay Member of the Committee. In this respect, Councillor Mooney, on behalf of the Committee, wished to put on record his thanks to Ms McKerry for her diligence and service to the Committee, and advised that the recruitment for a replacement Lay Member would take place in due course.

## **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 Audit Committee held 12 June 2019 were submitted and approved as a correct record.

## **OPEN FORUM**

The Committee noted that no open forum questions had been submitted by members of the public.

## **STRATEGIC RISKS 2017-22**

A report was submitted by the Strategic Lead – People & Technology providing an update on the strategic risks 2017-2022.

After discussion and having heard the Section Head, Risk and Health & Safety, Chief Executive and relevant officers in further explanation and in answer to Members' questions, the Committee agreed to note the contents of the report.

Note: Councillors Lennie and McColl entered the meeting during consideration of the above item.

## **TREASURY MANAGEMENT ANNUAL REPORT 2018/19**

A report was submitted by the Strategic Lead – Resources providing an update on treasury management during 2018/19.

After discussion and having heard the Finance Manager and the Strategic Lead - Resources in further explanation and in answer to Members' questions, the Committee agreed to note the contents of the report.

## **AUDITED ANNUAL ACCOUNTS**

A report was submitted by the Strategic Lead – Resources:-

- (a) advising of Audit Scotland's findings in relation to the audit of the Council;
- (b) advising of Audit Scotland's findings in relation to the audit of those charities;
- (c) presenting the audited Financial Statements of the Council for 2018/2019 and highlighting matters of interest; and



- (d) presenting the audited 2018/19 Financial Statements of the Charities administered by the Council and highlighting matters of interest.

After discussion and having heard Mr Smith, Senior Audit Manager, Audit Scotland, the Chief Executive, Strategic Director and Finance Manager in further explanation and in answer to Members' questions, the Committee agreed:-

- (1) to note the contents of the report;
- (2) to note the findings of the audits as detailed in Audit Scotland's report dated 25 September 2019; and
- (3) to approve the audited Annual Accounts 2018/19 of both the Council and the Council-administered Charities and noted that these would be presented to Council on 30 October 2019 for information.

### **AUDIT ACTION PLANS**

A report was submitted by the Strategic Lead – Resources advising of:-

- (a) recently issued Internal Audit action plans; and
- (b) progress made against action plans previously issued contained within Internal Audit and External Audit reports.

After discussion and having heard the Audit and Risk Manager, Chief Executive, and relevant officers in further explanation and in answer to Members' questions, the Committee agreed to note the contents of the report.

### **PUBLIC INTEREST DISCLOSURES AND OTHER INTERNAL AUDIT INVESTIGATIONS – 1 JANUARY TO 30 JUNE 2019**

A report was submitted by the Strategic Lead – Resources advising of the outcome of investigations into allegations and disclosures in line with public interest disclosures and business irregularities policies received by Internal Audit between 1 January and 30 June 2019.

After discussion and having heard the Audit and Risk Manager and the Chief Executive in further explanation and in answer to a Member's question, the Committee agreed to note the contents of the report.

The meeting closed at 11.25 a.m.



**WEST DUNBARTONSHIRE COUNCIL****Report by the Chief Social Work Officer****Council: 27 November 2019**

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**Subject: Chief Social Work Officer Annual Report 2018-19****1. Purpose**

- 1.1** The purpose of this report is to provide the Council with the Chief Social Work Officer (CSWO) Annual Report for 2018-19 which provides information on the statutory work undertaken on the Council's behalf, including a summary of performance, partnership working and performance.

**2. Recommendations**

- 2.1** The Council is asked to note the content of the Chief Social Work Officer Annual Report 2018-19 and approve its submission to the Office of the Chief Social Work Advisor to the Scottish Government.

**3. Background**

- 3.1** The requirement for each Council to have a Chief Social Work Officer was initially set out in section 3 of the Social Work (Scotland) Act 1968 and is also contained within section 45 of the Local Government etc. (Scotland) Act 1994.
- 3.2** The role of the CSWO is to provide professional guidance, leadership and accountability for the delivery of social work and social care services – both those provided directly by the HSCP and also those commissioned or purchased from other providers.
- 3.3** The CSWO Annual Report has been prepared in line with national guidance: 'The Role of the Chief Social Work Officer' (Scottish Government: 2016). This report also fulfils the statutory requirement for each CSWO to produce an annual report on the activities and performance of social work services within the local area.
- 3.4** Following approval, the annual report will be provided to the Chief Social Work Advisor to the Scottish Government and will be posted on the Council and HSCP websites.

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

- 4.1** Revised guidance and a suggested template for production of the report were circulated in May 2019 by the office of the Chief Social Work Advisor to the Scottish Government.
- 4.2** Each CSWO Annual Report is required to provide information on the local context within which services are delivered and to provide information on the following areas:
- Summary of performance: key challenges, developments and improvements
  - Partnership Working: Governance and Accountability Arrangements
  - Social Services Delivery Landscape
  - Resources
  - Service Quality and Performance including delivery of statutory functions
  - Workforce planning and development.
- 4.3** The report also considers issues for 2019-20 including key challenges and pressures for social work services delivered by the HSCP.
- 4.4** The annual report for West Dunbartonshire refers to demand for services and particular budget pressures around placements for children and young people, home care and residential accommodation for older people during 2018-19.
- 4.5** The inspection of Self Directed Support (SDS) and the more recent inspection of criminal justice social work services presented particular challenges, however robust improvement plans have been endorsed by the Care Inspectorate and are currently being delivered by a range of partners.
- 4.6** For SDS, a multi-agency Programme Board meets monthly to monitor progress on the improvement plan and influence changes to practice. A current key stage is piloting an improved assessment across a range of teams to enable individuals and carers to more easily access the most appropriate supports for them.
- 4.7** For criminal justice, professional support from Community Justice Scotland has informed the improvement plan which is now being led by a recently appointed service manager, fully focussed on criminal justice social work. Other key changes include developing ongoing engagement with sentencers to look at performance improvement, sentencing options and interventions with people subject to Community Payback Orders.
- 4.8** The Focussed Intervention Team is a further positive development in West Dunbartonshire with the multi-disciplinary team now in place, providing greater support in the community to reduce the likelihood of people being admitted to hospital.

- 4.9** In children and families, social worker vacancies have been recruited to, augmented by a commitment to recruit a further six social workers above the staffing establishment which is currently ongoing.
- 4.10** Additional recruitment is underway for six new support worker posts, to provide family support, improved parenting assessments and support young people at risk of being accommodated or returning to the local community.
- 4.11** These additional posts will enhance the capacity of the service to develop practice improvements which support better outcomes for children, young people and families and seek to shift the balance of care, away from continued demand for community and residential placements, towards earlier, intensive interventions.
- 4.12** Our continued involvement in Permanence and Care Excellence (PACE), in partnership with the Centre of Excellence for Looked After Children in Scotland (CELCIS) is an important aspect of this – now in its third year, practice changes include improved decision-making for children who need to be looked after away from home.
- 4.13** Meanwhile, access to Family Group Decision Making and Functional Family Therapy has been expanded to provide evidence-based interventions to families which build their capacity to reduce the likelihood for continued social work involvement.
- 4.14** Enhanced performance reporting processes are also being developed, so operational managers are better able to track changes in demand, monitor caseloads and manage risk.
- 4.15** Overall, these developments are supported by working more closely with a range of professional partners, reflecting the benefits of integration alongside the importance of professional liaison and support.

## **5. People Implications**

- 5.1** The CSWO Annual Report refers to workforce planning and development which recognises activity to support staff compliance with professional registration as well as recruitment and retention activity.

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

- 6.1** Financial implications have been highlighted within the annual report which are impacted by the demographic profile of West Dunbartonshire, particularly provision of Care at Home and services to children and young people who are looked after away from home.

- 6.2** Work to address these financial pressures is a key priority of the Health and Social Care Partnership and will require continued efforts, including with key partners, to ensure available resources are targeted appropriately to meet need and shift the focus of practice to ensure sustainable service provision to meet statutory duties.

## **7. Risk Analysis**

- 7.1** Provision of statutory social work services requires appropriately qualified and skilled staff – analysis of activity and future demand is intended to inform future service planning to continue to meet statutory duties.

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

- 8.1** There is no equalities impact as the report does not recommend a change to existing policy, function or strategy.

## **9. Consultation**

- 9.1** The CSWO Annual Report has been informed by information provided by managers across the HSCP and Heads of Service within the HSCP Senior Management Team have been consulted on the report content.

## **10. Strategic Assessment**

- 10.1** The findings and analysis of activity, resources and performance within the CSWO Annual Report provide assurance that social work services in West Dunbartonshire continue to be planned and delivered in a way that reflects statutory requirements.
- 10.2** The report also includes information to reflect how services support the Council's strategic priorities, particularly by supporting individuals, families and carers to live independently and with dignity, as well as meaningful community engagement with active, empowered and informed citizens who feel safe and engaged.

**Jonathan Hinds**  
**Head of Children's Health, Care and Criminal Justice**  
**Chief Social Work Officer**  
**30 October 2019**

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**Appendices:**

Chief Social Work Officer Annual Report 2018-19

**Background Papers:**

The Role of the Chief Social Work Officer, Guidance issued to Ministers pursuant to section 5 (1) of the Social Work (Scotland) Act 1968, revised version: July 2016  
<https://www.gov.scot/publications/role-chief-social-work-officer/>

**Wards Affected:**

All





# West Dunbartonshire Health and Social Care Partnership

## Chief Social Work Officer Annual Report 2018-19



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## **1. SUMMARY OF PERFORMANCE: KEY CHALLENGES, DEVELOPMENTS AND IMPROVEMENTS DURING 2018-19**

This is my first annual report since joining West Dunbartonshire as Chief Social Work Officer and I am pleased to have the opportunity to report on how social work services have been delivered, in the context of integration arrangements by the Health and Social Care Partnership (HSCP), as well as highlighting the achievements, challenges and progress to deliver services in West Dunbartonshire over the past year.

During 2018-19, child protection referrals, investigations and case conferences reduced, differing from the trend of increasing demand over recent years. Whilst this indicates a proportionate, balanced approach by social workers and partner agencies, the number of children who are looked after in West Dunbartonshire continued to increase, particularly kinship care placements, echoing trends in previous years. This significantly impacted on the HSCP budget and reflects the importance of ensuring services are designed to meet local need. As part of a process to review our service delivery arrangements, monthly management information and performance reports were introduced to track demand, identify opportunities for change and plan interventions to improve outcomes for children, young people and families.

Referrals for adults at risk and vulnerable adults also reduced during 2018-19 and ongoing self-evaluation activity was supported by the delivery of significant training to a wide range of professionals involved in public protection.

The senior management team progressed arrangements to capitalise on the benefits of integration, particularly work to support improvements around delayed discharge and the development of a new Focussed Intervention Team to reduce admissions to hospital. Work to embed practice that reflects the impact of adverse childhood experiences (ACEs) on health and behaviour was also extended across the HSCP and a range of partners to improve practice.

Financial pressures across the HSCP continue to be carefully monitored, reflecting the importance of ensuring that services are provided in a way that also recognises the strengths of our communities and partners in rethinking care and earlier intervention. Nevertheless, continued financial pressure is evidenced by over spend in the budgets associated with caring for children away from home and care at home for adults.

Information from inspection activity is outlined in section 5, however, notably, West Dunbartonshire was one of six partnership areas to take part in a thematic review of Self Directed Support (SDS) by the Care Inspectorate and Healthcare Improvement Scotland during 2018-19. Furthermore, our criminal justice social work services will be the second area in Scotland to be inspected as part of the Care Inspectorate's new quality indicator model, focussed on Community Payback Orders. In advance of these inspection reports being published later in 2019, teams are already working on improvement actions to develop practice, informed by pre-inspection activity.

West Dunbartonshire continues to face challenges around the impact of poverty, violence against women and other inequalities. Ongoing financial pressures are likely to be further affected by increased demand arising from legislative changes such as the extension of free personal care and the presumption against short sentences. Continuous improvement in practice, performance and outcomes for children, young people and adults is therefore a significant, though not new challenge. The dedication and commitment of social work and health colleagues, as well as the positive, trusting and constructive relationships with our partners, carers and communities will continue to be instrumental to how we deliver services together to improve lives.

## **2. PARTNERSHIP WORKING: GOVERNANCE AND ACCOUNTABILITY ARRANGEMENTS**

### **Role and Function of the Chief Social Work Officer**

The requirement for each Council to have a Chief Social Work Officer (CSWO) was initially set out in Section 3 of the Social Work (Scotland) Act 1968 and further supported by Section 45 of the Local Government etc. (Scotland) Act 1994.

The role of the CSWO is to provide professional governance, leadership and accountability for the delivery of social work and social care services, not only those provided directly by the HSCP but also those commissioned or purchased from the voluntary and private sector. Social work services are delivered within a framework of statutory duties and powers and are required to meet national standards and provide best value.

West Dunbartonshire Council has resolved that the Chief Social Work Officer role is held by the Head of Children's Health, Care and Justice.

The Chief Social Work Officer is a 'proper officer' of the Council in relation to social work functions and is a member of the Senior Management Team within the HSCP and a non-voting member of the HSCP Board.

### **Integration**

West Dunbartonshire Health & Social Care Partnership was formally established on 1 July 2015; the HSCP Board is responsible for the operational oversight of the HSCP as the joint delivery vehicle for services delegated to the Integration Joint Board (except for NHS acute hospital services) as set out within its integration scheme.

During 2018-19, the HSCP agreed its vision as 'improving lives with the people of West Dunbartonshire' and will be implemented through delivery of the following key strategic priorities:

- Early Intervention
- Access
- Resilience
- Assets
- Inequalities

The priorities and vision of the HSCP and its strategic plan has been shaped by the Annual Performance Report for 2018/19; the local strategic needs assessment (which illustrates the growing complexity of need and demand within the local area); active engagement with stakeholders at locality, community planning and national levels and understanding of the broader policy and legislative context.

### **Commissioning**

The Public Bodies (Joint Working) (Scotland) Act 2014 requires that a Market Facilitation Plan is produced to set out the health and social care commissioning priorities and intentions for HSCPs. West Dunbartonshire's Commissioning and Market Facilitation Plan was developed to complement the current Strategic Plan and will also set out the commissioning priorities and intentions over the duration of the forthcoming Strategic Plan for 2019-2022.

The Commissioning and Market Facilitation Plan commits the HSCP to a programme of communication with service providers, service users, carers and other stakeholders about the future shape of the local health and social care market, whilst partners and providers can ensure that services are responsive to the changing needs of service users.

The Commissioning and Market Facilitation Plan seeks to identify what future demand for care and support might look like to support and shape the market to meet future needs. Constructive partnership working and engagement has been intrinsic to developing the plan to reflect an innovative and flexible approach to service delivery.

Scottish Government guidance has highlighted the need to specify the total available resources to deliver the outcomes and objectives within strategic plans – as such, work is underway to scope current and future spend across the sector and to reflect the uncertainties and pressures regarding financial allocations that will be made to the HSCP Board in future financial years.

### **Partnership Arrangements**

The Chief Social Work Officer participates in a range of groups and forums to ensure the proper delivery of social work functions. These include the 'Nurtured' and 'Safer' Delivery & Improvement Groups (DIGs) which deliver on the strategic priorities of West Dunbartonshire Community Planning Partnership as well as the Public Protection Chief Officers Group, West Dunbartonshire Council, the HSCP Board, Audit Committee and Clinical & Care Governance group. These arrangements support work with a range of key partners including the Council, third sector, Police, and Scottish Children's Reporters Administration to ensure that services are developed and provided across West Dunbartonshire that reflect local strategic priorities.

### **Clinical and Care Governance**

Within the HSCP, the Clinical and Care Governance group has a responsibility to provide scrutiny, constructive challenge and oversight across health, care and social work services in West Dunbartonshire. The group meets quarterly to ensure that services provide quality, effectiveness and efficiency to meet the needs of local residents and communities, as well as evidencing good practice around professional standards, risk management, staff learning and development.

The Clinical and Care Governance group comprises the HSCP Chief Officer, Heads of Service, Chief Social Work Officer and Chief Nurse who also review progress around quality assurance improvement plans arising from inspections.

Self-evaluation and improvement activity is regularly reported in addition to compliance with statutory and mandatory training for staff across the HSCP.

### **Locality Engagement Networks (LENs)**

Locality Engagement Networks (LENs) are firmly established as a dynamic forum for users of services, families and carers to share their experiences to inform continuous improvements to care in West Dunbartonshire.

Meetings continued to take place across the Clydebank and Dumbarton & Alexandria locality areas during 2018-19. LENs have focused on Addictions Services, building resilience in Older People (Community Older Peoples Team), developing the new West Dunbartonshire HSCP Strategic Plan 2019-22 and NHS Greater Glasgow and Clyde's Moving Forward Together Programme. The Strategic Plan and the Moving Forward Together Programme included engaging with service users groups, third sector organisations, voluntary groups and community councils. There was also a discussion group held with Carers of West Dunbartonshire on the draft HSCP Carers Strategy.

### **Public Protection Chief Officers Group (PPCOG)**

West Dunbartonshire's multi-agency Public Protection Chief Officers Group (PPCOG) is chaired by the Council Chief Executive and core membership includes the Director of Nursing (NHS Greater Glasgow & Clyde), the Divisional Commander (Police Scotland), the Chief Officer (HSCP) and the Chief Social Work Officer. The PPCOG is responsible for the strategic co-ordination of all public

protection services in West Dunbartonshire. This includes scrutinising the performance of services for child protection, adult protection and multi-agency public protection arrangements (MAPPA) for the management of high risk offenders. The group also oversees the activity around the Alcohol & Drugs Partnership and violence against women.

The PPCOG continues to hold regular development sessions and to review the purpose and function of the group in terms of assurance and governance. Following a review of membership in 2018-19, a number of crucial partners, including West Dunbartonshire's Chief Education Officer and the Locality Reporter Manager from the Scottish Children's Reporter Administration joined the group.

With the independent chair of the Adult Protection Committee moving on in November 2018, it was agreed that a joint independent chair role for both Adult and Child Protection Committees would be established. This new role includes greater capacity to drive forward strategic priorities and to provide constructive challenge and scrutiny.

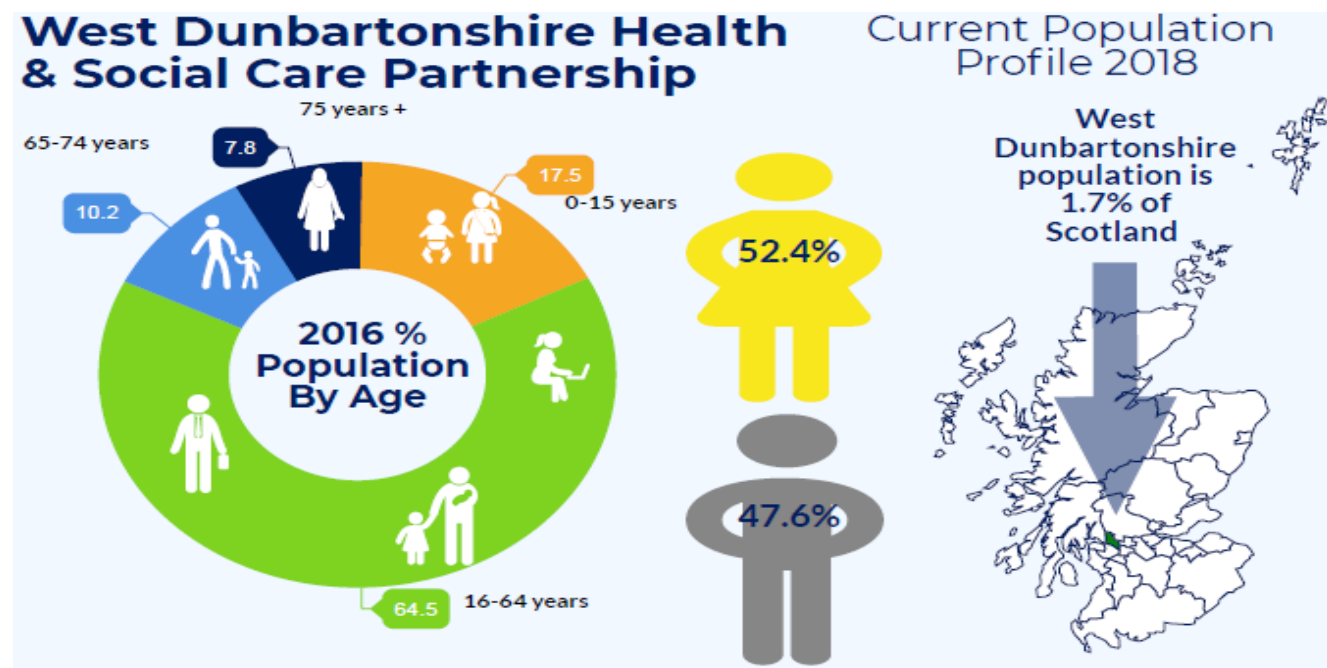
The Performance and Assurance Reporting Framework (PARF), included at Appendix 4, provides performance against targets for child protection, high risk offenders, adults at risk and vulnerable adults. The main purpose of the report is to ensure that the PPCOG reviews performance, outcomes and demand levels and takes any necessary action required or request the provision of further analysis and review.

Following the development of a national shared data set for Child Protection and revised West of Scotland Adult Protection Guidelines, our PARF will be adapted to reflect the new indicators and arrangements.

### 3. SOCIAL SERVICES DELIVERY LANDSCAPE

#### Population Profile

Figure 1: Population information



## **Demographic Profile**

West Dunbartonshire lies north of the river Clyde, encompassing urban and rural communities. According to the National Records for Scotland, the 2018 population was 89,130 – a decrease of 0.5% from 89,610 in 2016-17. The population of West Dunbartonshire accounts for 1.7% of the total population of Scotland.

In West Dunbartonshire, 17.6% of the population are aged 0-15 which is slightly higher than Scotland (16.9%). People aged 16-24 make up 10.0% of the population which is smaller than Scotland (10.7%). People aged 65 and over make up 18.4% of West Dunbartonshire which is slightly lower than the whole Scotland population (19.5%).

National and local evidence indicates an ageing local population, particularly due to a reducing number of births, while the number of people migrating to other council areas within the 15-44 age group is increasing.

West Dunbartonshire's Social and Economic Profile (2018) shows a notable increase in the share of the 20% most deprived data zones in Scotland, the biggest increase in relative deprivation from 2012. The area also has the second highest rate of income-deprived population in Scotland (18%) which is lower only than Glasgow at 20% (SIMD: 2016).

## **Child Poverty**

Child poverty remains persistently high with 25% of children in West Dunbartonshire affected by child poverty (End Child Poverty Now: 2019). Local reporting on actions to address child poverty are established within the West Dunbartonshire Community Planning Partnership 'Plan for Place' as well as the HSCP Strategic Plan and is reviewed on an ongoing basis.

The Nurtured DIG of the Community Planning Partnership co-ordinated the first West Dunbartonshire Council and NHS Greater Glasgow and Clyde 'Local Child Poverty Child Action Report' which sets out commitments to address the key drivers of poverty:

- increasing income through employment
- maximising income from the social security system including the range of new Best Start benefits targeting families with children under the age of five
- reducing household costs.

Local activity has been developed with the Information and Advice Partnership, Youth Alliance and the Adult Learning Partnership. Community-based events will promote the local child poverty action report and seek third sector and local resident input to future action areas.

Work is also ongoing with the Council and NHS Greater Glasgow & Clyde to prepare the first report on activity to progress children's rights, within the Children and Young People (Scotland) Act 2014. Consultation activities during 2018-19 to inform the report included a Nurtured DIG development session to identify priorities; ongoing progress updates to the Nurtured DIG; an Improvement Service Review and updates to the Community Planning Board.

## **Universal Credit**

Universal Credit was fully implemented in West Dunbartonshire in November 2018, with significant work carried out by Working 4U to mitigate its impact on particularly the most vulnerable residents. West Dunbartonshire anticipates a significant reduction in welfare spending in future years; ongoing work will seek to continue to limit the negative impact of welfare reform.

Given the burden of disease profile for West Dunbartonshire, work has continued with NHS Greater Glasgow & Clyde to better understand the impact of the history of heavy industry in the area, with



long term conditions and diseases affecting people at a comparatively young age.

The Information and Advice Partnership established a plan to ensure all residents can submit and maintain a claim, working with the local Citizens Advice Bureau and the Council's welfare benefits support team (Working 4U Money) for the development of local benefit support Hubs.

## 4. RESOURCES

### 2018/19 Budget Setting National and Local Context

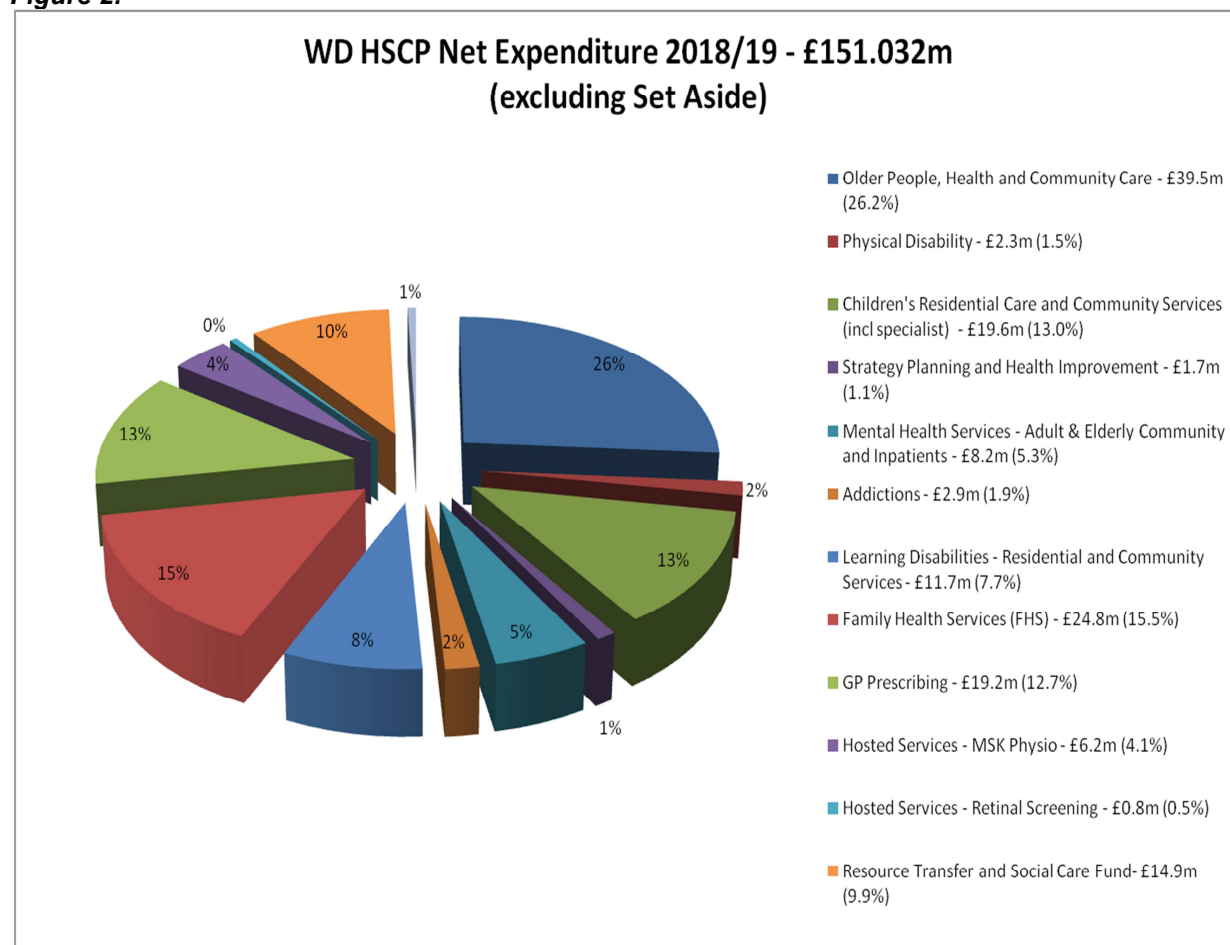
The HSCP Board undertook a public consultation on health and social care savings options developed by senior managers to fill projected budget gaps. The consultation ran online from 6 March to 4 April 2018 and 335 people participated.

The final 2018/19 budget setting gap was £0.763m (£0.552m for health and £0.211m for social care). The HSCP Board approved the following savings options of £1.216m:

- reviewing the external provision of older people's residential placements
- revising community based supports for children & families
- increasing income
- redesign of the senior management and support teams
- review of learning disability housing support to a core and cluster model.

The agreed budget for 2018/19 to deliver the HSCP strategic priorities was £151.032m, excluding the set aside notional budget of £18.210 million. Figure 2, below, details how this funding was allocated across the main care groups.

**Figure 2:**





## Financial Challenges

In recognition of the significant financial challenges for 2018-19, a recovery plan was subsequently approved which included the following measures:

- vacancy control procedures - vacancies are submitted to the HSCP senior management team for consideration and approval
- overtime authorisation procedures updated and aligned more closely with priority need
- Head of Service and Chief Finance Officer approval for purchase of IT or mobile devices
- any underspend in non-staffing budgets to be secured as far as possible
- income maximisation ie: prompt financial assessments and grant income secured
- savings related to ring-fenced budgets for service redesign models to help offset older people services pressure and community placements and
- continuous review of savings targets for 2018/19.

This recovery plan contributed to the 2018/19 final outturn position as an overall surplus of £1.038m, which was transferred to earmarked and general reserves for 2019/20 and future years. This overall position is summarised in Figure 3, below:

Figure 3: 2018/19 Final Outturn against Budget

<b>West Dunbartonshire Integrated Joint Board</b>	<b>2018/19 Annual Budget £000</b>	<b>2018/19 Net Expenditure £000</b>	<b>2018/19 Underspend/ (Overspend) £000</b>
<b>Consolidated Health &amp; Social Care</b>			
Older People, Health and Community Care	44,368	45,008	(640)
Physical Disability	3,106	3,006	100
Children and Families	20,249	22,511	(2,262)
Mental Health Services	9,571	8,949	622
Addictions	2,809	2,569	240
Learning Disabilities	16,802	16,655	147
Strategy, Planning and Health Improvement	1,672	1,351	321
Family Health Services (FHS)	25,738	25,738	0
GP Prescribing	19,306	19,383	(77)
Hosted Services - MSK Physio	6,493	6,254	239
Hosted Services - Retinal Screening	791	755	36
Criminal Justice - Grant funding of £2.1m	0	0	0
HSCP Corporate and Other Services	4,204	1,892	2,312
IJB Operational Costs	270	270	0
<b>Cost of Services Directly Managed by West Dunbartonshire HSCP</b>	<b>155,379</b>	<b>154,341</b>	<b>1,038</b>
Set aside for delegated services provided in large hospitals	18,210	18,210	0
Assisted garden maintenance and Aids and Adaptations	577	577	0
<b>Total Cost of Services to West Dunbartonshire HSCP</b>	<b>174,166</b>	<b>173,128</b>	<b>1,038</b>

The main social work and social care budget pressures were around community and residential placements for children and young people which exceeded the budget by £1.2m despite additional investment in 2018/19 of £1.1million, however kinship and fostering placements continued to rise by approximately 25%. The Head of Children and Families is committed to reviewing the reasons, processes and outcomes of these placements. Furthermore, children placed in residential schools exceeded the budget by £0.9million. It is recognised that this is an extremely volatile budget and

secure placements can cost in excess of £0.2million per child. Children's Services managers review these packages on a weekly basis for alternative, appropriate community based support.

Older people supported through care at home services or in residential or nursing care exceeded the budget by £0.5million and £0.2million respectively and can be attributed to demographic demand and continued improved performance on anticipatory care planning and reduction to bed days lost through delayed discharge.

All other adult services including learning and physical disability and mental health and addiction services collectively underspent by £1million, mainly due to a reduction in a small number of high tariff, complex cases.

The savings programme agreed by the HSCP Board as part of the 2018/19 budget setting process covers the three year period to 2020/21 and a further £1.1m of savings are anticipated from this.

## **5. SERVICE QUALITY AND PERFORMANCE (INCLUDING DELIVERY OF STATUTORY FUNCTIONS)**

### **CSWO and Service Standards**

The Chief Social Work Officer has a core responsibility to provide professional oversight and leadership regarding the provision of social work services and to ensure that the social services workforce practices within the standards and codes of practice as set out by the Scottish Social Services Council (SSSC).

The Care Inspectorate is responsible for registering a range of social care and social work services as well as providing scrutiny through inspection. From inspection, services are supported to evidence improvement based on action plans arising from recommendations from inspections within the context of service quality alongside suitably robust arrangements for governance and accountability. Inspection reports and recommendations, as well as local improvement action plans, are reported to the HSCP Audit Committee who monitor progress to provide our communities with confidence in services provided in West Dunbartonshire.

Inspection findings and improvement activity are also reported to a range of forums including:

- West Dunbartonshire Public Protection Chief Officers Group
- HSCP Board
- HSCP senior management team
- HSCP Clinical and Care Governance Group
- Community Planning groups.

Positive engagement with the Care Inspectorate has been helpful in preparing for the forthcoming inspection of criminal justice social work services. Work has developed following notification in October 2018 that West Dunbartonshire will be the second area to be inspected within the new justice inspection quality improvement model.

During the past year, the Care Inspectorate completed their inspection of Self Directed Support (SDS) services in West Dunbartonshire. The report will be published in late Spring/early summer 2019. Staff, carers, users of our services and local third sector partners were central to our preparation activity for inspection. Once the recommendations are published, the HSCP will develop an action plan to take forward in partnership with relevant colleagues and organisations.

Within the HSCP, our Quality Assurance team has an important role in monitoring the quality of care delivered whilst ensuring that we respond to individual concerns in a thorough, efficient and effective way that continues to promote quality service provision.

The HSCP senior management team meets regularly with our Strategic Link Inspector from the Care Inspectorate to provide valuable critical challenge to support our work to continually improve service standards across the HSCP.

### **Care Inspectorate Inspections**

During 2018-19, 13 services were inspected across West Dunbartonshire during 2018-19:

- Children's Services: Adoption Service, Fostering Services, our three children's houses (Blairvadach, Burnside and Craigellachie), Throughcare (adult placement) service
- Community Health and Care Services: Care at Home, Crosslet House, Crosslet Day Care, Frank Downie House, Sheltered Housing

• Learning Disabilities: Learning Disability Housing Support Service, Community Connections. Our children's houses were graded as 'good' or 'very good' for care and support, whilst our staff in Fostering and Adoption services were rated as very good. This reflects the care, support and dedication of colleagues across our services to looked after children in West Dunbartonshire.

Meanwhile, our Throughcare (Adult Placement) service retained their 'excellent' grading for care and support – this is the highest grading available from the Care Inspectorate and reflects the dedication, commitment and inspiring work of this team. They are to be congratulated for retaining this grading and continuing to support our care-experienced young people to such a high standard.

Community Health and Care services achieved 'good' or 'very good' for care & support and staffing within inspection across a range of quality themes.

Furthermore, our Learning Disability Housing Support Service achieved 'excellent' gradings for care & support and management & leadership – staff and managers deserve particular credit for their dedication within this service to improve outcomes for users of this service.

Other inspections that took place during the past year and will formally report later in 2019 will be included in the next annual report.

Further information on performance across services is included in the following Appendices:

Appendix 1: Care Inspectorate Inspection Outcomes 2018-19

Appendix 2: West Dunbartonshire HSCP Key Performance Indicator Summary 2018-19

Appendix 3: HSCP Local Government Benchmarking Framework Indicators

Appendix 4: Performance and Assurance Reporting Framework Public Protection Chief Officers Group 2018-19.

## **CHILDREN AND FAMILIES**

### **Child Protection**

In the past year the Public Protection Chief Officers Group has continued to receive regular updates from the Child Protection Committee in respect of the analysis and findings of the National Child Protection Improvement Programme (CPIP) and its relationship to West Dunbartonshire's Child Protection Committee (CPC) Improvement Plan. This programme continues to guide the Child Protection Committee Improvement Plan to reflect national policy and learning.

West Dunbartonshire CPC continued to monitor activity over the course of the year. During the last quarter of 2018-19, a monthly performance report to track practice improvements has been developed. This includes information on achievement of key performance indicators such as moving from referral to child protection case conferences within 21 days. This report will also provide the PPCOG with important information on workload and demand to support practice improvement and constructive challenge.

Furthermore, regular meetings with the Area Locality Reporter to the Scottish Children's Reporter Administration have been established to progress the 'Better Hearings' work stream.

The CPC Improvement Action Plan is focussed on a range of areas for development and improvement. This is a 'live' three year plan and is a standing agenda item on the CPC, where progress is noted and additional improvement areas or actions are added following case file audit, reflective case reviews, outcomes of national Significant Case Reviews or self- evaluation.

Statistics and activity levels gathered for the Performance and Assurance Reporting Framework (Appendix 4) have been monitored and analysed on a quarterly basis for a number of years, for the purpose of reporting to the PPCOG and for the CSWO to monitor demand in comparison to resources and address any risks that may occur in this respect.

For 2018-19, the number of child protection referrals reduced to 340, from 423 in 2017-18 (19.6% reduction). Child protection investigations reduced by 25% and case conferences fell by 32%. This is illustrated in Figures 4, 5 and 6, below:

Figure 4: Number of Child Protection referrals (quarterly)

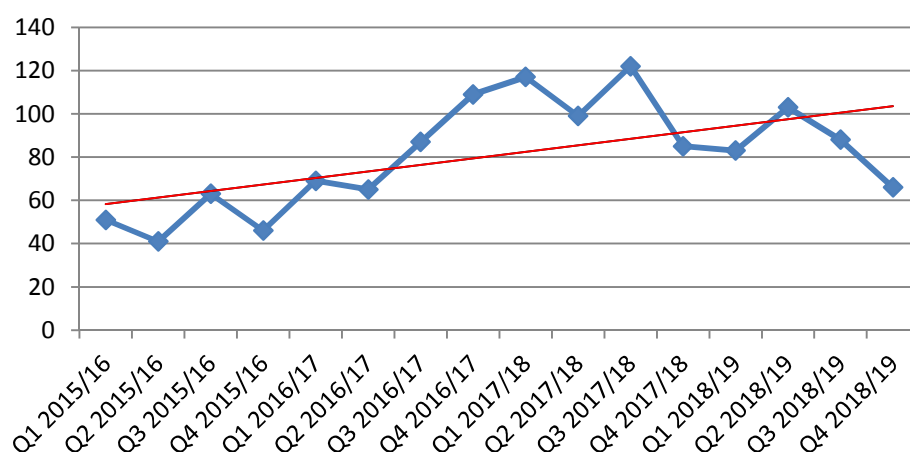


Figure 5: Number of Child Protection referrals (annual)

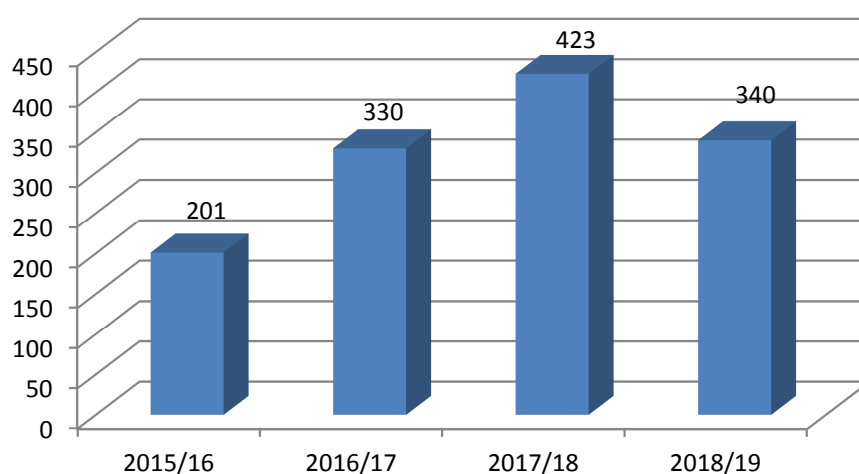
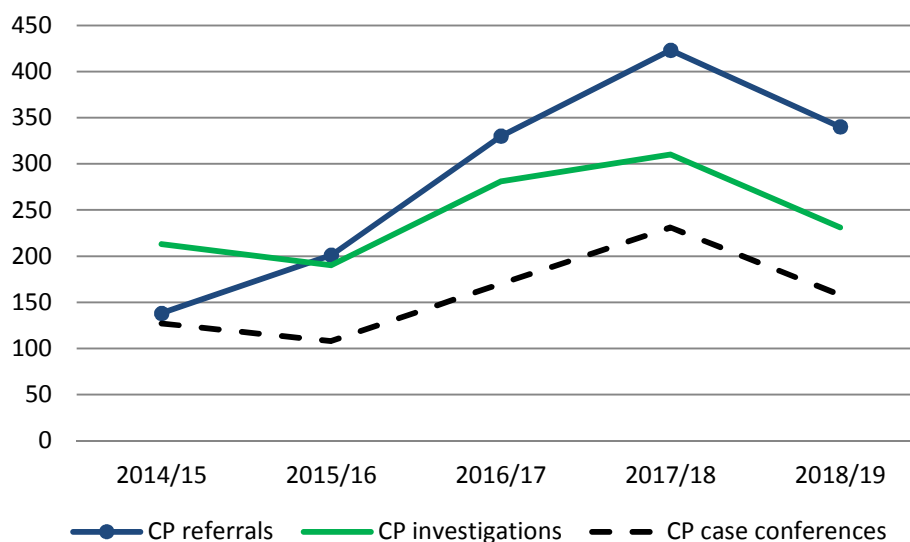


Figure 6: Child Protection referrals, investigations and case conferences



The reduction in child protection referrals leading to a fall in the number of investigations and child protection case conferences reflect work undertaken by staff cross a range of professional groups to ensure that referrals are investigated and directed to the most appropriate service.

Where there are other welfare concerns for children which may merit social work input, these are referred via the Getting it Right for Every Child (GIRFEC) request for assistance process to ensure that children get the right help at the right time.

In 2018-19, 88 children were placed on the child protection register, compared to 111 in 2017-18; a 21% reduction. As at 31 March 2019 there were 52 children on the Child Protection Register in West Dunbartonshire. This reduction is explained to some extent by the reduction in referrals, however highly complex child protection concerns continue to come to the attention of the service, particularly domestic abuse matters in the context of other offending behaviour. Thus, while the number of child protection registrations has reduced, the number of children becoming looked after continued to increase.

Analysis of this decrease in referrals and activity reflects a number of factors, including a more consistent approach to the referral threshold for child protection. A more robust practice model in respect of the child protection Initial Referral Discussion has improved joint decision making across services, reduced the impact of violence and improved joint working arrangements in the earlier identification of neglect. During 2018-19, our Initial Referral Discussion (IRD) process was streamlined with the other HSCPs across NHS Greater Glasgow & Clyde, whereby the Child Protection Unit is the health representative as part of the IRD process. Education services continue to be included as a core partner in this process, which has proved invaluable in informing initial child protection discussions from a local perspective.

Another practice development was an improved assessment of child wellbeing for adult services practitioners who support individuals with care of children. Following consultation, this is expected to be rolled out in due course, to ensure adult services practitioners are more able to contribute to parental capacity assessments, with the aim of better supporting effective planning for children.

### Special Needs in Pregnancy (SNIPS)

During 2018-19, a multi-professional model of care was piloted to support six females throughout their pregnancy and post-birth by an addiction worker, a medical officer and a Children & Families social worker. All individuals progressed well which resulted in their children being removed from the child protection register and social work services ending their formal involvement.

This joint approach brought important specialist knowledge to the screening and planning for women who are vulnerable in their pregnancy. The social worker and addictions worker are working closely to further develop the service including potential group interventions with women and their babies to promote positive peer support.

### Family Group Decision Making

After an initial pilot project last year, further funding was secured in 2018-19 through the Looked after Children Pupil Equity Fund (LAC PEF) to implement Family Group Decision Making. This will allow the local authority to evaluate the benefits of this service and how it may be progressed in the future. The service received 25 referrals to-date and, working in conjunction with the Alternative to Care team, has managed to sustain young people within their family settings and prevent them coming into care settings.

### Transitions

During 2018/19 there have been continual improvements in advanced planning around the identification of services for young people transitioning from Children's to Adult services. Through this process, which involved key partners from Learning Disability, Adult Care, Mental Health, Education and Children's Services, 12 young people are being supported in preparation for their transition into Learning Disability services and to develop the required support packages for them.

The multi-professional Transitions Advisory Group (TAG) continued to support young people with additional support needs to move from education and children's services to adult services and, during 2018-19, an improved planning process was developed to identify young people who may require support in adulthood at an earlier stage. The Transitions Advisory Group has the delegated authority to agree the adult service which will best meet the needs of the young person and also functions as a case discussion forum for those young people with more complex needs who may require high cost adult services.

Further development of the TAG process will include a review of the balance of resources across the adult services with the aim of ensuring transition plans for young people are progressed across all adult services on an equitable basis.

### Looked After Children and Young People

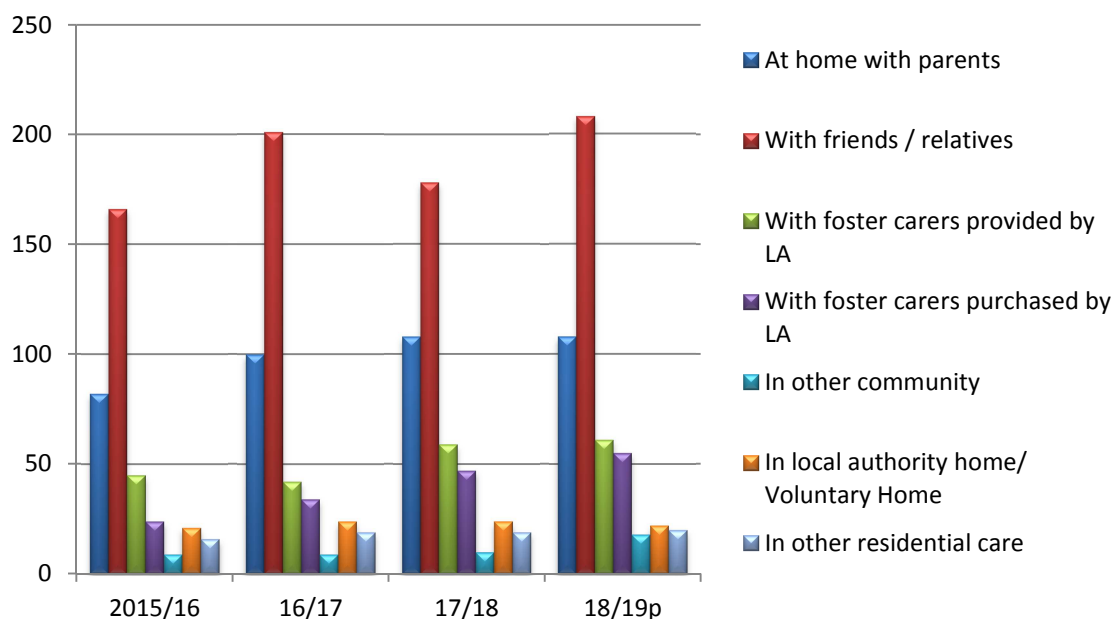
The number of children and young people looked after in West Dunbartonshire has continued to be challenging during 2018-19; on 31 March 2019, 68 more children and young people were in a range of community and residential placements compared to the same date last year. Figure 7, below, provides further information on the usage of placement types over the past year:

*Figure 7: Placements for looked after children & young people 2018-19 and 2017-18*

	<b>2018-19</b>	<b>2017-18</b>	<b>Change (n)</b>	<b>Change (%)</b>
<b>Kinship care</b>	247	203	+44	+22%
<b>Fostering (internal)</b>	62	56	+6	+11%
<b>Fostering (external)</b>	60	41	+19	+46%
<b>Residential Schools</b>	18	17	+1	+6%

Whilst further analysis is provided in the following sections, the overall trend analysis for looked after children from 2015-16 to 2018-19 is illustrated in Figure 8, below:

Figure 8: looked after children and young people 2015-16 to 2018-19



This reflects the continued high use of kinship placements and the continued high number of children who are looked after at home with parents. The number of children in residential children's houses and other residential settings remained comparatively static.

### Kinship Care

High rates of kinship care placements during 2018-19 continued the existing trend: at 31 March 2019, 247 children were in kinship placements, an increase of 44 (22%) on the previous year.

Whilst kinship care can enable children to remain with family members, the rate of kinship placements in West Dunbartonshire is significantly greater than other comparable authorities; further work will be taken forward to improve timescales and review placements as well as examination of the length of time children have been in kinship care and looked after at home, use of kinship orders and wider improvements in permanence planning in West Dunbartonshire.

### The Permanence and Care Excellence Programme (PACE)

West Dunbartonshire has progressed to Phase Two of the Permanence and Care Excellence (PACE) Programme, which seeks to reduce drift and delay in securing better outcomes for children. In October 2018 a two-day improvement training event for the multi-agency group was followed up by a workshop which agreed data requirements and set out our local aims:

- Aim 1: by 30 September 2019 100% of children who are looked after at home for more than 18 months, will have a peer review
- Aim 2: by 31 March 2020 90% of children who become looked after and accommodated, on or after 23 October 2018 will have a permanence recommendation (including those returning home) at the Legal Advice Meeting within 36 weeks of becoming looked after and accommodated.
- Aim 3: by 31 March 2020, 70% of children who have had a recommendation for permanence away from home on or after 23 October 2018, will be presented to the Agency Decision Maker within 28 weeks of the Legal Advice Meeting that made the Permanence Away from Home recommendation. (This aim does not currently include children in Kinship as of 23/10/2018 but will be developed in recognition of the continued increase in the number of children in kinship placements.)

Aim 4: by 31 October 2019, 95% of children whose plan has been approved by the Agency Decision Maker, on or after 23 October 2018, will have their application for a Permanence Order lodged in court within 13 weeks of the Agency Decision Maker's decision.

The multi-agency sub-group has continued to meet to examine performance information around permanence and to consider where processes require to be amended to meet appropriate milestones for children in our care. Using the model for improvement, partners have identified a number of tests of change which are focussed on improving practice.

## Fostering

By 31 March 2019, 62 children were placed with 47 fostering families registered with West Dunbartonshire Council: 25 more children than the previous year. A further 60 children were placed with foster carers registered with external agencies. This represents an increase of 19 external placements (46%) to 2017-18. Carers provide a mix of short break, interim, long-term and permanent placements. Although many placements are in the local area, a key improvement measure is the number of children in foster care within their local community.

Fostering is key to ensuring better outcomes for children within high quality placements within loving homes and, therefore increasing the number of foster carers registered with West Dunbartonshire Council is an important area for further improvement. This is particularly important as it will support children who need to live away from their family to remain as part of the local community whilst also addressing the considerable spend currently against external foster placements. As such, the service will develop an updated campaign to encourage more people to become foster carers in West Dunbartonshire. Activity for 2018-19 is included in Figure 9, below:

Figure 9: Fostering Panel activity 2018-19

Fostering assessments	13
Approvals	9
Reviews	33
Changes in registration	3
De-registrations	4
Transfer from independent fostering agency	1

During 2018-19, the team has worked with our Champions Board colleagues to facilitate and develop children and young people's groups, where looked after children and young people have space to voice their views on how we can support them better. As well as arranging Christmas parties and other celebration events for children in foster placements and their carers, the service has provided a rolling programme of training to new and existing foster carers as well as updating policies/procedures/review paperwork and guidelines to ensure they reflect high standards of practice.

## Adoption

The Adoption service has continued to work co-operatively with neighbouring local authorities and approved voluntary agencies in providing and seeking placements for children. In addition, the service works with Scottish Adoption Advice Service (SAAS) to offer post-adoption support for individuals who are adopted, adopters and birth families. Activity during 2018-19 is included in Figure 10, below:

Figure 10: Adoption and Permanence Panel activity 2018-19

Adoption assessments	8
Adoption approvals	7
Adoption reviews	1
Matches	12 (adoption) 3 (permanent fostering)



Over the past year, consultation with adoptive parents and applicants, as well as members of the Adoption and Fostering Panels, has highlighted the need to further develop comprehensive training to adoptive applicants including pre- and post-adoption support; support for birth families and training to enhance social workers' knowledge and understanding around the permanence process.

## **Children's Houses**

Our three children's houses (Blairvadach, Craigellachie and Burnside) have continued to provide loving homes for children and young people, with practice reflecting the organisation's commitment to practice which reflects the impact of adverse childhood experiences (ACEs). Staff have worked closely with families, social work staff and specific projects including the Alternative to Care service (for young people preparing to leave care) and Young People in Mind (for mental health and wellbeing support) alongside key third sector agencies.

Details of inspections of our children's houses are included at Appendix 1.

Young people in our residential houses enjoyed a variety of achievements during 2018-19, some of which included:

- securing employment in a range of roles and settings
- gaining college places at NC and HNC level
- attending summer camp for one week
- completing a 'Sportathon' event throughout the night, raising money for Sport Relief
- recognition for improved school attendance and attainment
- participation in fundraising events for a national charity
- completing courses including mentoring/coaching, Fire Reach and working with Police Scotland Youth Volunteers
- one young person represented Scotland at a home nations football tournament.

## **Alternative to Care Team (ATC)**

As a community resource working alongside Children and Families fieldwork and residential services, ATC provides a 7 day-per-week service from 8am – 10pm, reflecting the need to respond to the needs of young people, often outwith normal working hours.

The ATC predominantly works to prevent young people from requiring care by the local authority – this typically involves providing intensive interventions to support young people and their families at times of crisis and concern, focusing on diversion from negative behaviours and offering support and guidance to parents and carers.

The service received an average of 10 referrals per month to support or maintain young people in the community. This intensive intervention approach has contributed to only 5% of young people being accommodated.

During 2018-19, the team experienced a notable increase in child protection welfare and monitoring referrals, particularly during evenings and weekends which has assisted Social Workers in the assessment of cases where concerns have been raised.

Intensive Support and Monitoring Services (ISMS) were also delivered by the ATC team to a small number of young people at risk of requiring secure accommodation.

Across the range of partnerships, the team has increasingly worked with Education colleagues around Interrupted Learning Services. Here, ATC staff have facilitated access to educational services for young people who do not currently attend school. ATC also sourced funding from the Looked after Children Pupil Equity Fund (LAC PEF) to support a pupil confidence programme to young people attending Dumbarton Academy.

## **Throughcare and Aftercare service**

The Throughcare and Aftercare service supports young people up to 26 years of age to prepare to move from a range of care settings and support them into positive destinations which may include supported tenancies, further education and independent living.

The team provided an adult placement service (supported lodgings) and a housing support service to 88 young people during 2018-19; both services are registered with the Care Inspectorate and details of inspection activity over the past year is included in Appendix 1.

Some achievements by our young people supported by our Throughcare and Aftercare team in 2018-19 include the following:

- several young people undertook college courses, some of whom were supported by the new Care Leavers Bursary
- one young person was supported to attend 'Americamp'
- three young people were provided with driving lessons and passed their driving test
- one young person is returning to university.

An area of particular achievement was the development of a joint Leaving Care Housing Protocol with Housing Services which prioritises and simplifies access to housing options for care experienced young people. We received a Silver COSLA Excellence Award for this work and the protocol was also a finalist for the Association of Public Service Excellence (APSE) Margo Blair Award and the Chartered Institute of Housing Excellence awards.

A further development will be taken forward by corporate parents to provide rent support to care experienced young people who wish to attend full time education but would not qualify for assistance with housing costs.

## **Corporate Parenting: West Dunbartonshire Champions Board**

West Dunbartonshire Champions Board continued to develop into its second year of three year funding from the Life Changes Trust. This supported three care experienced young people to be directly employed (as Lead Young People) to develop the Champions Board and to engage with more children and young people.

Lead young people are key to developing positive relationships with our care experienced children and young people; they have also organised activities, groups and meetings with corporate parents, sustained a presence in our residential houses, attended national networking events and supported young people to attend a range of meetings and appointments.

Corporate Parents attended a range of engagement and participation activities with young people in 2018-19, including an Alpaca Trek and dinner to enable care experienced young people and their corporate parents to get to know each other better and learn more about what young people need to fulfil their potential. This event was also filmed and the completed film will be available later in 2019.

Figure 11, below, illustrates the increasing number of children, young people and corporate parents engaging with Champions Board activity during 2018-19:

Figure 11: Engagement with Champions Board

	2017/2018	2018/2019	TOTAL
Children and Young people in:			
Foster care	1	12	13
Throughcare/Aftercare	8	14	22
Residential houses	9	12	21
Kinship care	1	4	16
Looked after at home	1	7	8
External placement or secure care	1	4	5
Previously care experienced	12	33	45
Corporate Parents attending activities	5	9	14
Number of groups in place	2	7**	9

A number of groups were established to support young people to develop their confidence and confidence to access support from a range of corporate parents including housing, education, health as well as peer support, including:

- Girls group
- Boys group
- Young parents group
- Children's House group
- Throughcare and Aftercare group
- Foster care group
- Changes group.

During 2018-2019 our young people provided input and engagement sessions to senior police officers; a five-week programme of engagement with over 130 frontline police officers and addressed a conference with around 70 Children's Panel members around corporate parenting.

The Working 4U team provided opportunities for ten care experienced young people to get driving lessons, whilst West Dunbartonshire Leisure provided more than 230 care experienced young people with a free Leisure Pass for swimming and gym use in the three local leisure centres.

Another important working relationship is with our third sector partner, YSortit, who supported care experienced young people to attend youth clubs and other groups along with their peers.

Activity for the Champions Board next year will include a 'Changes Group' where young people and corporate parents will work together to influence change.

## ADULT SERVICES

### Adult Support and Protection (ASP)

Referrals for adults at risk decreased from 347 in 2017-18, to 321 in 2018-19, whilst vulnerable adult referrals have reduced from 743 in 2017-18 to 713 in 2018-19. Despite this fall in numbers, the complexity of risk has increased, as illustrated by the rise in identified types of harm from 425 to 442 in the same period, and indicating an increase in the complexity of the risk and harm to individuals referred, specifically regarding financial/maternal harm and mate crime; which are often linked.

West Dunbartonshire's Adult Protection Committee (APC) continues to meet on a quarterly basis, with an independent chair. Members include Police Scotland, Trading Standards, Care Inspectorate, Adult HSCP Social Work and Health Services, Community Health, Advocacy Services, Scottish Care, Scottish Ambulance Service and the Scottish Fire and Rescue Service.

A key component of the quality assurance work undertaken by the APC continues to be the completion of regular case file audits for the purpose of learning and improvement. Learning from these audits prompts improved processes and is embedded into our training programme.

Performance monitoring and analysis, led by the Public Protection co-ordinator, has also informed staff and practice development across agencies, in addition to providing advice to staff and managers about specific complex cases.

The self-evaluation and training working group developed the annual Public Protection training calendar and new training was provided that reflected identified learning needs of the workforce, including identification of and addressing financial harm, defensible decision making and joint basic awareness training for child and adult protection.

The co-ordinator has also delivered Adult Support and Protection training to over 400 people across agencies and sectors in West Dunbartonshire. This reflected an increased focus on supporting services in the community to be skilled and confident in identifying and responding to risk of harm, including work with Community Pharmacies, the Department for Work and Pensions and Education colleagues.

In 2018-19 a priority focus for the APC was around preventing financial harm. This has led to a consistent approach to responding to and reporting concerns regarding harm and has included peer learning training sessions which will continue into the current year.

Improved timescales for Adult Protection investigations were addressed over the last year, with 98% of investigations completed within timescales, from a low point of 60% during part of the previous year, meaning that more complex cases are receiving faster response and action.

These figures and further detail pertaining to adult support and protection targets and activity are contained within Appendix 4.

### **Mental Health Officer (MHO) service**

The core team of dedicated Mental Health Officers (MHOs) has remained at full staff complement with no turnover during 2018-19, however over recent years there has been a marked decrease in the number of qualified MHOs who undertake MHO duties alongside their substantive post as a social worker within a practice team. This has adversely impacted on allocating work and meeting statutory timescales and limited the availability of practitioners to provide advice and consultation to other teams. Social workers will, however, continue to be supported to apply to the MHO training programme.

Following a realignment of the service, a social work post designated to undertake assessment and care management functions for mentally disordered offenders now sits wholly within the core MHO team (having previously been a shared post with Criminal Justice services).

In terms of statutory duties undertaken by the MHO service, the volume of work has been relatively stable during the period 2018-19, with no marked contrast to the previous annual period. Figure 12, below, illustrates minor variances from the previous year related to private guardianship and local authority orders:

*Figure 12: Private Guardianship and Local Authority Orders:*

	<b>2018-19</b>	<b>2017-18</b>	<b>variance (n)</b>
<b>Private Guardianship Orders</b>	54	62	-8
<b>Local Authority Orders</b>	23	19	+4

During 2018-19, specific activity sought to reduce timescales to allocate MHO reports to accompany local authority and private guardianship applications. The average time from receipt of referral to

appointment of an MHO during 2018-19 was six weeks; an improvement from eight weeks in 2017-18; a process is in place for prioritising more urgent cases (eg: hospital discharge).

The other main area of work for the service is the discharge of functions under the terms of the Mental Health (Care and Treatment) (Scotland) Act 2003. This includes the provision of service to mentally disordered offenders who are subject to statutory measures. The service currently supports 14 individuals who require significant input.

There have been no instances whereby statutory duties as specified in the 2003 Act have not been completed in accordance with prescribed requirement and timescales.

### **Adult Care Team**

The Adult Care Team and Your Enablement Service (YES) health component consists of Physiotherapists, Occupational Therapists and a Rehabilitation Support Worker who provide support and rehabilitation for adults aged 65 years and under.

During 2018-19 the team prioritised reducing waiting times and targeting individuals who required input from the team according to assessed need. They provided rehabilitation focussed on patient goals, promoting self management and improving overall health outcomes

Analysis of referral pathways, referral type and opportunities to signpost individuals to more appropriate services sought to improve waiting times – from a waiting time of 6 months for a physiotherapist or occupational therapist in May 2018, the longest wait by the end of the financial year was projected to just over 8 weeks..

### **Community Hospital Discharge Team**

The Community Hospital Discharge Team received an average of 60 new referrals per week during 2018-19. The team is focussed on ensuring safe and timely discharge to home or a homely setting and offers a multi-disciplinary response to presenting need.

By continuing to focus on timely and appropriate hospital discharge, the number of acute bed days lost to delayed discharge for West Dunbartonshire residents improved by 28% over the past two year period, although there was a small increase of 73 bed days (2%) from 2017-18. The number of bed days lost to delayed discharge in relation to complex cases reduced by 32% from 2017-18.

The team will focus more on in-reach in 2019-20, utilising a more targeted approach to those individuals who have been inpatients for 10 days or more, thereby identifying themes and engaging with ward staff to promote more timely discharge to support people to return home wherever possible.

### **Avoiding Hospital Admissions – Focussed Intervention Team**

During 2018-19, our new Focussed Intervention Team was developed, with structured links to key partners including the Community Older People's Team, Hospital Discharge Team, District Nursing, Care at Home, GPs, mental health services, care homes and third sector organisations.

The team has been set up to respond rapidly to referrals (within 2 hours) to avoid unnecessary admission to hospital and support individuals to remain in their own home during an acute episode of ill health including evenings, weekends and public holidays.

It is anticipated that the Focussed Intervention Team will provide a safe alternative to hospital admission, thereby positively impacting on the number of unscheduled care presentations.

## **Frailty and Falls**

In 2018/19 there were 2,567 level one falls conversations recorded within health and care teams including social workers and community occupational therapists. In addition, 2,442 level two multi-factorial falls assessments were completed, resulting in 503 home exercise programmes being delivered. Work continues with the Scottish Ambulance Service to increase referrals to the Community Older Peoples team for assessment after a fall to reduce the need for hospital admission wherever possible.

The use of the Clinical Frailty scale was embedded in practice over the past year and 2,748 Frailty screens were completed by integrated teams, providing a greater understanding of the potential needs of the older population.

## **Older People's services**

After significant engagement and consultation with residents, relatives and staff, Boquhanran House was closed in February 2019, in response to challenges associated with the fabric and maintenance of the building and the health and wellbeing of the people residing there.

All 17 residents were moved successfully and settled within their own chosen place of residence. The improved standard of accommodation in their new chosen residence has improved quality of life while the provision of care across two Clydebank homes has allowed for a better staff skill mix, providing better quality care to residents.

The positive impacts from this service change should go some way to prepare staff, residents and their families for the move to the new Clydebank care home being developed at Queens Quay – an important further development for care services within West Dunbartonshire.

## **Mental Health Services**

Scotland's Mental Health Strategy: 2017-2027, Action 15, emphasises the need to prevent and treat mental health problems with the same commitment, passion and drive as physical health problems.

Work in West Dunbartonshire has therefore focused around improvements to prevention and early intervention, access to treatment, physical wellbeing and rights, information use and planning around mental health services.

The Strategy commits the Scottish Government to increase the workforce to give access to dedicated mental health professionals at Accident and Emergency Departments, all GP practices, every police station custody suite and prisons. Additional national investment over the next five years will increase to £35 million for the equivalent of 800 new mental health workers in these key settings.

West Dunbartonshire HSCP has been allocated a proportionate amount of funding that will create a range of new posts to support people with complex care needs in these settings, while the HSCP will receive the benefits of an approach across NHS Greater Glasgow & Clyde that will support additional mental health workers within the prison service, acute hospital liaison services, police custody suites and peer support workers within mental health hospital settings.

## **Learning Disabilities Services**

In 2018-19 there were approximately 460 people with a learning disability living in West Dunbartonshire. 55% were supported at home by a family carer and 40% were living in mainstream accommodation with support.

Over the last year, the service completed a benchmarking exercise to review existing services against the recommendations of the Keys to Life (2013) and its four strategic outcomes: Independence, Choice and Control, Healthy Life and Active Citizen.

An integrated approach to service delivery across community health and care, as well as third sector providers, has supported the delivery of effective and targeted specialist services, which is prioritised around the key aims of people with a learning disability using an outcome-focussed approach to promote person-centred assessment and planning.

The team has also worked with colleagues from hospital inpatient services as part of a redesign of assessment and treatment services to scope how to build local capacity and capability to reduce admissions to hospital. This includes individuals currently in long stay beds or 'out of area' placements which have been highlighted as a priority within the 'Coming Home' Report (Scottish Government: 2018).

Work with partners from education, children's services and other adult services has sought to deliver improvements in the transition from education into adult services for young people identified as having additional support needs (including learning disability). Earlier identification of the appropriate adult service up to two years in advance and improved information sharing to identify the best future services and developing blended services across Mental Health, Adult Care and Learning Disabilities Services are expected to provide improved person centred outcomes.

The service has also been working with Housing Services colleagues and housing developers to identify future housing stock that can support people to have homes that better meet their needs within a 'core and cluster' model of support.

### **Work Connect – Specialist Supported Employment Service**

The opening of the Pavilion Cafe in February 2019 represented the latest addition to the Work Connect partnership portfolio with the Council's Greenspace service. The £4million investment in the park includes £2.8million from Heritage Lottery Funding.

The cafe, in Levensgrove Park, Dumbarton, is managed by Work Connect Specialist Supported Employment Services and will also be used as a training kitchen for adults recovering from mental health issues and Addictions as well as people with Learning Disabilities and Autism. This opportunity offers trainees the chance to develop employability skills and to gain work experience to support a return to work.

All Pavilion trainees have completed a recognised customer service course in partnership with Working 4U and West College Scotland in Clydebank. They have also received West Dunbartonshire Council Induction and Fire Safety training.

### **Addiction Services**

West Dunbartonshire Addiction Services continued to work with Police Scotland to support 'hard to reach' vulnerable adults with chaotic and complex drug and alcohol use, often with co-existing mental health issues and offending behaviour.

Joint working with colleagues including Health, Criminal Justice Social Work, Mental Health, Youth Services and housing agencies has provided support, advice and education around any alcohol and/or drug dependence issues.

Vulnerable adults are discussed weekly at the Vulnerable Adult Forum which includes staff from Addictions, Mental Health, Adult Services, Learning Disabilities and Hospital Discharge. Addictions staff also regularly review Emergency Hospital Admissions to monitor and revise care plans of those frequently being admitted to hospital to ensure effective, responsive interventions.

## CRIMINAL JUSTICE SOCIAL WORK SERVICES

During 2018-19, criminal justice social work services saw some notable variations in workload compared to the previous year. Figure 13, below, illustrates changes in demand across a range of criminal justice activity:

Figure 13: Criminal Justice Workload

	2018-19	2017-18	Change (n)	Change (%)
<b>Criminal Justice Social Work Reports</b>	575	618	-43	-7%
<b>Community Payback Orders</b>	409	428	-19	-4%
<b>Drug Treatment and Testing Orders</b>	8	24	-16	-67%
<b>Diversion</b>	14	5	+9	+180%
<b>Throughcare (released prisoners)</b>	26	46	-20	-43%
<b>Throughcare (serving prisoners)</b>	34	42	-8	-19%
<b>Home Circumstance Reports</b>	124	140	-16	-11%
<b>Home Detention Curfew assessments</b>	36	73	-37	-51%

### Community Payback Orders (CPOs)

During 2018-19, 409 new CPOs were imposed, a reduction of 19 (4%) on the previous year. Of these orders, a supervision requirement was included in 71 Orders (17%); unpaid work was included in 148 orders (36%), whilst 190 orders (46%) had both supervision and unpaid work included. Other requirements available to the Courts include: alcohol/drug treatment, mental health treatment, programme and compensation requirements. In January 2019 new National Standards were developed to promote good practice and will be embedded within the team's assessment and supervision of individuals.

Positive working relationships with a range of key partners have been key to the development of risk management plans that focus on both reducing offending behaviour and supporting individuals to develop stronger community connections and an enhanced focus on living without offending.

During 2018-19 the service established links with Cornerstone's 'Partnership Project' who work with individuals at risk of becoming involved or already involved with the criminal justice system, providing emotional and practical support around housing, benefits, support to access and attend appointments and to reduce social isolation. Also, their 'Finding a Voice' service offered 1-1 emotional support to survivors and perpetrators of sexual violence and trauma.

The service continued to work with the Turning Point (Scotland) residential programme, which provides residential-based interventions for 6-8 weeks for individuals to address their alcohol and/or drug use. Locally, work with the Alternatives addictions service 'Safe as Houses' project supported individuals to access residential accommodation and intensive support to address addiction issues.

Another key partnership with SACRO's Pair Project provided interventions with a number of men convicted of domestic abuse offences to challenge their behaviour and beliefs with the aim of reducing their risk of further violence against women. Positive feedback from participants and local Sheriffs resulted in further HSCP funding to extend the project into 2019-20.

The service has worked to develop stronger links with Community Justice Scotland, whilst preparation for the forthcoming inspection of Justice Services by the Care Inspectorate has enabled the team to reflect on practice and areas for further service improvement and team development. Although the outcome of the inspection process is not expected until summer 2019, managers and staff have reviewed how performance and management information can be developed, alongside improved participation in national policy developments including the potential extension of the presumption against short sentences.



## **Unpaid Work**

Individuals sentenced by Courts to undertake unpaid work in their community complete a range of activities, either within a supervised work squad or in an individual placement e.g. charity shops and community groups. The unpaid work service continued to prioritise projects that offer the most benefit to the local community. Strong links and partnerships with community groups and the Council are fundamental to developing and sustaining a range of unpaid work placements.

During 2018-19, individuals undertook a range of projects including environmental conservation work; landscaping and gardening maintenance of local churches and children's hospice; assistance with food share distribution; a joinery project; painting and decorating; tackling flying tipping and litter removal.

## **Diversion from Prosecution**

During 2018-19, the service provided Diversion services to 14 individuals (an increase of 9 from 2017-18). Individuals who agreed to participate in the service received individual support and were signposted to appropriate services to address underlying issues such as alcohol/drug use, mental health, housing and employability. The service also participated in the North Strathclyde grouping of the national liaison network of partner agencies, established by the Crown Office and Procurator Fiscal Service during 2018-19. Work to improve the referral process and the service provided from point of arrest has commenced and will be continued into 2019-20.

## **Fiscal Work Orders (FWO)**

The service completed 11 Fiscal Work Order assessments in 2018-19 (one more than the previous year) for individuals referred by the Procurator Fiscal where between 10 and 50 hours unpaid work can be imposed. Fiscal Work Orders were facilitated either alongside individuals completing unpaid work as part of a CPO or in individual placements, for example where the person may be vulnerable or under 18 years old.

## **Home Detention Curfew (HDC)**

36 HDC assessments were provided for the Scottish Prison Service (SPS) on the suitability of accommodation identified for prisoner to be released early subject to electronic monitoring. This represented a 51% reduction from 2017-18.

## **Multi-Agency Public Protection Arrangements (MAPPA)**

The management of high risk offenders is a key area of priority for criminal justice social work services in West Dunbartonshire. MAPPA is well established across the range of responsible authorities (West Dunbartonshire Council, Police Scotland, Scottish Prison Service and NHS Greater Glasgow & Clyde).

The national extension of MAPPA to include other offenders who have been assessed as posing an imminent risk of serious harm continued to have a small but notable impact on the work of the service in directly contributing to public protection.

West Dunbartonshire is part of North Strathclyde MAPPA arrangements and the service is supported by the MAPPA unit who provide professional advice and guidance as well as supporting responsible authorities to fulfil their statutory duties around information sharing and joint working to assess and manage the risk of individuals managed within MAPPA.

MAPPA cases are assessed and reviewed on an ongoing, multi-agency basis; the majority of cases in West Dunbartonshire are managed at level 1 (ordinary risk management), with fewer cases requiring level 2 (multi-agency) or level 3 (critical) interventions. As referred to in section 2, above,

West Dunbartonshire Public Protection Chief Officers Group oversees local arrangements and the Chief Social Work Officer is a member of the North Strathclyde MAPPA Strategic Oversight Group which oversees operational developments are being taken forward by the Management Oversight Group.

### **Drug Treatment and Testing Orders (DTTOs)**

DTTO continues to be provided by an integrated team across the inter-authority areas of Argyll & Bute, East Dunbartonshire and West Dunbartonshire. Interventions seek to promote recovery, stability and a reduction in offending. During 2018-19, the service completed 29 assessments and managed 8 new orders for West Dunbartonshire in addition to existing orders made in the previous year and orders imposed in the other local authority areas.

### **Community Justice**

With effect from April 2016 the responsibility for planning and delivery of community justice has been the responsibility of local community justice partners. Governance arrangements have remained with the Safer DIG.

Our Community Justice Outcome Improvement Plan for 2017-18 has been carried forward to 2018-20 and will be supported by working in partnership with Community Justice Scotland to deliver on improvements around community justice.

The Community Justice (Scotland) Act 2016 sets out a duty on the named community justice statutory partners to reduce/prevent reoffending by:

- ensuring that improved processes for multi-agency assessment of need and access to relevant services is implemented for individuals aged 16 years and older involved in, or on the edges of, the criminal justice system
- preparing and publishing a local plan that details how they will improve community justice outcomes
- submitting an annual report on progress to Community Justice Scotland, having consulted with third sector partners, community bodies and any other appropriate services.

The rationale driving the national strategy for community justice is that the issues underpinning offending are complex, beyond the power of any single agency to resolve and may have aspects which have particular importance in certain localities, for instance the continuing persistently high and complex levels of reported gender based violence in West Dunbartonshire. This underpins work being taken forward to re-establish a West Dunbartonshire Violence against Women partnership, focussed specifically on the needs of the local population following a previous model across Police Scotland 'L' Division which includes the Argyll & Bute Council area.

### **Domestic Abuse/Equally Safe**

Domestic abuse continues to present a significant challenge for the residents, services and communities within West Dunbartonshire, which has one of the highest rates of domestic abuse per 10,000 of the population in Scotland.

As one of the top priorities for the Community Planning Partnership's Local Outcome Improvement Plan (LOIP), domestic abuse has now been located within the Safer DIG, with the Scottish Government Equally Safe priorities embedded in the 2018-19 DIG action plan.

During 2018-19, the cross-authority Domestic Abuse Partnership arrangements for West Dunbartonshire and Argyll & Bute Councils were changed to single authority, in recognition of the distinct needs in each area (although a strategic oversight group will continue to meet twice per year to share learning and experience). Work to develop the refreshed Violence against Women

Partnership will build on progress over the past year around the work of the local Domestic Abuse summit group and the 'No Home for Domestic Abuse' project. These developments will also align local priorities with the National Standards for Equally Safe.

### **ACES (Adverse Childhood Experiences)**

In May 2018, West Dunbartonshire Community Planning hosted an ACEs conference in Clydebank Town Hall, attended by 244 people from across the public and third sectors. From this, a local ACEs hub was established, as a forum for networking and facilitating continued staff development.

The ACEs Hub now includes approximately 100 professionals from across the voluntary and third sector, West Dunbartonshire Council and the HSCP. The group meets every quarter and activity during 2018-19 has focussed on topics such as 'One Good Adult' and the Trauma Training Framework. This group has developed into a dedicated community of interest and networking to enhance ACEs awareness across multi-professional strategic and planning groups in West Dunbartonshire.

The ACEs planning group also meets quarterly – this is a multiagency group of senior managers from children's health, social work, education, adult mental health, addictions, Police, Fire, and health improvement services. This work has been further enhanced by links with Health Scotland around ACEs work.

Part of our commitment to ACEs last year was to extend the opportunity for staff in the HSCP and other services to view the 'Resilience' documentary – as such, bi-monthly viewings have been provided and continue to be well attended with 450 staff attending a viewing of the documentary by 31 March 2019. This is a key mechanism for raising awareness of ACEs and, encouragingly, 97% of people reported that the film had made them think about their practice. A series of follow-up focus groups continue to evaluate the impact of the documentary and to track how practitioners across services can integrate ACEs awareness to their roles. Furthermore, a trauma training scoping exercise is currently underway to inform staff and service development around ACEs in West Dunbartonshire.

In the next year, further development will seek to ensure genuine community involvement at all levels of ACEs work in the HSCP and Council, where professional leads will seek opportunities to develop trauma informed practice across all services.

### **Self-Directed Support (SDS)**

West Dunbartonshire HSCP remains committed to supporting those who wish to take advantage of the opportunities within SDS. As referred to above, West Dunbartonshire was one of six areas across Scotland to take part in a thematic inspection of SDS, coinciding with plans to revise local guidance and training. The inspection took place during summer 2018 and the report is expected around June 2019. In advance of the inspection report, work has been developed to support more consistent practice, whilst strategic accountability and governance arrangements are also being reviewed to shape and reform the policy arrangements for SDS.

SDS has been embedded in the HSCP's assessment process across adults and children's services. The HSCP's Integrated Resource Framework supported indicative personal budgeting assessments, which aim to support fairness and equality for everyone assessed as eligible for local authority-funded support.

Over the past year, the number of service users who opted to take a Direct Payment (Option 1) continued to be low, however expenditure on Options 1 and 2 has increased overall, suggesting an improving awareness and confidence in the opportunities for tailored support and care within SDS, which services will build on in the next year.

Within West Dunbartonshire's SDS approach, a whole systems approach to commissioning and monitoring has been promoted. The recommendations from the inspection report will be instrumental in further developing and delivering the strategic priorities for SDS in West Dunbartonshire across HSCP and independent services in partnership with service users and carers.

## Carers

Unpaid carers continue to make a valuable contribution in supporting vulnerable people to live independently within our communities. The Carers (Scotland) Act came into force on 1st April 2018 to promote, defend and extend the rights of all adult and young carers. It aims to better support all carers with their own health and wellbeing and help make caring roles more sustainable.

Partnership work with Carers of West Dunbartonshire and Y Sort-It (in relation to young carers) has been central to developing a range of supports, from signposting to financial advice, community groups and other support organisations, to providing carer assessments and respite or short break services.

A two tier process has been developed to assess the needs of adult carers. Tier 1 involves a practitioner undertaking a 'carer conversation' with a person who has identified themselves as a carer, focussed on rights, identifying specific carer needs and to explore access to support.

A Tier 2 Adult Carer Support Plan involves a full carer assessment to develop a carer support plan to meet the personal outcomes of each carer based on their specific and individual needs.

Young carers are identified through a Children's Comprehensive Assessment and referred to our local young person's third sector partner, Y Sort-it, who complete a Young Carer's Statement on behalf of the HSCP.

## Complaints

A total of 35 stage one (frontline) complaints and 49 stage 2 complaints were received across the HSCP during the year. One stage one complaint was dealt with as a stage 2 matter. Complaints are responded to under either the local authority complaints policy (social work) or the NHS Greater Glasgow & Clyde complaints policy (health). A summary of complaint handling and outcomes for matters dealt with by the social work complaints policy is provided in Figure 14, below:

*Figure 14: Complaints by outcome and service area*

Outcome	
Fully upheld	4
Partially upheld	9
Not upheld	18
Unsubstantiated	6
Service Area	
Mental Health, Learning Disabilities and Addictions	6
Children's Health, Care and Criminal Justice	16
Community Health and Care Services	14
Joint HSCP and Housing complaint	1

Of these complaints, 49% were not upheld, 24% were partially upheld and 11% were fully upheld.

Furthermore, 12 (32%) complaints were responded to within timescales against a target of 70%. The majority of delays were related to the complexity of complaints, which necessitated more time to complete the investigation process to inform a response. Also integrated arrangements with parallel complaints processes continue to impact on achieving this target.

Four individuals took their complaint to the Scottish Public Service Ombudsman (SPSO) in 2018-19, three of which were not taken forward by the SPSO. One matter has been investigated and the outcome is expected in due course.

Each complaint provides a learning opportunity for services to learn from and to inform ongoing practice improvements and a report providing information about the type of complaints, response, timescales and trends is provided to the quarterly HSCP Clinical and Care Governance group who consider the responses, emerging themes and actions for further practice improvement.

## **6. WORKFORCE**

### **Planning**

The ageing workforce within Care at Home Services presents a challenge with over 23% of the workforce over 60 years of age. Trend analysis also shows that staff are choosing to work longer. How we support older people in the workforce is one of the areas that our Employee Wellbeing Strategy has been seeking to address, whilst work has been taken forward to look at employability in conjunction with the Council's Working 4 U team and a Job Sector Academy to encourage people in the local area into careers in care.

The Scottish Social Services Council (SSSC) is the main regulatory agency for social work and social care. During 2018-19, registration of the social services workforce and supporting professional development has been an important aspect of the CSWO function. Workforce planning activity included efforts to ensure staff will be registered in our Care at Home workforce by the 17<sup>th</sup> December 2019 deadline. A module on the electronic HR system has been developed where managers can update registration for staff and run reports on all staff who are registered. This provides assurance within a single recording system for staff registered with the SSSC.

Recruitment and retention of staff across social work and care services is of continuous importance to meet the needs of our service users. Support to paraprofessionals who may wish to undertake social work training has been emphasised, alongside a review of the staffing establishment and skill mix across the HSCP.

Over the next year, the Workforce and Organisational Development Strategy for the HSCP will be reviewed to reflect the requirements of the revised Workforce Planning Guidance for the Health and Social Care Workforce, which is due to be issued shortly.

### **Development**

Supervision sessions continue to be the main opportunity for staff to discuss career development, learning and profession-specific training to support them in their roles. This was extended to housing services colleagues during 2018-19, when the HSCP delivered mental health first aid training for all frontline Housing Officers in the Council.

A number of staff have been supported on leadership programmes through the NHS and Council to support them in frontline leadership and management roles. Participants are from different levels of management and professional backgrounds. These courses create opportunities for staff to share good practice and facilitate better understanding of roles within an integrated setting.

HSCP staff also took part in the iMatter staff engagement survey which saw an improvement in overall response rates of 62% compared to 47% the previous year. Care at Home staff also took part in a pilot to reduce paper copies, resulting in a 72% response rate for this staff group, compared to 4% the previous year.

Team action plans have been developed which support improvements to how teams operate

and to identify what is important to staff. This offers notable benefits in terms of a single approach to staff engagement across the HSCP.

## **7. LOOKING AHEAD TO 2019-20**

The continued development of services, maximising opportunities from integration and the overall commitment to continually improving practice to support better outcomes for children, young people and adults is clear. This has helped to shape and inform the next HSCP Strategic Plan 2019-22<sup>1</sup> with the vision of 'improving lives with the people of West Dunbartonshire'. The plan will demonstrate the commitment to:

- children and young people (reflected in Getting It Right for Every Child)
- continual transformation in integrated delivery of services for adults and older people
- the safety and protection of the most vulnerable people within our care and wider communities
- support people to exercise choice and control in the achievement of their personal outcomes
- manage resources effectively, making best use of our integrated capacity.

The budget-setting process for 2019-20 has included significant focus on known pressures as well as estimating future demand. Key pressures will be centred on:

- community placements for children and young people
- residential accommodation for young people
- residential accommodation for older adults
- care at home.

These areas of service will require to review practice arrangements and undertake work to address longstanding financial challenges – for example, joint working with Education colleagues will inform senior leaders on work to identify alternative supports for younger people, whilst the development of the new Clydebank Care Home will increase availability of nursing home placements in the local area, albeit that demand remains high meantime. Furthermore, increasing demand for care at home, including from work to keep delayed discharges low, places pressure on internal and external resources. Work to balance these competing issues will therefore be key to addressing local financial challenges.

Health inequalities in West Dunbartonshire are reflected in the high number of people living with complex, long-term conditions, whilst the impact of adverse childhood experiences (ACEs) across the population will continue to impact on the need for services and the need for achieving generational change to address the emotional and physical inequalities in health and wellbeing. Demand for social work and care services will continue to be high which presents significant challenges to planning and providing services which address these longstanding inequalities within a climate of limited financial resources.

Work to tackle demand and financial pressure around Kinship will be taken forward as part of the Kinship PACE work stream alongside our participation in the national kinship care group which is being developed through Social Work Scotland.

Meanwhile, the Mental Health Officer service will review processes for reporting on performance and management information alongside a full review of the HSCP's Adults with Incapacity procedures. A consultation process will explore the potential development of a link-worker/clinic system to ensure that teams across the HSCP have an additional access point to the service and to improve access to professional advice. Further work around improving uptake of MHO training by social workers will also be taken forward.

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<sup>1</sup> <http://wdhscp.org.uk/about-us/health-and-social-partnership-board/strategic-plan/>

The Focussed Intervention Team will shortly be fully staffed and is expected to have a positive impact on reducing the number of adults who are admitted to hospital; meanwhile learning from the inspections of SDS and criminal justice social work services will be taken forward to improve practice, performance and access to services.

The Chief Social Work Officer will therefore continue to work with managers and staff across the HSCP and wider partners to address these challenges, ensuring a focus on the continuous development of practice to increase access to services at the point of need; to reduce inequalities and to manage the competing issues of rising demand and limited resources.

Finally, I must thank my social work and health colleagues across the HSCP and our partner organisations, whose commitment, dedication and creativity have impressed me since recently coming into post. I am confident that these strengths will be instrumental in making a positive difference in the year ahead.




**Jonathan Hinds**  
**Head of Children's Health, Care and Criminal Justice**  
**Chief Social Work Officer**  
**September 2019**

## Appendix 1: Care Inspectorate Inspection Outcomes 2018-19




This Appendix details the grades achieved for West Dunbartonshire HSCP services which were inspected and had reports published between 1<sup>st</sup> April 2018 and 31<sup>st</sup> March 2019. All 4 Quality Themes are not routinely inspected at each inspection. Those Quality Themes which have not been included in the inspection have been recorded as N/A below.

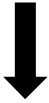
Gradings:





1 – Unsatisfactory; 2 – Weak; 3 – Adequate; 4 – Good; 5 – Very Good; 6 – Excellent

Service	Previous Inspection	Grade	Latest Inspection	Grade	Quality Theme
<b>Children's Health, Care and Criminal Justice</b>					
<b>Adoption Service</b>	26 April 16	5 N/A N/A 4	26 April 18 	4 N/A 5 N/A	Care and Support Environment Staffing Management and Leadership
	Requirements: None Recommendations: 1. Improvements should be made to the timescales for children moving into their adoptive family. 2. Timescales should be set for children's social workers to consider potential adopters for children and a member of the adoption team should be involved throughout this process in recognition of their expertise in this area. 3. The adoption and permanence procedures should be updated to promote best practice in the adoption of children.				
<b>Blairvadach Children's House</b>	21 June 17	4 3 N/A N/A	24 July 18 	5 3 N/A N/A	Care and Support Environment Staffing Management and Leadership
	Requirements: None Recommendations: The young people living within Blairvadach should experience the best possible environment. Therefore we have recommended that they reduce the number of young people living in the house from seven to six and to re-register the service with the Care Inspectorate. West Dunbartonshire Council have ensured us that they will fulfil this recommendation at the first opportunity.				
<b>Burnside Children's House</b>	20 March 18	5 N/A N/A 5	26 November 18 	5 N/A 5 N/A	Care and Support Environment Staffing Management and Leadership
	Requirements: None Recommendations: None				



































Service	Previous Inspection	Grade	Latest Inspection	Grade	Quality Theme
<b>Children's Health, Care and Criminal Justice</b>					
<b>Craigellachie Children's House</b>	23 February 17	4 N/A 4 N/A	18 September 18 	4 N/A N/A 4	Care and Support Environment Staffing Management and Leadership
	Requirements: None Recommendations: <ol style="list-style-type: none"> <li>1. Service delivery should be consistently applied by the staff team for all young people. The decisions about behaviour management or care and support should reflect the age and progress of the young people. Any changes to these decisions should be clearly communicated to them.</li> <li>2. The young people should be supported by a staff team that is motivated, well led and is working together. In order to achieve this, the staff require individual support and bespoke opportunities to develop their skills. Furthermore, the views of the staff team are essential in service delivery and improvement. We would encourage the management team to gather the views of the staff team and seek opportunities to bring them together to develop a shared focus for the service.</li> <li>3. Each of the young people should have an outcome focused care plan which is built upon their views and needs. This plan should measure progress and be updated on a regular basis through a clear review process.</li> </ol>				
<b>Fostering Service</b>	26 April 2016	5 N/A N/A 4	26 April 2018 	4 N/A 5 N/A	Care and Support Environment Staffing Management and Leadership
	Requirements: None Recommendations: <ol style="list-style-type: none"> <li>1. The service should review their processes to ensure that when carers are outwith their registration they are returned to panel within timescales. This is to ensure the continued suitability of the foster carers and enable a recommendation to be made regarding any variation to the terms of approval.</li> <li>2. The service should make arrangements to implement risk assessments and safer caring plans for children and young people as soon as possible.</li> </ol>				
<b>Throughcare – Adult Placement Services</b>	3 February 17	6 N/A 6 N/A	28 March 2019 	6 N/A N/A 6	Care and Support Environment Staffing Management and Leadership
	Requirements: None Recommendations: None				

Service	Previous Inspection	Grade	Latest Inspection	Grade	Quality Theme
<b>Community Health and Care Services</b>					
<b>Care at Home Services</b>	15 March 18	5 N/A 5 N/A	5 October 2018 	4 N/A 4 N/A	Care and Support Environment Staffing Management and Leadership
	Requirements: None Recommendations: 1. The service should review its approach to supporting people with medication. This should include; clear definitions of what support might be provided by staff and ensuring staff are made aware of the appropriate guidance and their role in supporting people with medication. 2. The service must ensure that people are provided with care plans that provide full information on their assessed needs and the supports that will be provided. 3. The service should ensure that it reviews the care provided to people no less than every six months. People supported should be actively involved in reviewing their care and support. Copies of reviews should be available to people in their own homes. 4. The service must ensure that staff are provided with supervision on a regular basis, in keeping with the service's supervision policy. This should be scheduled in advance with discussions and decisions being clearly recorded.				
<b>Crosslet House</b>	No previous inspection		17 May 2018	5 5 5 5	Care and Support Environment Staffing Management and Leadership
	Requirements: None Recommendations: The provider should provide care staff with meaningful activity training to ensure that activities, both social and physical, are consistently promoted throughout the care home each day of the week.				
<b>Crosslet Day Care</b>	No previous inspection		31 May 2018	5 5 5 5	Care and Support Environment Staffing Management and Leadership
	Requirements: None Recommendations: None				

Service	Previous Inspection	Grade	Latest Inspection	Grade	Quality Theme
Community Health and Care Services					
Frank Downie House	11 October 17	5	17 September 18 	5	How well do we support people's wellbeing
		4		N/A	How good is our leadership
		4		N/A	How good is our staff team
		N/A		N/A	How good is our setting
				5	How well is care and support planned
	Requirements: None Recommendations: The service provider should ensure that staff are given regular opportunities to meet with their supervisors and that appropriate records of these meetings are maintained.				
Sheltered Housing	15 March 18	5	21 December 18 	5	Care and Support
		N/A		N/A	Environment
		5		5	Staffing
		N/A		N/A	Management and Leadership
	Requirements: None Recommendations: Dementia training at skilled level should be completed by all staff.				
Mental Health, Learning Disability and Addiction					
Learning Disability Service – Housing Support Service	24 November 17	5	15 November 18 	6	Care and Support
		N/A		N/A	Environment
		4		N/A	Staffing
		5		6	Management and Leadership
	Requirements: None Recommendations: None				
Learning Disability Service – Community Connections	9 March 18	5	7 February 19 	5	Care and Support
		N/A		N/A	Environment
		5		N/A	Staffing
		N/A		5	Management and Leadership
	Requirements: None Recommendations: None				

## Appendix 2: West Dunbartonshire HSCP Key Performance Indicator Summary 2018/19

Performance Indicator	2017/18	2018/19		
	Value	Value	Target	Status
Child and Adolescent Mental Health Service (CAMHS) 18 weeks referral to treatment	84.2%	78.5%	90%	
Mean number of weeks for referral to treatment for specialist Child and Adolescent Mental Health Services	7	9	18	
Percentage of Measles, Mumps & Rubella (MMR) immunisation at 24 months	94.9%	94.9%	95%	
Percentage of Measles, Mumps & Rubella (MMR) immunisation at 5 years	97.7%	97.5%	95%	
Balance of Care for looked after children: % of children being looked after in the Community	90.34%	91.5%	90%	
Percentage of 16 or 17 year olds in positive destinations (further/higher education, training, employment) at point of leaving care	78%	60%	75%	
Number of delayed discharges over 3 days (72 hours) non-complex cases	4	10	0	
Number of attendances at Accident and Emergency (Emergency Departments and Minor Injuries Units)	30,463	32,819	28,333	
Number of clients 65+ receiving a re-ablement intervention	632	450	575	
Percentage of adults with assessed Care at Home needs and a re-ablement package who have reached their agreed personal outcomes	64.7%	57.6%	60%	
Number of patients in anticipatory care programmes	1,921	1,306	1,400	
Number of people aged 75+ in receipt of Telecare - Crude rate per 100,000 population	23,139	21,247	21,036	
Total number of homecare hours provided as a rate per 1,000 population aged 65+	488	566.5	518	
Percentage of people aged 65 and over who receive 20 or more interventions per week	34.2%	36.9%	30%	
Percentage of homecare clients aged 65+ receiving personal care	92.1%	94.9%	90%	
Percentage of people aged 65 years and over assessed with complex needs living at home or in a homely setting	98%	98.4%	98%	
Percentage of people aged 65+ admitted twice or more as an emergency who have not had an assessment	26.9%	25%	30%	
Percentage of identified patients dying in hospital for cancer deaths (Palliative Care Register)	24.4%	32.9%	30%	





Performance Indicator	2017/18	2018/19		
	Value	Value	Target	Status
Percentage of identified patients dying in hospital for non-cancer deaths (Palliative Care Register)	42.5%	31.4%	35%	
Percentage of patients seen within 4 weeks for musculoskeletal physiotherapy services - WDHSCP	43%	39%	90%	
Number of clients receiving Home Care Pharmacy Team support	941	930	900	
Prescribing cost per weighted patient	£173.07	£167.87	£173.72	
Compliance with Formulary Preferred List	80.2%	79.1%	78%	
Percentage of carers who feel supported to continue in their caring role	97.4%	98%	90%	
Percentage of clients waiting no longer than 3 weeks from referral received to appropriate drug or alcohol treatment that supports their recovery	92.4%	91.6%	90%	
Percentage of Criminal Justice Social Work Reports submitted to court by noon on the day prior to calling.	90%	83%	98%	
Percentage of Community Payback Orders attending an induction session within 5 working days of sentence.	79%	59%	80%	
Percentage of Unpaid work and other activity requirements commenced (work or activity) within 7 working days of sentence.	15%	40%	80%	
Percentage of children on the Child Protection Register who have a completed and current risk assessment	100%	100%	100%	
Percentage of child protection investigations to case conference within 21 days	79.2%	75%	95%	
Percentage of Adult Support and Protection clients who have current risk assessments and care plan	100%	100%	100%	
Percentage of patients who started Psychological Therapies treatments within 18 weeks of referral	96%	69%	90%	

 Target achieved or exceeded

 Target narrowly missed

 Target missed by 15% or more

Unscheduled care performance is being measured against locally set Ministerial Steering Group (MSG) targets and against NHS Greater Glasgow and Clyde's (NHS GGC) target of 10% reduction in unscheduled bed days, unnecessary hospital admissions and A&E attendances across the NHS GGC.

Performance Indicator	2017/18	2018/19				
	Value	Value	MSG Target	MSG Status	NHS GGC Target	NHS GGC Status
Number of acute bed days lost to delayed discharges (inc Adults With Incapacity) Age 65 years & over	2,291	2,502	3,211		2,742	
Number of acute bed days lost to delayed discharges for Adults with Incapacity, age 65 and over	461	387	1,552		764	

An issue with incomplete data at Health Board level has resulted in the Scottish Government instructing HSCPs not to publish January 2019 to March 2019 data in relation to emergency admissions and unscheduled bed days.

For the purposes of comparison on previous years and to show progress against our MSG and NHS GGC targets we are therefore required to use calendar year data for emergency admissions and unscheduled bed days.

Performance Indicator	2017	2018				
	Value	Value	MSG Target 2018/19	MSG Status	NHS GGC Target 2018/19	NHS GGC Status
Number of emergency admissions aged 65+	4,621	4,757	3,734		3,537	
Emergency admissions aged 65+ as a rate per 1,000 population	273	274	238		237	
Number of emergency admissions (All ages)	10,404	10,502	10,107		9,646	
Unplanned acute bed days (aged 65+)	52,017	50,281	40,260		36,974	
Unplanned acute bed days (aged 65+) as a rate per 1,000 population	3,186	3,061	2,558		2,349	

### Appendix 3: HSCP Local Government Benchmarking Framework Indicators







Performance Indicator	2013/14	2014/15	2015/16	2016/17	2017/18	
	Value	Value	Value	Value	Value	Note
Balance of Care for looked after children: % of children being looked after in the Community	90.51%	89.12%	89.81%	89.98%	90.34%	We are ranked 13th in Scotland and the Scotland figure is 89.69%, below our 90% target.
The gross cost of "children looked after" in residential based services per child per week £	£2,946.15	£2,374.54	£2,292.62	£2,022.36	£2,273.00	We are ranked 3rd lowest gross cost in Scotland in 2017/18 and are well below the Scotland figure of £3,485 per week.
The gross cost of "children looked after" in a community setting per child per week £	£155.63	£159.38	£185.70	£164.66	£200.00	We are ranked 3rd lowest gross cost in Scotland in 2017/18 and are well below the Scotland figure of £328 per week.
Self directed support spend for people aged over 18 as a % of total social work spend on adults	1.41%	1.8%	2.19%	2.37%	2.57%	We are ranked 28th in Scotland and the Scotland figure is 6.72%.
Home care costs for people aged 65 or over per hour £	£18.47	£20.91	£22.03	£24.24	£25.90	We are ranked 21st in Scotland. The Scotland figure is £23.76.
Net Residential Costs Per Capita per Week for Older Adults (65+)	£415.97	£460.43	£466.13	£479.97	£482.00	We are ranked 27th in Scotland and the Scotland figure is £372.
Percentage of children who have reached all of the expected developmental milestones at the time of the child's 27-30 month child health review - Early Years Collaborative Stretch Aim	75.98%	77.5%	71.66%	56.71%	0.35%	From April 2017 onwards, very few children reviewed in NHS Greater Glasgow & Clyde have had meaningful information recorded for every developmental domain due to a mismatch between paperwork and systems. 2017/18 figures are not comparable to previous years.

## Appendix 4: Performance and Assurance Reporting Framework: Public Protection Chief Officers Group 2018/19

### Safe




### Key Performance Targets

#### 1. Child Protection







Performance Indicator	2017/ 18	Q1 2017/ 18	Q2 2017/ 18	Q3 2017/ 18	Q4 2017/ 18	Q1 2018/ 19	Q2 2018/ 19	Q3 2018/ 19	Q4 2018/ 19	2018/19					
	Value	Value	Value	Value	Value	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note
Percentage of child protection investigations to case conference within 21 days	79.2 %	57.8 %	84%	92.2 %	86%	90.5 %	56.25 %	61.76 %	83.33 %	75%	95%				Of the 156 case conferences held during 2018/19 117 were within 21 days
Percentage of children on the Child Protection Register who have a completed and current risk assessment	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%				There are 52 children on the register.

#### 2. Adult Support and Protection

##### Adults at Risk - Referrals

Performance Indicator	2017/ 18	Q1 2017/ 18	Q2 2017/ 18	Q3 2017/ 18	Q4 2017/ 18	Q1 2018/ 19	Q2 2018/ 19	Q3 2018/ 19	Q4 2018/ 19	2018/19					
	Value	Value	Value	Value	Value	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note
Percentage of Adults at Risk enquiries completed within 5 working days from point of referral	83%	74%	89%	90%	79%	89%	93%	80%	87%	87%	85%				280 of 321 enquiries.



Adults at Risk - Investigations															
Performance Indicator	2017/18	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	2018/19					
	Value	Value	Value	Value	Value	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note
Percentage of Adults at Risk Investigations started within 6 working days from point of referral (West of Scotland Guidelines requirement is 8 working days)	74%	85%	71%	60%	83%	100%	91%	100%	100%	98%	80%				43 of 44 investigations. 100% under West of Scotland Guidelines of 8 working days.
Percentage of Adults at Risk Case Conferences held within 20 working days from point of referral	48%	50%	50%	60%	33%	50%	100%	50%	N/A	58%	75%				Due to the complexity of risk it is expected that the case conference may be outwith timescales. Relevant action to mitigate risk was in place prior to conference.
Percentage of Adult Support and Protection clients aged 16 to 18 who have current risk assessment and care plan	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	100%	N/A	N/A	N/A	There were no Adult Support and Protection clients aged 16 to 18 years during 2017/18 or 2018/19.

### 3. Criminal Justice

#### Registered Sex Offenders, Restricted Patients and Serious Violent Offenders

##### Exceptions Reporting

The following KPIs will be included should the target not be met; 85% of Level 2 MAPPA cases reviewed no less than twelve weeks, 90% of level 3 cases reviewed no less than once every six weeks, the level 2 meeting must be held within 20 days of receipt of referral by the MAPPA Coordinator or their administrator, if the offender is in the community the Level 3 MAPPP must be held within 5 working days of receipt of referral by the MAPPA Coordinator or their administrator, If the offender is in custody or subject to CPA the level 2 or 3 meeting must be held prior to release in the community, stage 1 notifications for community sentences must be made within 3 working days of receipt of community sentences, stage 2 referral of a community sentence must be made within 5 working days of a stage 1 notifications and draft minutes of level 2 and 3 meetings should be produced and sent to MAPPA chairs within 5 working days

##### Quarter 3 Notifications

Notification received on 23<sup>rd</sup> October 2018 for an offender that was sentenced on 10<sup>th</sup> October 2018. 5 working days out of timescales.

Notification received on 27<sup>TH</sup> November 2018 for an offender that was sentenced on 19<sup>th</sup> November 2018. 2 working days out of timescales.  
2 out of 3 community notifications received were out of timescales.

##### Quarter 4

##### Notifications

Notification received 1/03/2019 for an offender that was sentenced on 21/02/2019. 1 day out of timescales.

Notification received 16/05/2019 for an offender that was sentenced on 17/04/2019. 16 days out of timescales.

#### Monitoring Indicators

##### 1. Child Protection

Performance Indicator	2017/18	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	2018/19	
	Value	Value	Value	Value	Value	Value	Value	Value	Value	Value	Note
Number of Child Protection referrals	423	117	99	122	85	83	103	88	66	340	
Number of Child Protection investigations	310	82	59	106	63	68	61	44	58	231	

Performance Indicator	2017/18	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	2018/19	
	Value	Value	Value	Value	Value	Value	Value	Value	Value	Value	Note
Number of children investigated	304	80	59	102	63	65	61	44	57	227	
Number of children investigated - Male	150	41	31	43	35	33	26	24	22	105	
Number of children investigated - Female	153	39	28	59	27	31	32	20	35	118	
Number of children involved in pre-birth case discussions but not progressing to pre-birth conference	0	0	0	0	0	0	0	0	0	0	
Number of children involved in pre-birth case conference	19	6	4	3	6	4	7	2	5	18	
Number of children registered pre-birth (as distinct from live child registration)	7	2	3	0	2	1	3	2	2	8	
Number of Child Protection investigations resulting in a case conference (No of case conferences held)	231	71	43	70	47	46	34	26	52	158	
Number of children on the Child Protection Register at year end	70	60	55	59	70	53	58	47	52	52	1 unborn
Number of children on the Child Protection Register - Male (At Quarter End)	29	29	26	28	29	25	31	26	28	28	
Number of children on the Child Protection Register - Female (At Quarter End)	41	31	29	31	41	28	26	21	23	23	

Performance Indicator	2017/18	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	2018/19	
Number of children with temporary registration (At Quarter End)	0	5	0	0	0	0	3	4	3	3	
Average length of time on Child Protection Register (Days) - All	152	131	134	149	152	143	142	135	148	148	
Average length of time on Child Protection Register (Days) - Male	171	142	144	177	171	153	152	145	167	167	
Average length of time on Child Protection Register (Days) - Female	145	122	124	125	145	134	135	127	125	125	
Percentage of children remaining on the Child Protection register for more than 18 months	2.9%	0%	1.8%	1.7%	2.9%	1.9%	3.44%	0%	0%	0%	
Number of Child Protection registrations	111	23	31	25	32	18	24	22	24	88	
Number of Child Protection de-registrations	112	34	36	21	21	35	19	29	18	101	
Number of de-registrations where child moved into a formal placement	23	7	7	7	2	7	1	9	6	23	
Number of de-registrations where child returned home or at home with parents	65	24	16	10	15	21	14	13	9	57	
Number of de-registrations where child living with kinship carer	16	1	8	3	4	6	4	5	1	16	
Number of comprehensive medical assessment clinics held	10	4	1	1	4	5	N/A	N/A	N/A	N/A	Not available

Performance Indicator	2017/18	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	2018/19	
Number of comprehensive medical assessment appointments held	13	4	2	1	6	10	N/A	N/A	N/A	N/A	Not available
Number of referrals to comprehensive medical assessment clinic by social workers	10	3	4	1	2	10	N/A	N/A	N/A	N/A	Not available
Number of referrals to comprehensive medical assessment clinic by health visitors	4	1	2	0	1	0	N/A	N/A	N/A	N/A	Not available
Average waiting time from referral from CPU to Medical (Weeks)	14	11	20	12	12	10	N/A	N/A	N/A	N/A	Not available
Number of referrals to comprehensive medical assessment clinic where reason is Neglect	14	4	6	1	3	8	N/A	N/A	N/A	N/A	Not available
Number of Child Protection referrals aged 0-2 years	69	27	14	20	8	12	21	15	5	53	
Number of Child Protection referrals aged 3-4 years	65	20	12	20	13	9	16	12	6	43	
Number of Child Protection referrals aged 5-8 years	111	22	24	39	26	22	32	24	14	92	
Number of Child Protection referrals aged 9-11 years	92	25	25	21	21	24	17	20	16	77	
Number of Child Protection referrals aged 12 years and over	86	23	24	22	17	16	17	17	25	75	

## 2. Adult Support and Protection

### Adults at Risk Referrals

Performance Indicator	2017/18	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	2018/19	
	Value	Value	Value	Value	Value	Value	Value	Value	Value	Value	Note
Number of Adults at Risk Referrals	347	93	98	90	66	91	70	76	84	321	
Number of Adults at Risk Referrals by Type of Harm Reported	415	112	121	98	84	122	103	108	109	442	
Number of Adults at Risk Referrals that do not meet the 3 point test known and supported by other services	80	21	18	27	14	17	18	7	18	60	

### Adults at Risk - Investigations

Performance Indicator	2017/18	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	2018/19	
	Value	Value	Value	Value	Value	Value	Value	Value	Value	Value	Note
Number of Adults at Risk Investigations	54	13	14	15	12	10	11	15	8	44	
Number of Adults at Risk Orders applied for	4	3	0	0	1	0	0	0	0	0	
Number of Adults at Risk Orders granted	4	3	0	0	1	0	0	0	0	0	

Vulnerable Adults - Referrals											
Performance Indicator	2017/18	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	2018/19	
	Value	Value	Value	Value	Value	Value	Value	Value	Value	Value	Note
Number of Vulnerable Adult Referrals	743	173	191	165	214	205	203	157	148	713	





**WEST DUNBARTONSHIRE COUNCIL****Report by Strategic Lead – Communications, Culture & Communities****Council: 27 November 2019**

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**Subject: Budget Prioritisation - Engagement Results****1. Purpose**

- 1.1** This report provides an overview of the key results and feedback from the recent budget prioritisation engagement as agreed by Council on 28 June 2019.

**2. Recommendations**

- 2.1** It is recommended that Council notes the results and feedback from early citizen consultation on broad service area and delivery priorities as part of the 2020/21 budget setting process.

**3. Background**

- 3.1** Since 2013 the Council has been refining its budget consultation process including a focus on online tools for wider community engagement and more specific engagement with representative groups from across the community. This has led to consistent growth in the numbers taking part. Council has historically reported on the number of residents who filled in any part of the survey. Following feedback from some Elected members in 2017, officers changed the approach to report on the numbers answering each individual question. This change negates the benefit of comparing levels of public participation in 2019 with previous budget consultations.
- 3.2** A proposal to develop an early approach to engagement based on service priorities was discussed and agreed at June Council. This new model was intended to give residents a greater understanding of the overall financial challenge facing the Council, a say in what Council services they valued most, and identify where citizens wanted to see investment made in coming years. The new model avoided the previous approach of focussing on individual and often complex savings options which limited the opportunity for the public to shape future strategy.

**4. Main Issues**

- 4.1** As agreed through Council early engagement was undertaken over six weeks in August & September 2019. The online engagement asked citizens to rate 25 individual services based on their importance to the individual. This has generated detailed information on which services were more or less of a priority.

- 4.2** The engagement also asked respondents to provide feedback on any areas of service where additional investment was required as well as giving a view on wider service delivery options such as increasing fees / charging or reducing service standards.

### Methodology

- 4.3** As in previous years, to ensure broad coverage, the budget engagement targeted the views of residents and employees in a range of ways to improve accessibility and participation in the process. The primary method was to invite residents, employees and wider stakeholders to express their views on the priority of a range of services through an online survey. This online survey was open from 19 August – 29 September 2019. The survey was promoted through the Council website and regular social media posts during the live period. The consultation was also highlighted to Citizens Panel members, and community contacts for wider dissemination.
- 4.4** Additionally, to supplement the online consultation, six focus group sessions took place with a range of representatives from local community organisations, within Dumbarton, Alexandria and Clydebank at varying times of day and evening to ensure as wide a range of participation as possible. Community groups were proactively contacted by letter and email and encouraged to send up to two members to any of the sessions.
- 4.5** Finally, as in previous consultation exercises, all Council libraries and Working4U learning teams also offered support to any resident who required support or assistance to access the form online.

### Engagement

- 4.6** The online method of consultation was once again successful at engaging a broad range of stakeholders across West Dunbartonshire with 1,071 citizens completing the prioritisation and investment questions in the survey. As this engagement process followed a different approach it was expected that there would be a lower volume of responses than some previous surveys. For example, the previous individual savings options approach often significantly mobilised affected groups to participate whereas this new method offered a broader overview. In addition, it should be noted that for the first time some Opposition parties called on citizens in West Dunbartonshire to boycott the new budget consultation. Despite this the 2019 survey response equates to 121 responses per 10,000 population or 1.2% of the total population. Industry standards confirm this represents a statistically significant response level and a small statistical margin of error; this means that we are able to be confident that the results are representative of the population.

- 4.7** It should also be noted that response levels are higher in West Dunbartonshire than across a range of similar sized and significantly larger local authorities who have carried out similar online budget consultations, such as Falkirk, Stirling, East Renfrewshire and Edinburgh City Councils. In comparison to West Dunbartonshire's figure of 1.2% of the population, the range for other areas was between 0.1% to 1.2% of the population.
- 4.8** The majority of those who responded to the online consultation identified themselves as living / living and working in West Dunbartonshire (85%) with a further 14% of respondents live in other areas but work in West Dunbartonshire, either for the Council (9%) or another employer (5%). A further 1% stated they neither lived nor worked in the area.
- 4.9** Six targeted focus group sessions were held for community organisations, with 90 minute sessions taking place across mornings, afternoons and evenings in Clydebank, Alexandria and Dumbarton. In total 22 representatives attended these focused discussion sessions, drawn from community organisations representing Community Councils, Tenant and Resident Organisations, and those representing young people, carers, environmental issues, mental health and sports.
- 4.10** The focus group discussions centred on the impact savings options may have on the community, suggestions for areas where improvements to service delivery could be made and examples of positive service redesign/change. Overall there was a recognition that savings had to be made and that these proposals may give opportunities to think differently about service delivery. Participants in the focus groups felt that areas requiring investment included Working4U / employability & skills support, libraries and heritage, education and community centres.
- 4.11** When asked about what needed a new approach attendees highlighted a range of greenspace and environmental services such as grass cutting, street cleaning, roads maintenance, street lighting and parking. The approach to use of community centres and facilities was also highlighted as an area where service improvements could be made. Services delivered through libraries and the one stop shops were highlighted as good practice examples across multiple sessions.
- 4.12** Attendees were also asked about their views on the service delivery options such as increasing charges or changing access to services / service standards. Overall attendees felt that generating additional income through enforcement would be welcome. Additionally the opportunities to work more with the voluntary sector were highlighted.

## Responses

- 4.13** Based on the responses provided by those who took part in the online survey, a relative ranking of all 25 services considered has been compiled. This ranking, shown in appendix 1, is based on the high priority ratings (scores 6 and 7) given by respondents. As can be seen from the charts in appendix 1, primary and secondary education, roads & transportation, waste services and services for children & young people rank as the top five priority service areas. The services highlighted as being of lowest priority to them were school transport, arts & heritage, business support, funding for public transport and registration services.
- 4.14** Appendix 1 also details the number of respondents who feel that additional investment is required across each service area. This is broadly reflective of the ranking of services, although community safety & Anti-social behaviour is seen as more of a priority for investment than waste services when looking at the top five ranked services.
- 4.15** Respondents also provided a relative rating (on a scale of 1-7) for a range of service delivery options. Based on the high priority ratings on this question set, respondents are most supportive of closing some buildings and moving services into convenient shared locations.
- 4.16** On each broad question area, respondents were asked to provide any relevant comments. Word clouds have been provided in appendix 2, showing the key words on the questions regarding priority services, areas for investment and service delivery priorities. In the main, comments focus on the need to stop making service cuts.

## Social media engagement

- 4.17** Alongside the high number of responses received to the consultation there has also been debate and discussion on the Council's social media accounts, with many people commenting and sharing information. On the Council's Facebook page alone the various posts regarding budget consultation have reached just under 35,000 people, with over 400 shares, likes and comments and almost 5,000 post clicks.

## **5. People Implications**

- 5.1** There are no people implications associated with this report.

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

- 6.1** There are no financial and procurement implications associated with this report.

## **7. Risk Analysis**

### **7.1** A number of risks were identified in relation to this activity:

- There is a risk that this sample size is not seen as representative of the views of West Dunbartonshire residents. However, as detailed in 4.6 above the sample size is statistically significant. Appendix 3 shows a breakdown of respondent information.
- There is a risk that this largely online survey was not accessible to a number of residents in West Dunbartonshire and they were therefore excluded from participating and having their views heard. This was mitigated this by the provision of support through libraries and digital teams and also the 6 focus group events across a range of days, times and venues to ensure accessibility.
- There is a risk that officers do not take account of this public feedback when generating their savings proposals for Councillors to consider. Results and responses have been considered by the strategic leadership group and will also be considered by full Council. There is a duty on officers and members to ensure options considered reflect public opinion.
- There is a risk that too much focus is applied to the findings of the focus groups which represent a very small number of those who participated. However the focus group discussion did not require participants to rank the services. Instead it focused on discussion on the risks and potential impacts of savings decisions.

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

### **8.1** To ensure the process was accessible to the widest range of stakeholders each element was planned to ensure maximum coverage and accessibility for residents. All venues were assessed for suitable access and facilities and additional support was made available on request to ensure it was specific to the requirements of the individual. Focus groups were carried out in five different venues and at different times to ensure they were as accessible as possible to residents, based on feedback from previous consultation and engagement activity. EIA attached as appendix 4.

## **9. Consultation**

### **9.1** This report has been shared for consultation with Legal, Finance and Procurement as well as members of the Corporate Management Team.

## **10. Strategic Assessment**

### **10.1** The results and outcomes of the budget savings consultation process will support decision making across each of the Council's strategic priorities. Specifically this consultation activity supports delivery of the strategic priorities:

- Meaningful community engagement with active, empowered and informed citizens who feel safe and engaged; and
- Open, accountable and accessible local government.

**Malcolm Bennie**  
**Strategic Lead – Communications, Culture and Communities**  
**21 October 2019**

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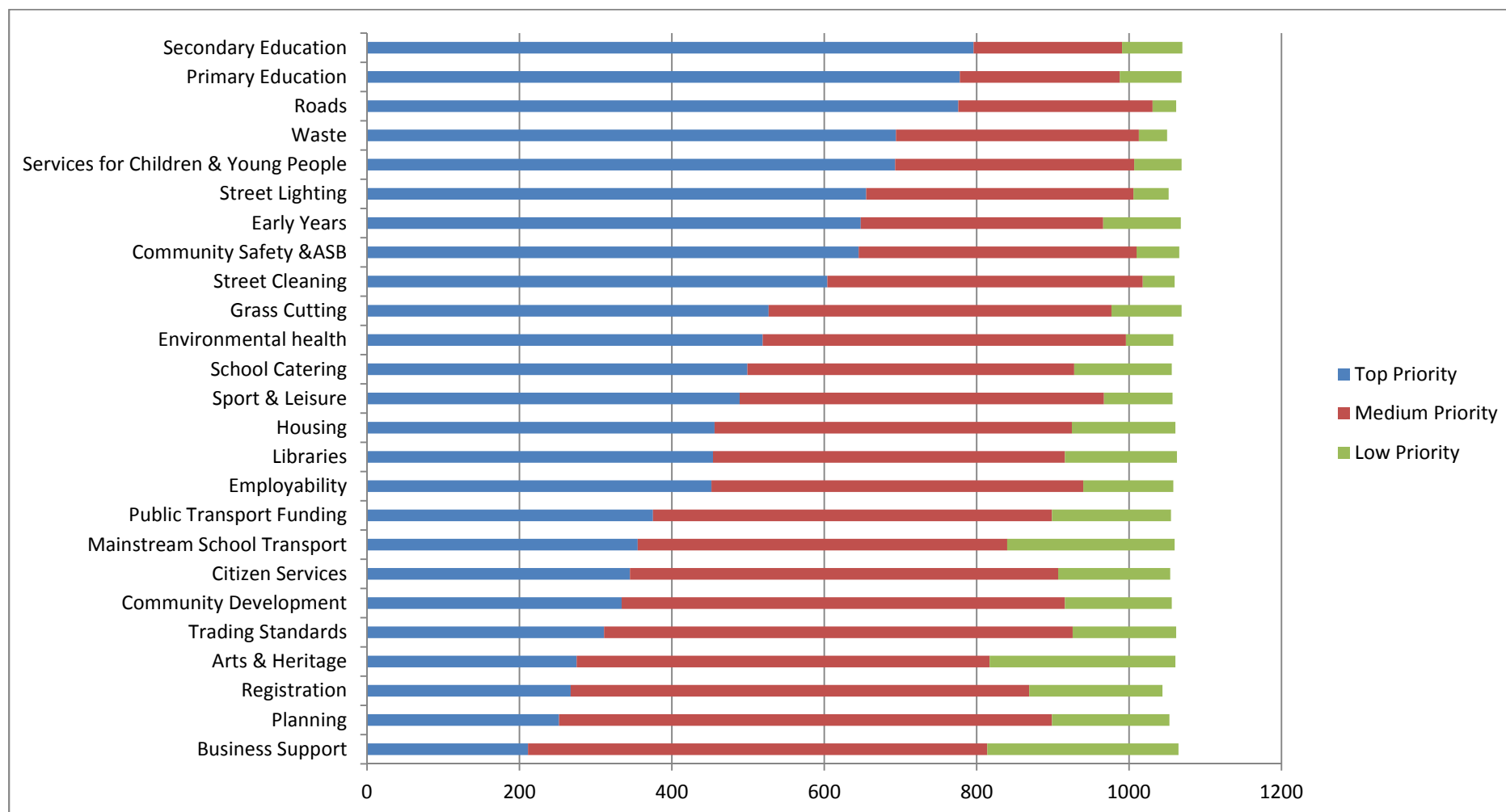
**Person to Contact:** Amanda Coulthard  
Performance & Strategy Manager  
Tel: 07876397923  
[amanda.coulthard@west-dunbarton.gov.uk](mailto:amanda.coulthard@west-dunbarton.gov.uk)

**Appendices:** Appendix 1 – Budget Consultation summary responses  
Appendix 2 – Open comment word clouds  
Appendix 3 – Respondent profile  
Appendix 4 - EIA

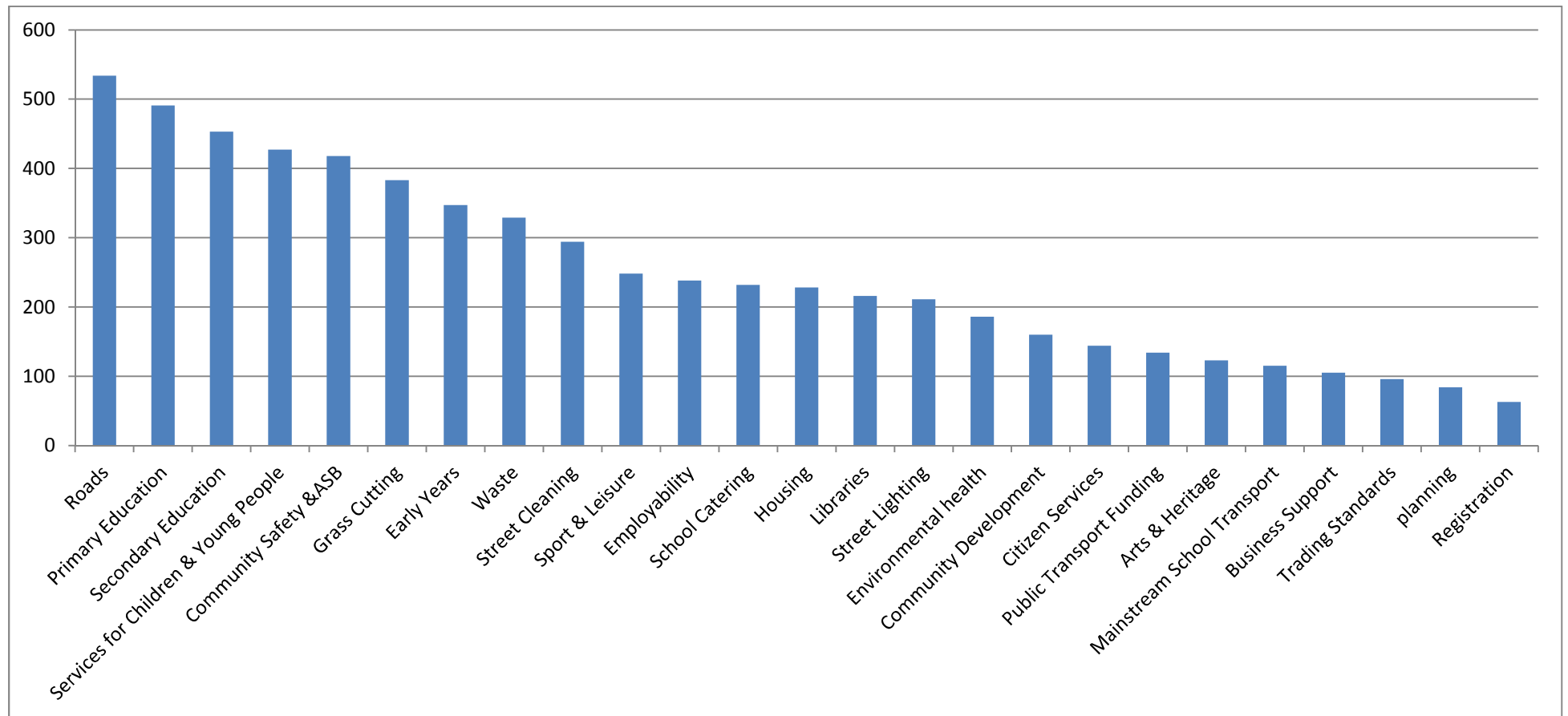
**Background Papers:** None

**Wards Affected:** All

## Service Prioritisation – 1070 responses

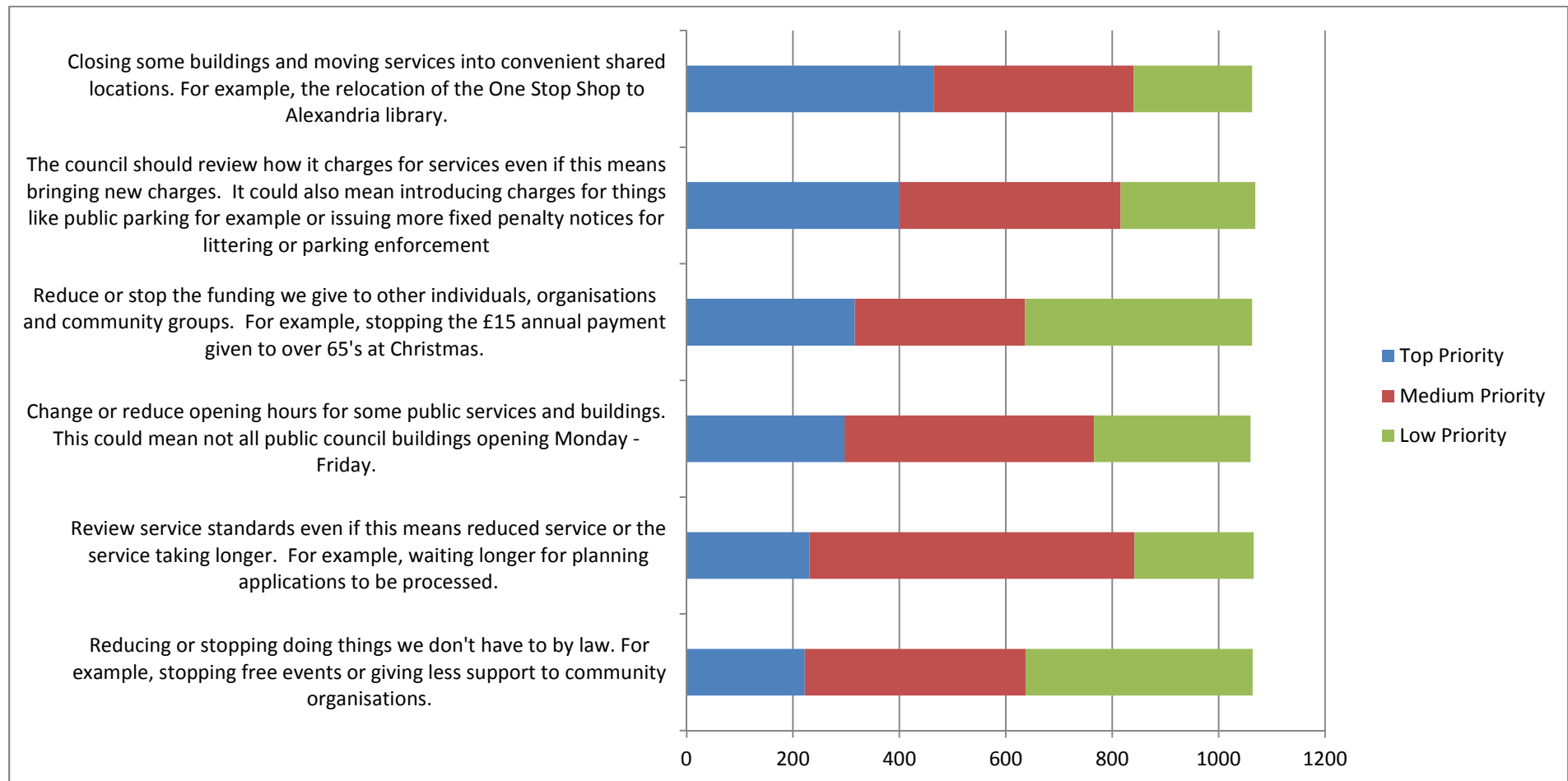


## Number of respondents who feel additional investment needed – 1004 responses

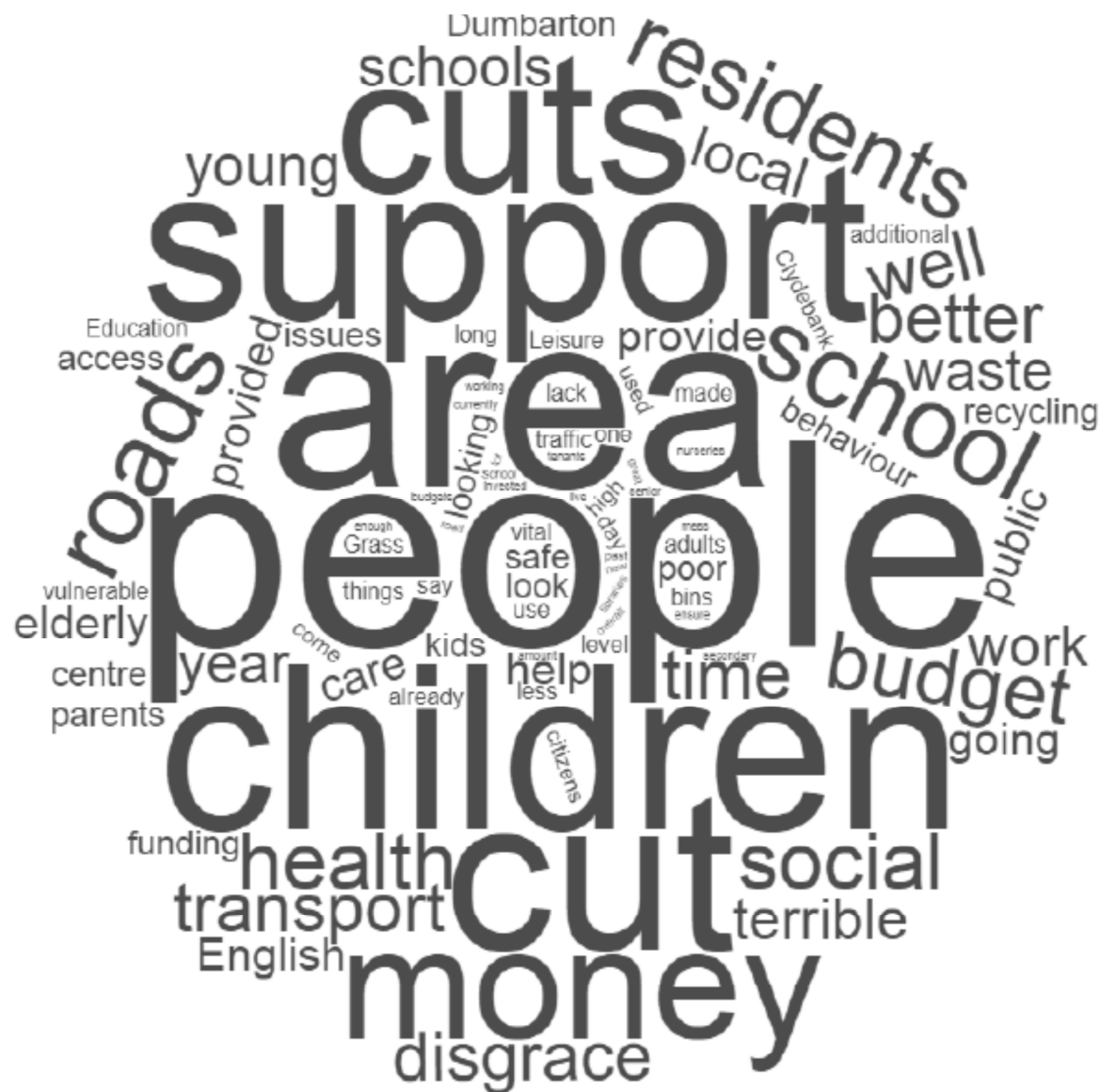




## Service delivery prioritisation – 1071 responses



## comments on priority areas



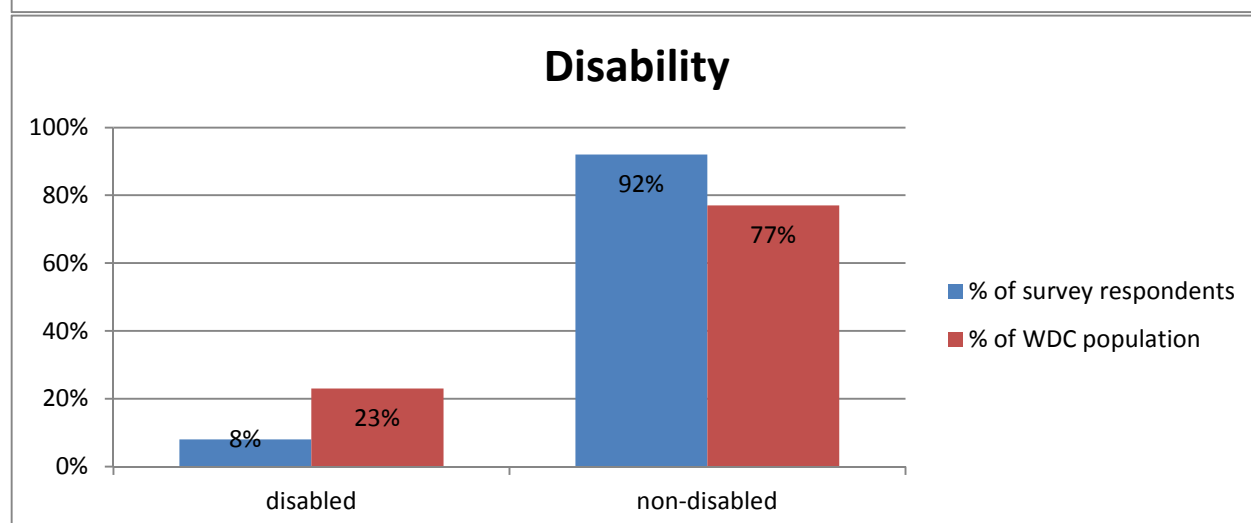
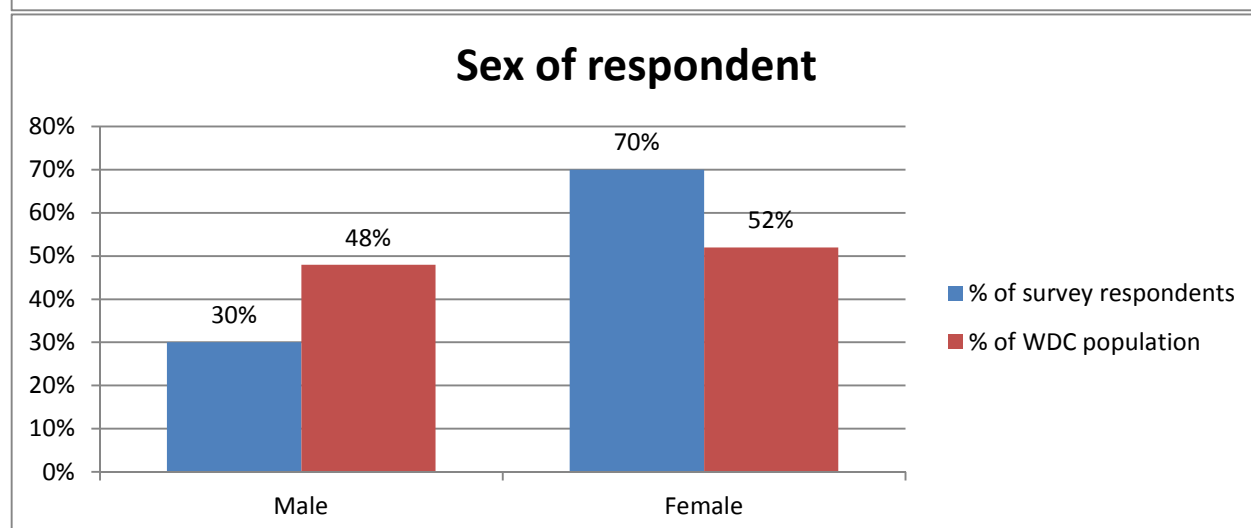
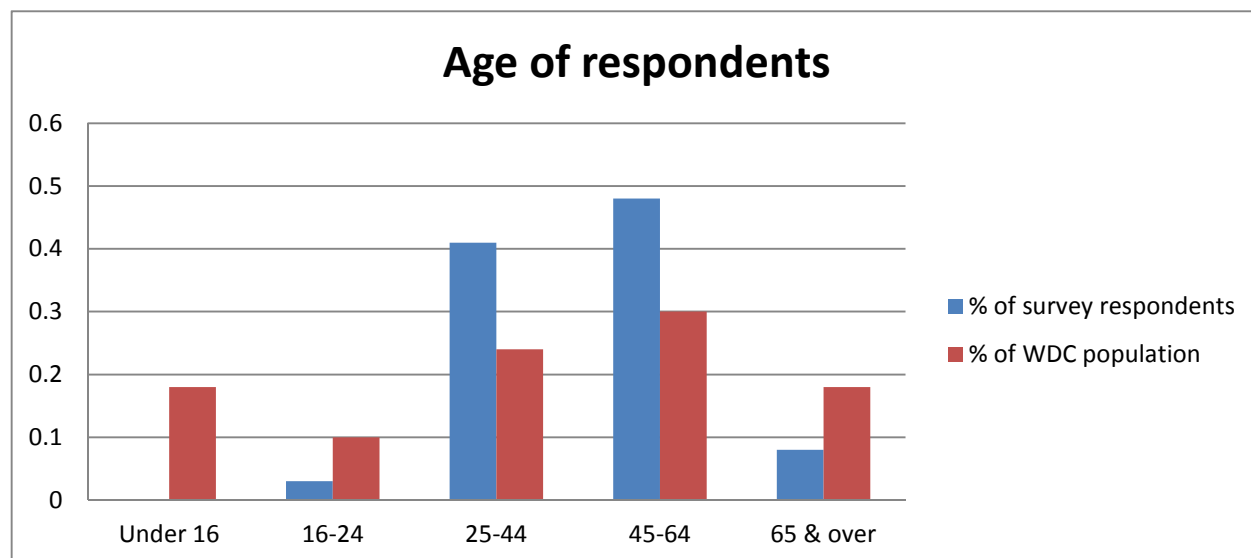
## comments on additional investment

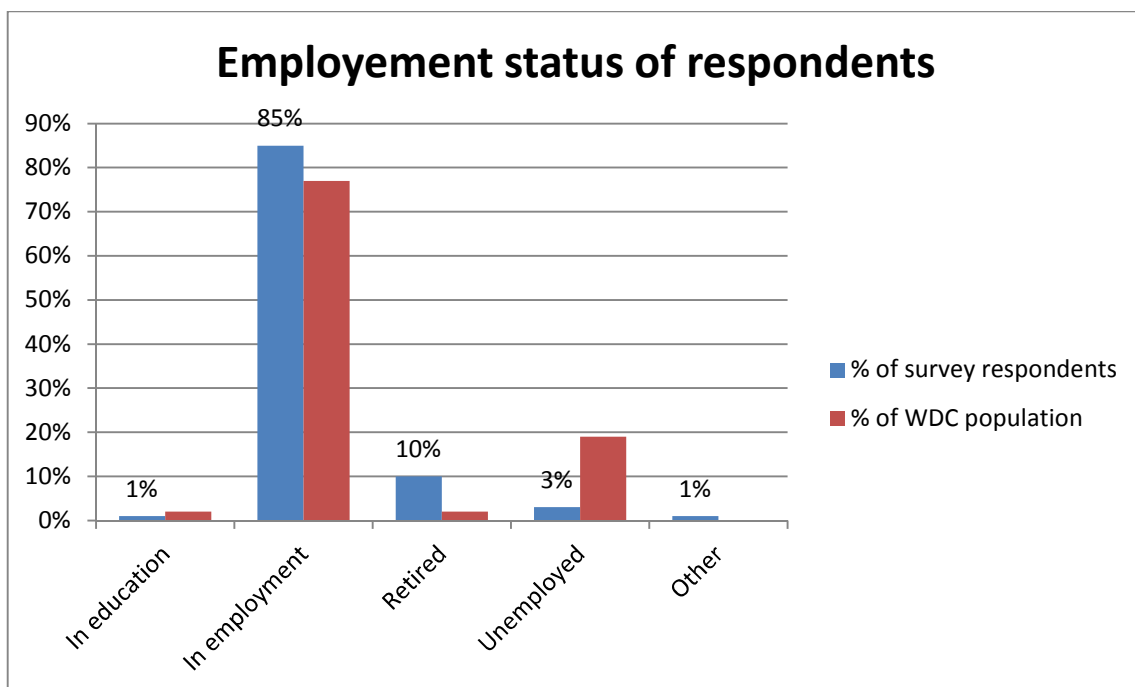
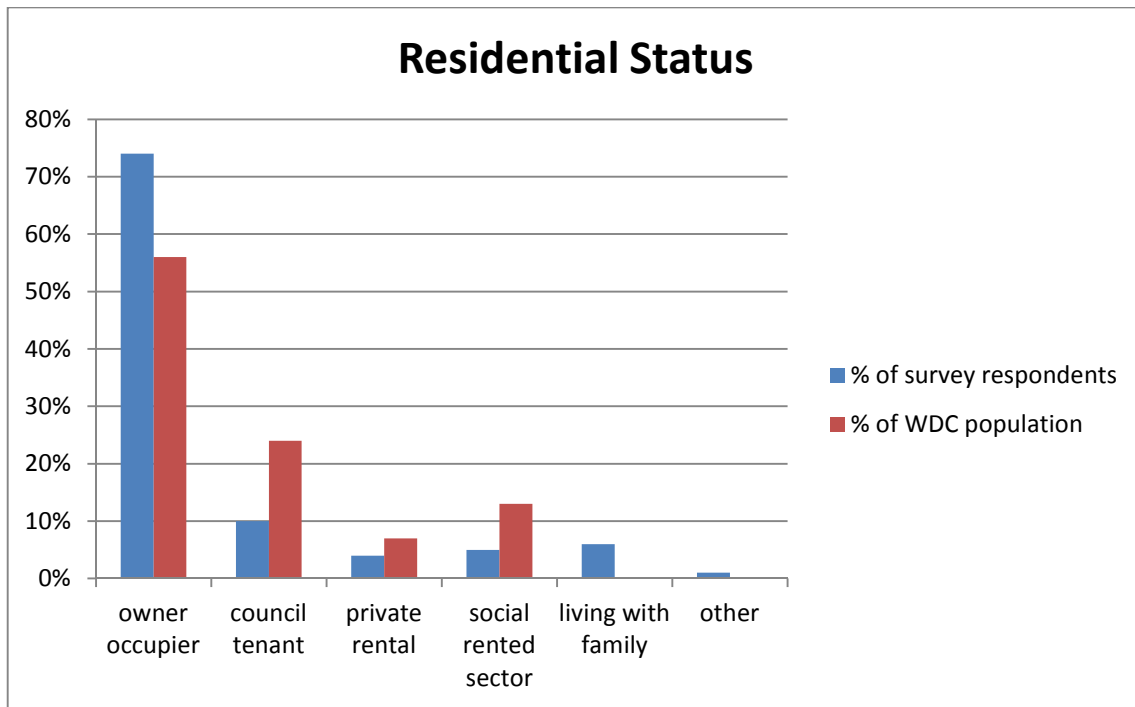


## comments on service delivery priorities



## Respondent Profile







<b>AssessmentNo</b>	144	<b>Owner</b>	rrea
<b>Resource</b>	Transformation		<b>Service/Establishment</b> CCCF
	First Name	Surname	<b>Job title</b>
<b>Head Officer</b>	Ricardo	Rea	Performance and Strategy Officer
<b>Members</b>	Ricardo Rea, Performance and Strategy Officer Amanda Coulthard, Performance and Strategy Manager		
	<i>(Please note: the word 'policy' is used as shorthand for strategy policy function or financial decision)</i>		
<b>Policy Title</b>	West Dunbartonshire Council Budget Prioritisation 2020 engagement process		
	<b>The aim, objective, purpose and intended out come of policy</b>		
	The process was designed to gather West Dunbartonshire Council stakeholder views on priority budget areas. As well as the individuals, the process directly sought the views of key representative community organisations within West Dunbartonshire		
	<b>Service/Partners/Stakeholders/service users involved in the development and/or implementation of policy.</b>		
	Performance and Strategy Team, Senior Leafership Group and services		
<b>Does the proposals involve the procurement of any goods or services?</b>		<b>No</b>	
<b>If yes please confirm that you have contacted our procurement services to discuss your requirements.</b>		<b>No</b>	
<b>SCREENING</b>			
<i>You must indicate if there is any relevance to the four areas</i>			
<b>Duty to eliminate discrimination (E), advance equal opportunities (A) or foster good relations (F)</b>		<b>Yes</b>	
<b>Relevance to Human Rights (HR)</b>		<b>Yes</b>	
<b>Relevance to Health Impacts (H)</b>		<b>Yes</b>	
<b>Relevance to Social Economic Impacts (SE)</b>		<b>Yes</b>	
<b>Who will be affected by this policy?</b>			
People residents in West Dunbartonshire, people using public servcies in West Dunbartonshire, other statutory organisations, volubnartuy organisations, Council staff.			
<b>Who will be/has been involved in the consultation process?</b>			
<p>The online engagement is open to all West Dunbartonshire stakeholders. In addition the process involves six focus group sessiosn spread geographically and across mornings, afternoons and evening . Stakeholders are also invited to comment by email or phone, or to attend a library / One stop shop for support with online access.</p> <p>Representative groups invited to attend includes: Community Councils, tenant &amp; resident organsiations, equality groups, parent councils, seniors groups, youth organsiations, carers organisations. Face to face sessions allow a more qualitative discussion of cumulative impact of budget decisons.</p>			



**Please outline any particular need/barriers which equality groups may have in relation to this policy list evidence you are using to support this and whether there is any negative impact on particular groups.**

	<b>Needs</b>	<b>Evidence</b>	<b>Impact</b>	
<b>Age</b>				
<b>Cross Cutting</b>	Council's provide a wider range of services than any other organisation, so cross cutting considerations are even more important.	National evidence suggests that those with protected characteristics are less likely to engage in process such as this.	Cascade of online survey, supports to complete and availability of focus group sessions ensure that options for engagement are open to all citizens who want to engage	
<b>Disability</b>				
<b>Social &amp; Economic Impact</b>				

<b>Sex</b>				
<b>Gender Reassign</b>				
<b>Health</b>				
<b>Human Rights</b>	The Council are 'Human Right's Bearers' and must take decisons and act in a way that complies with the European Convention on Human Rights	More often than not Human Rights Considerations cross cut with those under the equality act, but apply to all human beings.	The process was undertaken in a way that was in line with with Article 14 of the ECHR on non discrimination on any grounds	
<b>Marriage &amp; Civil Partnership</b>				
<b>Pregnancy &amp; Maternity</b>				
<b>Race</b>				

<b>Religion and Belief</b>				
<b>Sexual Orientation</b>				
<b>Actions</b>				
<b>Please provide a meaningful summary of how you have reached the recommendation</b>				
<p>Consultation on Council spending is highly relevant to equalities. The approach adopted is in line with our Equality Outcome for 2017-2021 of increasing the participation of under represented groups.</p> <p>In terms of online survey we ask demographic questions to allow comparsion between respondent profiles and overall population of West Dunbartonshire. Decision makers must give due regard to equality considerations as part of their deliberations, and it is for them to decide on weight given to equality decisions in balance with others. The consultation provides part of the relevant evidence to help decisons makers.</p>				



## **WEST DUNBARTONSHIRE COUNCIL**

### **Report by Strategic Lead – Housing & Employability**

**West Dunbartonshire Council: 27 November 2019**

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**Subject: West Dunbartonshire Community Empowerment Strategy & Action Plan**

#### **1 Purpose**

- 1.1** The purpose of this report is to present members of West Dunbartonshire Council with the West Dunbartonshire Community Empowerment Strategy for approval. The Strategy is also being presented to Community Planning West Dunbartonshire on 21<sup>st</sup> November.

#### **2 Recommendations**

- 2.1** It is recommended that members:
- Consider and agree the draft Community Empowerment Strategy and action plan.
  - Approve the development of a detailed delivery plan and launch of Strategy in January 2020.

#### **3 Background**

- 3.1** Following extensive engagement with local citizens over the last 12 months a West Dunbartonshire Community Empowerment Strategy has been developed. This forms the partnership's response to the Community Empowerment Act (2015) and the Christie Commission 2011. However, the Strategy will transcend the legislative and policy context, with a commitment to building more resilient and empowered communities across West Dunbartonshire. This is based on a partnership approach including CPP partners and local communities.
- 3.2** The strategy has been informed by local and national policies and shaped by the voices of local citizens with various opportunities to influence it as it developed, this included 8 small events, 6 larger events, sessions with equalities groups, youth agencies, employees, elected members and a review group with members identified during the consultation.
- 3.3** The strategy includes a bold vision of an empowered West Dunbartonshire, some clear objectives to be achieved and over arching principles to inform the implementation of the strategy. Key to the strategy is the action plan which has identified a series of actions focused on 6 key themes identified during the consultation process. This will lead to the development of a more detailed delivery plan to show how these actions will be delivered over the coming 5 years.

## **4. Main Issues**

- 4.1** This Strategy and Action Plan is an exciting opportunity for West Dunbartonshire's communities and citizens, the Council and Community Planning partners to work together in a new way to transform West Dunbartonshire's neighbourhoods – by empowering communities. It brings a range of opportunities including to help all our citizens to feel the benefits of being more active in community life, to increase individual citizens' own opportunities and horizons, build community resilience, and make sure public services reflect community needs.
- 4.2** There will inevitably be some challenges in turning the vision into reality. Success will require truly collaborative partnerships between CPP partners, third sector agencies and local citizens and communities. Creating genuine empowerment will not happen in a short time frame or in isolation. Therefore it is a long term strategy with an associated action and delivery plan to turn the vision and principles of the strategy into reality.
- 4.3** There will be a crucial role for the Empowered Delivery and Improvement Group (DIG) in ensuring that steady progress is maintained on the implementation of the strategy by the Council and CPP Partners. The Strategy provides the opportunity for the Empowered DIG to review it's membership and approach to maximise it's effectiveness in delivering the Empowerment Strategy. The Community Alliance will also have a key role in terms of co-ordinating community responses and actions. This combined approach will ensure that the ambitions of the strategy and the actions contained in the delivery plan are achieved leading to significant changes in local communities.
- 4.4** This will require a fundamental shift in focus within partner organisations and within local communities. Local citizens and groups may need to be supported to develop new skills and build resilience to play their part in the delivery of this agenda and to truly increase empowerment. By developing new ways of working there is the opportunity to truly transform local communities and the lives of local citizens.
- 4.5** This will require a strong commitment from the Council and all partners. Also shifts in how current resources and budgets are deployed and additional resources where appropriate.
- 4.6** A two page summary document will be produced and regular updates on progress will be provided using varied methods of communication. A full launch of the strategy will be planned for early 2020.

## **5 People Implications**

- 5.1** There are no immediate people implications resulting from this report. More detailed proposals will follow once the delivery plan is developed.

## **6 Financial & Procurement Implications**

**6.1** There are no direct financial implications associated with this report.

## **7 Risk Analysis**

**7.1** There is a risk that failure to deliver on the Strategy will impact on the Council's ambition to develop empowered communities. The development and implementation of this strategy will assist to ensure compliance with the Community Empowerment Act 2015.

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

**8.1** The full EIA is included at Appendix 2. The Recommendations is as follows:

The Strategy, supports our Equality Outcome for 2017-2021 on increasing participation of under represented groups, and supports the aspirations of our British Sign Language plan for 2018-2024. Accessibility was a key feature of the consultation process. The intention is carry this through into the way that engagement is realised in future. This has wide spread potential positive impacts in helping previously excluded groups engage and influence. This must be properly resourced in a sustainable fashion to realise the gains. The Council intends to have the key points of the Community Engagement Strategy translated into BSL video, posted on our website and sent to BSL contacts.

**8.2** Equality impact assessment is an iterative process and further work will be required to ensure benefits are gained and sustained in terms of equality, cohesion and empowerment as actions are undertaken.

## **9 Consultation**

**9.1** Extensive consultation has been carried out during the development of the strategy. A summary of the consultation is included within the report.

## **10 Strategic Assessment**

**10.1** The Strategy and action plan support the delivery of the Council's Strategic plan objectives, in particular in relation to meaningful engagement with active empowered and informed citizens who feel safe and engaged.

**Peter Barry, Strategic Lead, Housing an Employability  
West Dunbartonshire Council**

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**Person to Contact:** Suzanne Greer  
E-mail: [suzanne.greer@west-dunbarton.gov.uk](mailto:suzanne.greer@west-dunbarton.gov.uk)

**Appendices:** **Appendix 1 – West Dunbartonshire Community  
Empowerment Strategy and Action plan  
Equality Impact Assessment Screening**

**Background Papers:** **None**







# West Dunbartonshire

## Community Empowerment Strategy and Action Plan



**October 2019**

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# Language

Although we have used straightforward language in this document as much as possible, there are some words that we should explain.

## Communities

Communities describes the relationships and common bonds between people which affect their lives. These can be based on:

### Where we live

How we relate to our neighbours, what we think of as our local community and whether we feel we belong.



### Other aspects of our identity

These can include age, ethnicity, nationality, disabilities and other things. Sometimes our community might be people who are like us, but don't live near us. We might connect with them because they share common experiences and want to achieve similar things.



### Things we are interested in or concerned about

Communities of people also connect over a common interest or issue, for example tenants' groups concerned about housing issues, parents of children with additional support needs, or people involved in shared social or recreational activities.





### Community capacity-building

Support for community groups to help them to get involved in local issues, such as helping other people in their community. It can include training, advice, space to hold meetings, and money to organise things.

### Community empowerment

People working together to improve their community by having more power and influence over what matters to them, and taking more control over their lives. It is a national priority for the Scottish Government. There is more information about community empowerment on the [Scottish Government website \[1\]](https://www.gov.scot/policies/community-empowerment/) and on [SCDC's website.\[2\]](https://www.scdc.org.uk/hub/community-empowerment-act)

[1] [www.gov.scot/policies/community-empowerment/](https://www.gov.scot/policies/community-empowerment/)

[2] <https://www.scdc.org.uk/hub/community-empowerment-act>

## Community engagement

Two-way communications and relationships between communities, public bodies and other organisations to understand and respond to community needs and ambitions.

## Community Planning partners

Each of the 32 local authority areas in Scotland has a Community Planning Partnership. Its members are called 'Community Planning partners'. They work together to deliver public services. More information about Community Planning West Dunbartonshire and its partners is available [online](#).<sup>[3]</sup>

## Co-production

Communities and the public sector working together to agree how public services should be delivered - a positive way to empower communities.

[3] [www.west-dunbarton.gov.uk/council/community-planning-west-dunbartonshire/about-community-planning/what-is-community-planning/](http://www.west-dunbarton.gov.uk/council/community-planning-west-dunbartonshire/about-community-planning/what-is-community-planning/)

# Preface

This Strategy and Action Plan is an exciting opportunity for West Dunbartonshire's communities and citizens, the Council and Community Planning partners to work together in a new way to transform West Dunbartonshire's neighbourhoods – by empowering communities.

This will help all our citizens to feel the benefits of being more active in community life. It will also increase individual citizens' own opportunities and horizons, strengthen communities, and make sure public services reflect community needs. Involving local people is crucial to the success of this Strategy and Action Plan.

This document is important to each and every one of us living or working in West Dunbartonshire. It supports and promotes the rights of citizens and communities to actively participate in community life. This could include influencing decisions taken at a local level, to taking on responsibility for physical assets (like buildings) or progressing a locally important project.

The Community Empowerment (Scotland) Act 2015 contains the Scottish Government's ambition for empowered communities:



*Scotland's communities are a rich source of energy, creativity and talent. They are made up of people with rich and diverse backgrounds who each have something to contribute to making Scotland flourish. Central and local government needs to help communities to work together and release that potential to create a more prosperous and fairer Scotland.” Community Empowerment (Scotland) Act 2015 – A Summary (February 2017) [4]*

[4] [www.gov.scot/publications/community-empowerment-scotland-act-summary/](http://www.gov.scot/publications/community-empowerment-scotland-act-summary/)

Turning that ambition into reality means that the Council must work more closely with communities. This Strategy and Action Plan describes how that will happen.

Community empowerment is not a quick fix solution, nor can it be done by the Council or any other organisations working alone. We hope that local communities, citizens and organisations will work with us to support and deliver the Strategy and Action Plan. There will be challenges, and it will take time and commitment from all partners. But it has the potential to genuinely transform local communities and the lives of individual citizens in West Dunbartonshire through this new way of working.



# Section 1: Introduction

## Why this Community Empowerment Strategy and Action Plan is needed

Community empowerment is a national priority for the Scottish Government. Back in 2011, the Christie Commission on the Future Delivery of Public Services [5] (2011) explained that a new way of working would be required:



Reforms must aim to empower individuals and communities receiving public services by involving them in the design and delivery of the services they use.”

After that, in 2015, the Community Empowerment (Scotland) Act [6] brought in a number of new ways for communities to get more involved in running local services and facilities. Since then, more and more Scottish Government policies and guidance have been promoting the concept of community empowerment. These changes mean that local Councils and Community Planning partners need to work differently with local communities, creating new and better relationships with communities.

West Dunbartonshire Council and its Community Planning partners want to support communities in West Dunbartonshire to make more use of these new ways of working, to give communities more power in decision-making and delivering services. This is a central part of the Council’s Strategic Plan 2017-2022, [7] which contains an ambition for “high quality services, led by priorities identified by the communities of West Dunbartonshire, in an open and transparent way”.

[5] [www.gov.scot/publications/commission-future-delivery-public-services](http://www.gov.scot/publications/commission-future-delivery-public-services)

[6] [www.legislation.gov.uk/asp/2015/6](http://www.legislation.gov.uk/asp/2015/6)

[7] [www.west-dunbarton.gov.uk/council/strategies-plans-and-policies/strategic-plan/](http://www.west-dunbarton.gov.uk/council/strategies-plans-and-policies/strategic-plan/)



This Community Empowerment Strategy and Action Plan explains how the Council and its Community Planning partners will work with communities in the future to turn these ambitions into reality.

## The benefits of community empowerment

West Dunbartonshire's communities face a number of challenges linked to a shrinking population which is also getting older, lower life expectancy rates than the national average, and higher than average mental health issues and drug abuse. One of the biggest challenges is that there is clear evidence that people living in our most deprived neighbourhoods have a much higher risk of developing a long-term health condition when they are younger, experiencing more health problems during their lives, and ultimately dying younger than the Scottish average.

In its national strategy for tackling social isolation, [8] the Scottish Government is clear that the number of people who experience poor physical or mental health, or other issues like social isolation, can be reduced by helping people to be more active in their communities.

By working with – or ‘empowering’ – communities, individual people in those communities will be better able to deal with the challenges of everyday life. For example, joining a community walking group or helping a community garden can build personal confidence, wellbeing and fitness, as well as tackling loneliness and isolation.



[8] A Connected Scotland", Scottish Government, 2018 (<https://www.gov.scot/publications/connected-scotland-strategy-tackling-social-isolation-loneliness-building-stronger-social-connections/pages/3/>)

When people come together in their community to provide opportunities for people to meet or improve their local environment, this helps not only those individuals but also the community as a whole. That is because it helps to create the strong social relationships that are fundamental to good communities. **Success breeds success.** The more good things that are going on in a community, the more they will generate.

# Benefits of community empowerment

Harnesses the strengths of individual members of the community.



Increases confidence and skills of individual people.



Better quality of life in local neighbourhoods.



Greater accountability of public bodies.



More trust and confidence between communities and public bodies.



Better understanding of local issues, leading to more responsive services.

More opportunities for all.



Less inequality and social isolation.



Better health and wellbeing.



## Who this document is for and how it has been prepared

This Strategy and Action Plan is for everyone in West Dunbartonshire. It was prepared collaboratively by West Dunbartonshire Council, local communities and Community Planning partners. Work began in September 2018, when the Council appointed the SCDC (Scottish Community Development Centre) [9] to engage with local communities to develop the strategy and action plan.

We spoke with many local people to understand the challenges faced by communities and discuss what needed to be done. Those valuable conversations have led to a Strategy and Action Plan that we hope will, over the next few years, result in stronger communities and healthier, more fulfilling and more rewarding lives for people across West Dunbartonshire

### Phase 1: what needs to change?

Aim: work out what the Strategy and Action Plan should focus on.

#### What we did

Small group discussions with local communities and communities of interest and identity across West Dunbartonshire.

Three larger events held in Alexandria, Dumbarton and Clydebank.

Focus groups and discussions with local community representatives, Councillors and Council staff.

prepare draft  
Strategy  
and Action Plan



### Phase 2: have we got it right?

Aim: review draft Strategy and Action Plan.

#### What we did

Three evening events in Alexandria, Dumbarton and Clydebank.

Online consultation survey.

Critical friends' review session.

Councillors' briefing.

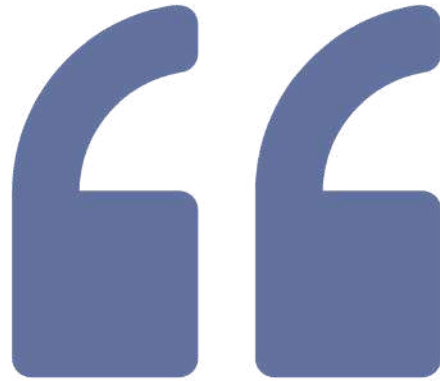
[9] [www.scdc.org.uk](http://www.scdc.org.uk)

# What was said

"We'd like a network of local places where young people can meet socially - not just for sport. These might be youth clubs, youth café or whatever - basically spaces that are open in the evenings and weekends which we can use as our own."  
[local resident]

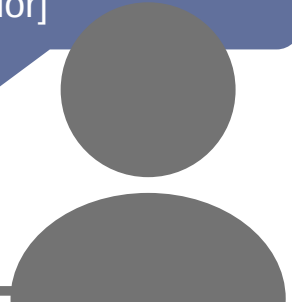
"More out of school activities would make our communities safer and reduce the chances of us getting involved in anti-social behaviour."  
[Young resident]

"Information, funding, advice, support and capacity building are all really important to enable community groups to be empowered."  
[community organisation]



"People want action in their community – how can we get quick wins so that people can see that we are serious?"  
[Council officer]

"We need honesty about why we can and can't do things."  
[local Councillor]



"Some Community Councils are very active and some areas don't have one. More needs to be done to strengthen them and make them more representative of the wider community in terms of age, sex, ethnicity and so on."  
[Council officer]

To gain communities' confidence and trust, we need to see the Strategy in the day-to-day life and work of Council departments and staff."  
[local resident]

"I would be happy to participate in whatever way practical to help promote and disseminate community empowerment." [local resident]

"We want to create a community hub building with space for community activities event space, meeting rooms, kitchen and so on – which we could share with others." [community organisation]

"The balance between corporate/government requirements and community interests needs to be adjusted." [local resident]

"Centralisation and restructuring of Council services in recent years makes it hard to get to Council offices by public transport, or to know who to speak to." [local resident]

"To encourage communities to do things for themselves, they need to know that we as an outfit are prepared to change the power balance. If we do, the sky's the limit." [Council officer]

"Councillors could do more to get people to join in." [local Councillor]

"Some Community Councils are very active and some areas don't have one. More needs to be done to strengthen them and make them more representative of the wider community in terms of age, sex, ethnicity and so on." [Council officer]

"Some communities are reluctant to engage with the Council because of the history. It's more difficult now that we are saying we want to empower you, communities are sceptical and suspicious." [Council officer]

# Section 2: The Strategy

## Vision

Our shared vision is for West Dunbartonshire to be a place where:

- Empowered communities are the norm, with citizens, communities, the Council and other organisations working together to take decisions and improve neighbourhoods.
- Communities can shape and influence local services and plans for the future of their places, and are encouraged and helped to do so.
- Communities, the Council and Community Planning partners trust each other.
- Community ownership and pride are encouraged.
- People are active in and committed to their communities.
- Citizens of all ages make valuable contributions to their communities and work together across generations.
- Young people engage positively with their communities and develop into the community leaders of the future.
- Individuals and communities have fair and better access to work, wealth, and healthy and fulfilling lives.



## Objectives

### Fundamental objective: Develop and improve local community empowerment.

- Helping local people to understand community empowerment and how it can improve their lives and communities.
- Letting people know about the opportunities for community empowerment that have been created by legislation and policy.

- **Building trust** and respect amongst communities, Council, and Community Planning partners.
- Helping local communities, the Council and Community Planning partners to have honest discussion about the challenges of balancing community aspirations and public resources.

**How will we  
achieve  
this?**

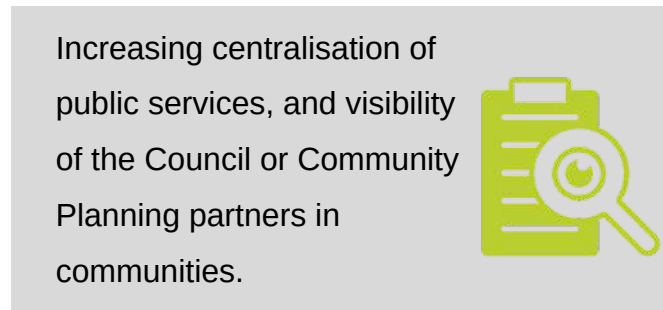
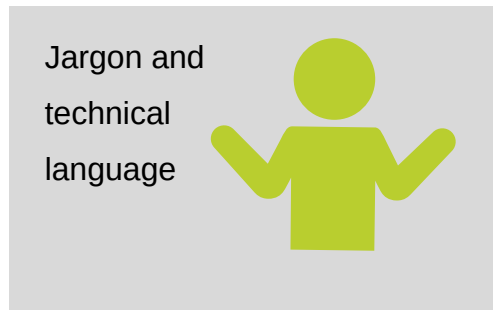
- Ensuring that community engagement and empowerment activity complies with the [National Standards for Community Engagement](#), [\[10\] Audit Scotland's Principles for Community Empowerment \[11\]](#) and other relevant standards. Explaining
- the roles of Councillors, staff, other Community Planning partners and communities themselves in community empowerment.

- Supporting communities with the resources, facilities, information and knowledge they need to make community empowerment a success.
- Providing the Council, Community Planning partners and communities with the training they need.

[10] [www.scdc.org.uk/what/national-standards](http://www.scdc.org.uk/what/national-standards)

[11] [www.audit-scotland.gov.uk/report/principles-for-community-empowerment](http://www.audit-scotland.gov.uk/report/principles-for-community-empowerment)

To achieve these objectives, we need to tackle barriers to community empowerment. Here are some examples of barriers that local communities told us about during preparation of this Strategy and Action Plan:



The Action Plan (section 3 of this document) explains what will be done to tackle barriers like these, in order to develop and improve community empowerment.

Across West Dunbartonshire, some communities are better placed than others to make use of community empowerment opportunities. More impact on tackling inequality may be made by focussing support on communities that experience, for example, poor health and unemployment.





## Principles

In preparing this Strategy and Action Plan, many people raised important points about what is needed to make community empowerment a reality. We have summarised these in a set of principles.

- Communities will define their own needs.
- Services will be co-produced with communities, so those who use services have an equal say to those providing them.
- Priorities will be discussed and agreed if there aren't enough resources to do everything.
- We will all listen to each other, respect different points of view, and engage without confrontation.
- Communications with communities will take place in a variety of ways, including online and face-to-face.
- Confidence, skills and knowledge for community empowerment will be strengthened amongst local people and those working in our public services.
- Communities will be supported to create successful organisations that engage citizens in different ways and work for people of different experiences and ages.
- Communities will be able to influence how public services operate and also do things for themselves.
- We will all work together to spot problems early and act on them before they get worse.
- We will all be self-aware and willing to learn from each other and our mistakes.



**Collaboration**



**Trust**



**Honesty**



**Information**



**Ingredients of good  
community  
empowerment**

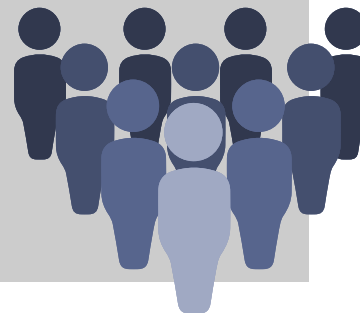
**Resources**



**Support**



**Capacity**

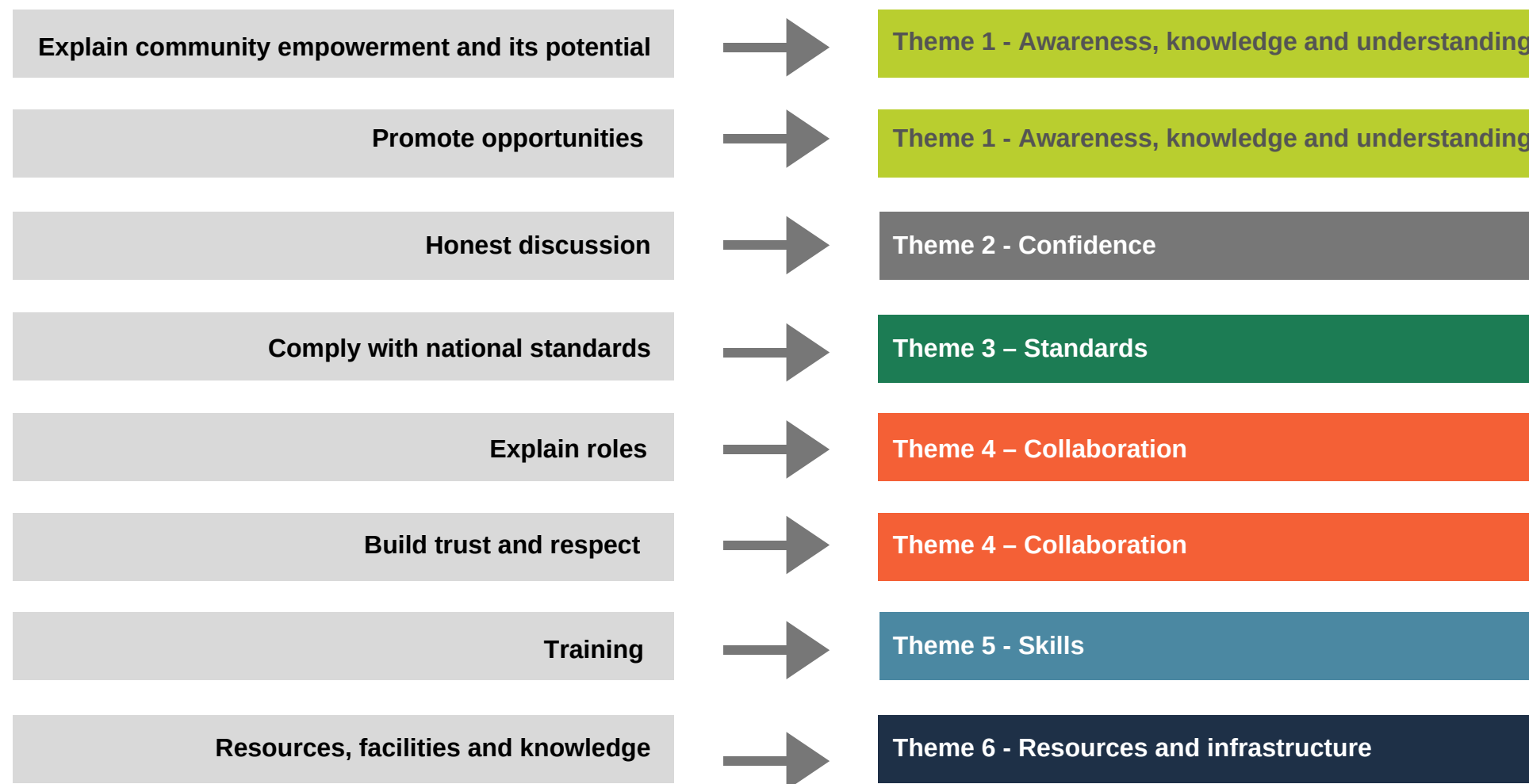


**Confidence**



## Action themes

To achieve those objectives, the Action Plan is divided into six 'action themes'. These are described in more detail in Section 3. The diagram shows how the action themes relate back to the objectives described on page 15.



# Section 3: The Action Plan

This section explains what actions will take place to make this Strategy become reality. The actions are divided into 6 themes. After each theme is an example of community empowerment that is already taking place in West Dunbartonshire, to give a flavour of the kind of activities which will become more commonplace as this Strategy becomes reality. More detail on each action will be contained in a Delivery Plan that will be prepared in 2020. This will include timescales for each action and who will be involved.

## Theme 1: Awareness, knowledge and understanding

### Raising awareness, knowledge and understanding of community empowerment

#### Outcomes

Individuals, communities, Council and Community Planning partner staff understand what community empowerment means and how it can help individuals and communities.

Council, Community Planning partners and communities are aware of the opportunities for community empowerment and the legal duties on public bodies.

#### Actions

Communications Plan to manage how the Council, Community Planning partners and communities should communicate to turn this Strategy and Action Plan into reality.

Make more use of [Link Up West Dunbartonshire \[12\]](http://www.linkupwestdunbartonshire.org/) website for information and communication.

Development sessions for all Council and Community Planning partner staff to raise awareness of community empowerment and how they can contribute.

[12] [www.linkupwestdunbartonshire.org/](http://www.linkupwestdunbartonshire.org/)

# West Dunbartonshire Youth Council

WDYC was launched in 2019 by West Dunbartonshire's two elected MSYPs (Members of the Scottish Youth Parliament) and other young people who stood as MSYP candidates. Their aim is to give West Dunbartonshire's young people opportunities to engage in decision making, support them to identify issues that are important to them, and then make local change happen. It's also a fantastic opportunity for young people to meet and work alongside other young people, youth workers, senior Council staff and Councillors.



[13] [www.youthlinkscotland.org/policy/national-youth-work-strategy/](http://www.youthlinkscotland.org/policy/national-youth-work-strategy/)

At their launch event in September 2019, the Youth Council agreed priorities for their manifesto and local campaigning. Their priorities will also feed into the next National Youth Work Strategy 2020-2025 with the help of Youthlink Scotland [13]. Supported by West Dunbartonshire's Working4U Youth Learning team, members of the Youth Council have gained their Participatory Democracy Certificate. This develops communication, group decision-making and negotiation skills in the context of democratic engagement, and counts towards their level 5 national qualifications.

## Theme 2: Confidence

### Increase confidence for community empowerment

#### Outcomes

Local people believe in the value of community empowerment, especially those who face the greatest barriers.



#### Actions

Share good practice and communicate the benefits of community empowerment.



Up-to-date contact list for key people in the Council and other Community Planning partners.

People who face the greatest barriers have increased confidence from participating in community activity.



Remove barriers to participation in community activity like a lack of access for disabled people, childcare, transport and language, encouraging informal community support for people experiencing these barriers.

When considering local priorities, balance community aspirations and financial constraints.



Co-produce policy for good engagement based on the Council's existing community engagement framework.



# West Dunbartonshire Learners' Voice Group

The Learners' Voice Group [14] is made up of learners from across West Dunbartonshire Working4U's adult learning and literacies groups [15].

The aim of Learners' Voice is to enable people to share the benefits of adult learning, and have a say in how it is organised both locally and nationally.

Members of the group meet every week. They have taken part in local and national events and consultations. With the support of a Working4U Development Worker, they organise the annual Learner Voice event that gives local people the opportunity to celebrate adult learning and influence its future provision.

[14] [www.facebook.com/WDLearnerVoice/](http://www.facebook.com/WDLearnerVoice/)

[15] [www.facebook.com/Working4UAdultLearning/](http://www.facebook.com/Working4UAdultLearning/)



## Theme 3: Standards

Set standards for how we work and behave in the context of community empowerment

### Outcomes

National standards for Community Engagement [16] are adopted for community engagement and service delivery.



### Actions

Awareness and training on the National Standards for Community Engagement for the Council, Community Planning partners and communities.

The Council, Community Planning partners and community organisations have agreed ways of working together to deliver the Strategy and Action Plan.



Co-ordinate community engagement by the Council and Community Planning partners to make it easier for communities.

[16] [www.scdc.org.uk/what/national-standards](http://www.scdc.org.uk/what/national-standards)



# The Vale in Focus

## A Place Standard community conversation

In October 2018, Clydesider Creative [17] (a West-Dunbartonshire-based community media social enterprise) successfully applied for funding from the Scottish Government's Place Standard [18] Conversations fund to organise a series of participatory photography workshops and a community event. The aim was to encourage community conversations about the quality of life, place and space in central Alexandria and surrounding Vale of Leven.

The events were run in partnership with local social enterprise Inclusive Images and with support from Alexandria-based Loch Lomond Craft Centre. A local creative facilitator hosted an art workshop for young people so that they could creatively share their thoughts and ideas.

At the end of the seven weeks the workshop participants selected the photos which they felt best illustrated life in the Vale and captioned them. These then formed the backdrop for a Community Exhibition and Community Marketplace event held in Alexandria Community Education Centre with local community groups, schools, policymakers and politicians participating in conversation café style discussions, using the photos being used to stimulate debate about Alexandria's future.

[17] [www.clydesider.org/about/](http://www.clydesider.org/about/)

[18] [www.placestandard.scot](http://www.placestandard.scot)

[19] [www.clydesider.org](http://www.clydesider.org)



The results were compiled into a Community Report which is being used by local groups to back up funding applications and is also influencing future changes in Alexandria, such as improvements to the town centre. A summary version of the report was published in the Clydesider community magazine which reaches 25,000 local people. Digital copies of the report are available from [www.clydesider.org](http://www.clydesider.org).<sup>[19]</sup>

## Theme 4: Collaboration

Ensure clarity of roles and effective collaboration amongst Councillors, Council officers, Community Planning partners, volunteers and communities.

### Outcomes

Everyone's roles have been agreed and are clear.

Better joint working across organisations

### Actions

Clear online information about everyone's roles

Training for new and existing staff and volunteers about their roles.

Joint training for Council and Community Planning partners and communities, to bring people together and help mutual understanding.

Network of 'empowerment champions' amongst Council services, Councillors, Community Planning partners and communities to promote this Strategy and what it can achieve.

## Theme 4: Collaboration

### Outcomes

Better joint  
working across  
organisations



### Actions

Revitalise the Community Alliance to lead communication with local communities and represent views to the Council and Community Planning partners on community empowerment issues.



Shared calendar of community events and activities, for example based on [Link up West Dunbartonshire website](#). [20]



Ensure all Community Planning partners and third sector organisations like Housing Associations understand how they can help deliver community empowerment and have agreed ways of working together and with their own communities.

[20] [www.linkupwestdunbartonshire.org/](http://www.linkupwestdunbartonshire.org/)

# Police Scotland Youth Volunteers

Police Scotland Youth Volunteers (PSYVs) [21] are groups of young people aged from 13 up to 18 across Scotland, supported by adult volunteers and a police constable. West Dunbartonshire PSYVs volunteer at community and national events to strengthen the relationship between the police and young people, breaking down barriers and promoting positive role models.

It is a practical way for young people to get an insight into policing and inspire them to participate positively within their communities – as well as gain self-esteem, team skills and awards like the Saltire and John Muir Awards.



[21] [www.scotland.police.uk/about-us/police-scotland/police-scotland-youth-volunteers-scheme](http://www.scotland.police.uk/about-us/police-scotland/police-scotland-youth-volunteers-scheme)



West Dunbartonshire PSYVs have volunteered at events like the Lomond 10k Run, Bowling Spring Fest, Edinburgh Military Tattoo, Erskine Bridge Walk and Rock of Ages. Local organisations which have been supported include WD Foodshare, St Margaret's Hospice and No Knives Better Lives.

PSYV will also be proactively working in their communities, looking to assist when they identify problems.

## Theme 5: Skills

### Developing skills for community empowerment

#### Outcomes

Understand what skills the Council, Community Planning partners and communities need to make community empowerment a success.



#### Actions

Training programmes for all Council and Community Planning partner staff on community engagement and empowerment.

Training opportunities are available locally to support community empowerment.



Develop new and improved ways of working with communities and delivering services.



# West Dunbartonshire Greenspace Volunteers

The Greenspace Volunteers [22] work with the Council's Greenspace team on a range of conservation projects and maintenance tasks across West Dunbartonshire.

From wildlife surveys to woodland thinning, there's a huge range of opportunities for folk to meet new people and help nature. At Balloch Castle, the volunteers have restored the overgrown meadow area at Balloch Castle Country Park to encourage more native species and wildlife. They also created a forest school there with a willow dome, wildlife viewing station, pond and planting trees and bulbs.



Other recent activity by the group includes wildlife surveys and practical conservation tasks at Brucehill in Dumbarton and the Saltings in Old Kilpatrick.



22] [www.west-dunbarton.gov.uk/leisure-parks-events/parks-and-greenspaces/volunteer-with-greenspace/](http://www.west-dunbarton.gov.uk/leisure-parks-events/parks-and-greenspaces/volunteer-with-greenspace/)

## Theme 6: Resources and infrastructure

Ensuring that there are sufficient resources, facilities and support to increase community empowerment.

### Outcomes

Access to information, support and advice on community empowerment for local communities.



### Actions

Publish clear policy and guidance on Asset Transfer, Participation Requests, Asset Register, Common Good Register and other aspects of community empowerment legislation.



Work together locally to provide space and support for community empowerment in each local community.



Co-ordinate all community empowerment support services to ensure effective delivery in local communities

Good quality, affordable and accessible spaces for community activities.



Continue to invest in Participatory Budgeting, co-producing improvements with local communities.



Extend and improve 'Your Community' neighbourhood approach to local service delivery, linking it with community-led action planning such as Local Place Plans.

## West Dunbartonshire 'Your Community'

Your Community [23] is a neighbourhood approach designed to enable all partners in local community life to make their best contribution to improving West Dunbartonshire. It is based on a belief that local people should be engaged, supported and empowered to direct how local services are delivered in their communities.

Resources have been focused on some of West Dunbartonshire's most deprived and vulnerable communities to help create opportunities for local people to shape the future of their neighbourhood, establish ambitions and learn new skills. Local people, public services and the third sector are working together to improve local communities.



In Dumbarton's Castlehill, for example, local people (including school children) went on a walkabout in early 2019 to agree with Council officers and the police what action needed to be taken – with the agreed priorities being tackling dog fouling, better recreation facilities, a community garden and a community family fun day – which took place in July 2019.

The Your Community programme runs in parallel with the Council's Community Budgeting [24] programme. This 'participatory budgeting' programme was developed in 2016 and is designed to give local people the power to allocate funding to local projects. The programme has evolved through each of the four phases organised so far in response to feedback from participants, including online voting methods.

Future phases will see further improvements. All sorts of community-led projects have received funding since 2016, from community arts to greenspace improvements.

[23] [www.west-dunbarton.gov.uk/council/community-planning-west-dunbartonshire/your-community/what-is-your-community/](http://www.west-dunbarton.gov.uk/council/community-planning-west-dunbartonshire/your-community/what-is-your-community/)

[24] [www.west-dunbarton.gov.uk/council/community-planning-west-dunbartonshire/community-budgeting/](http://www.west-dunbarton.gov.uk/council/community-planning-west-dunbartonshire/community-budgeting/)



# Section 4: Making it happen

## Who will deliver the Action Plan?

Delivering the tasks in the Action Plan will involve commitment from communities, from organisations and people in the Council, and from Community Planning partners like health, emergency services and further education. To be successful, we will all need to work together in new ways.

A Delivery Plan will be prepared in 2020 which will explain who will lead each task.

### Who will deliver the Action Plan?

- Community groups
- Local citizens
- Local businesses
- Councillors
- Staff from the Council and Health & Social Care Partnership
- Community Planning partners and their staff
- Third sector organisations (like Housing Associations)



## Resources

It is important to remember that delivering this Strategy and Action Plan will involve people and organisations working differently. But it will need resources too. So, to make sure that the Action Plan is properly implemented, the Council will:

- Work out what investment will be needed to deliver the Action Plan.
- Review available resources for delivery of Action Plan.
- Look for new sources of funding for the Council, Community Planning partners, communities and others.

To tackle inequalities between communities like health, wellbeing and access to work, some communities need more support for community empowerment than others. This may mean difficult decisions to ensure that resources are distributed equitably amongst communities, guided by the [West Dunbartonshire Local Outcome Improvement Plan 2017-2027 \[25\]](#) prepared by the Community Planning Partnership.

We will continue to work with West Dunbartonshire Equalities forum to support people who face additional barriers, like language or disability.

[25] [www.west-dunbarton.gov.uk/media/4313518/west-dunbartonshire-plan-for-place.pdf](http://www.west-dunbarton.gov.uk/media/4313518/west-dunbartonshire-plan-for-place.pdf)

## How long will it take?

Some tasks in the Action Plan can be done within a few months, others will take up to five years. The Delivery Plan, which will be prepared in 2020, will contain timescales for each action.

## Keeping on track

Progress on implementing the Delivery Plan will be reviewed by the revitalised Community Alliance, who will update the Council, Community Planning partners and the wider community.

Regular progress updates will be posted publicly online for everyone to see.

The impact of the Strategy and Action Plan will be monitored by Citizen's Panel surveys and through community engagement by the Council and Community Planning partners.



<b>AssessmentNo</b>	111	<b>Owner</b>	rrea	
<b>Resource</b>	Regeneration, Environment and Growth		<b>Service/Establishment</b>	Housing and Employment
	First Name	Surname	<b>Job title</b>	
<b>Head Officer</b>	Suzanne	Greer	Communities Team	
	(include job titles/organisation)			
<b>Members</b>	Suzanne Greer, Ricardo Rea, John Kerr			
	<i>(Please note: the word 'policy' is used as shorthand for strategy policy function or financial decision)</i>			
<b>Policy Title</b>	Community Empowerment Strategy for West Dunbartonshire			
	<b>The aim, objective, purpose and intended outcome of policy</b>			
	Produce a new strategy and five year action plan, for West Dunbartonshire			
	<b>Service/Partners/Stakeholders/service users involved in the development and/or implementation of policy.</b>			
	West Dunbartonshire Council, Police Scotland, West Dunbarton Health and Social Care Partnership, West Dunbartonshire CVS, Scottish Community Development Centre, Community Members and community organisations			
<b>Does the proposals involve the procurement of any goods or services?</b>			<b>No</b>	
<b>If yes please confirm that you have contacted our procurement services to discuss your requirements.</b>			<b>No</b>	
<b>SCREENING</b>				
<i>You must indicate if there is any relevance to the four areas</i>				
<b>Duty to eliminate discrimination (E), advance equal opportunities (A) or foster good relations (F)</b>			<b>Yes</b>	
<b>Relevance to Human Rights (HR)</b>			<b>Yes</b>	
<b>Relevance to Health Impacts (H)</b>			<b>Yes</b>	
<b>Relevance to Social Economic Impacts (SE)</b>			<b>Yes</b>	
<b>Who will be affected by this policy?</b>				
People living in West Dunbartonshire, statutory and voluntary organisations in the area, communities of place, communities of interest and experience.				
<b>Who will be/has been involved in the consultation process?</b>				
Extensive consultation has been carried out so far. This included 8 small scale 'living room learning events' included a dedicated meeting with members of West Dunbartonshire Equality Forum, and with Y-Sort It, 6 larger scale events, elected member drop-in sessions, a further equalities session and a critical friends session. There were three larger scale events, which will be followed up by another three events and an online survey. A follow up event with members of equality organisations and groups on 17th September, which was attended by members of the Access Panel, ISARO, Social integration network, Ethnic Minority Association, Rape Crisis				
<b>Please outline any particular need/barriers which equality groups may have in relation to this policy list evidence you are using to support this and whether there is any negative impact on particular groups.</b>				
	<b>Needs</b>	<b>Evidence</b>	<b>Impact</b>	
<b>Age</b>	There is much evidence around	Some younger people and older	Having cohesive and robust	

	<p>loneliness and isolation of older people, and some for younger people. Ensuring that intergenerational cohesion is supported is very important</p>	<p>people participated in the consultation; both groups felt that age should not be a barrier</p>	<p>empowerment strategy can be of benefit to older and younger people. Considerations around age have much in common with those for supporting wider diversity of participation in organisations and processes</p>
<p><b>Cross Cutting</b></p>	<p>Participation across all protected groups is an opportunity to build community cohesion</p>	<p>Specific consultation was carried out with members of the West Dunbartonshire Equality Forum. It was noted that strength of the groups was it brought different experiences and perspectives together</p>	<p>Equality groups identified co-production and involvement in Equality impact Assessing proposals as key tools for community empowerment To help ensure positive impacts generally the approach to empowerment should strengthen these elements Capture the possible gains, the strategy needs to move away from a 'business as usual' approach to one that acknowledges the considerable challenges of a realistic and sustained increase in empowerment</p>
<p><b>Disability</b></p>	<p>Evidence suggests disabled people are more likely to be socially isolated, and less likely to be involved in community life than non disabled people.</p>	<p>8 Deaf BSL users engaged at one of the local consultation events, and it was clear from their responses that they were keen to be more involved in community life in west Dunbartonshire but identified a range of barriers. 4 Local BSL users</p>	<p>The approach detailed in draft strategy has potential for increasing participation of disabled people, including Deaf people who use BSL. The Council intends to have the key points of the Community</p>

		<p>suggested improvements to consultation processes, at a follow up meeting with equality groups, including video invitations, having pre meeting to brief Deaf people to support proper involvement</p>	<p>Empowerment Strategy translated into BSL video, posted on our website and sent to BSL contacts.</p>
<b>Social &amp; Economic Impact</b>	<p>It is important that when projects or considerations that may impact in this area are considered that they are evidence based and informed by the lived experience of those they may effect</p>	<p>WD is an area of high deprivation and child poverty. Those from more deprived communities currently have a weaker voice, and /or may be less well heard.</p>	<p>The strategy has the potential to give communities greater input into decisions that will have an economic impact</p>
<b>Sex</b>	<p>Participation by age and sex varies greatly: older men are over presented as Councillors, older women in many voluntary organisations</p>	<p>Availability of childcare can be a barrier for participation, especially for women</p>	<p>The general approach should support increased participation by removing barriers created by the design of processes</p>
<b>Gender Reassign</b>	<p>Those under going or who have undergone gender reassignment can be particularly excluded social and in civil society, it is important that people have an opportunity to participate in things that might effect them</p>	<p>National evidence suggests that LGB people are under represented in many processes</p>	<p>The impact is likely to be neutral compared to other groups</p>
<b>Health</b>	<p>Being able to participate and be included is important for people's and communities health and well being</p>	<p>Health outcomes in WD are generally poor, and many groups noted in this assessment can suffer poorer health and well being on top of this. Health inequalities are therefore important considerations.</p>	<p>A successful empowerment strategy and building resilience may help boost the mental health of some</p>

<b>Human Rights</b>	ECHR, Article 14 “right not to be subject to discrimination” is relevant here, as is the need to interpret all legislation through the lens of Human Rights, for Example the Community Empowerment Scotland Act 2015	West Dunbartonshire Equality Forum recognize the disconnectedness of fairness, equality and human rights. Honest and timely dialogue was recognised as a primary concern	Equality and Human Rights overlap greatly, in this case a better approach to empowerment will help reduce exclusion and discrimination, this approach should be made explicit
<b>Marriage &amp; Civil Partnership</b>	The needs here can cross cut with sex and sexual orientation	No evidence of exclusion of this group, apart from where this might cross cut with sexual orientation	The impact is likely to be neutral compared to other groups
<b>Pregnancy &amp; Maternity</b>	The needs here can cross cut with sex	No evidence of exclusion of this group, apart from where this might cross cut with sex	The impact is likely to be neutral compared to other groups
<b>Race</b>	Fostering good relations is in practice an often neglected element of the public sector equality duty. The strategy provides an opportunity to forward the duty in the WD area.	Evidence from Scottish Social Attitudes surveys and other sources suggests that people who have contact with people from other groups are less likely to hold negative views on other groups.	The approach is likely to increase opportunities for intercultural contact, this will have potential positive benefits for good relation
<b>Religion and Belief</b>	Please see comments above at 'race'	National evidence suggests that some religions and beliefs may be under represented in many processes, these tend to cross cut with ethnicity	The impact is likely to be neutral compared to other groups, apart from where this might cross cut with ethnicity
<b>Sexual Orientation</b>	National evidence suggests that LGB people are under represented in many processes	There was no particular local evidence on LGB and empowerment, but nothing to suggest that the picture in WD was any different from that nationally	The general approach should support increased participation by removing barriers created by the design of processes
<b>Actions</b>			

Issue Description	Action Description	Actioner Name	Due Date
Need for diversity info	Ric to contact SCDC and Suzanne Greer re equality monitoring of online survey	ricardo.rea@west-dunbarton.gov.uk	12-Aug-2019
Ensuring communities and protected groups input to impact assessment process, was identified as good, but by no means universal practice	The draft action plan should be reviewed to ensure that the community empowerment properly embeds consideration of the Public Sector Equality Duty, and the Human Rights Act	suzanne.greer@west-dunbarton.gov.uk	28-Jan-2020

**Policy has a negative impact on an equality group, but is still to be implemented, please provide justification for this.**

No negative effects likely on any protected group, or in terms of health, socio-economic impact or human rights

**Will the impact of the policy be monitored and reported on an ongoing basis?**

A clear strand of the proposed strategy is close working with communities and community organisations, including co-production of some aspects. The action plan for the strategy will provide one means of monitoring progress and outcomes. Progress will be monitored via the Empowered Delivery & Improvement Group and the community aspects via the Community Alliance.

**Q7 What is your recommendation for this policy?**

**Please provide a meaningful summary of how you have reached the recommendation**

The Strategy, supports our Equality Outcome for 2017-2021 on increasing participation of under represented groups, and supports the aspirations of our British Sign Language plan for 2018-2024. Accessibility was a key feature of the consultation process. The intention is carry this through into the way that engagement is realised in future. This has wide spread potential positive impacts in helping previously excluded groups engage and influence. This must be properly resourced in a sustainable fashion to realise the gains. The Council intends to have the key points of the Community Engagement Strategy translated into BSL video, posted on our website and sent to BSL contacts. Equality impact assessment is an iterative process and further work will be required to ensure benefits are gained and sustained in terms of equality, cohesion and empowerment as actions are undertaken.