

Corporate Performance and Research

East Dunbartonshire Council

Health and Social Care partnership Business & Improvement PLan 2024-2027

**Section 1 - About Us (Purpose of the Service and Work of Teams)**

The Health and Social Care Partnership (HSCP) is responsible for the planning and delivery of a range of community health, social work and social care services for older people, adults, children and families and people in the Criminal Justice System in the East Dunbartonshire Council area, utilising funding from the Council and Health Board. The Partnership was created in 2015 under the provisions of the Public Bodies Act 2014, in order to improve the outcomes for people using health and social care services and also to improve efficiencies through the integration of strategic, operational and financial planning.

An HSCP Board, comprising voting members appointed by the Council and Health Board produces a strategic plan, allocates the integrated revenue budget for health and social care and oversees service delivery and performance. Other members representing the interests of patients, service users, carers, professionals and trade unions also sit on the Board and contribute to its work.

The Council and Health Board continue to employ staff and deliver services in line with the HSCP’s overall strategic priorities and budgets.

The work of the Partnership extends to a very wide range of combined health, social work and social care service areas as follows:

* Intake, Assessment and Care Management, and multi-disciplinary care and treatment services for people with learning disabilities, physical disabilities, mental health support needs, substance misuse issues, sensory impairment, and issues arising from disability and frailty associated with older age;
* Rehabilitation and Occupational Therapy Services;
* Care at Home Services (in-house and purchased);
* Residential and Care Home Services (in-house and purchased);
* Day care and day opportunity services (in-house and purchased);
* Supported accommodation and supported living (in-house and purchased);
* Local Area Coordination;
* Palliative care;
* District nursing services;
* Primary care services;
* Pharmaceutical services;
* General and public dental services;
* Health Improvement;
* Carer and Respite Services (in-house and purchased);
* Telecare Services;
* Housing Support - Aids and Adaptation Services;
* Greenspace - Care of Gardening Scheme;
* Child and Adult protection services;
* Family support;
* Fostering, Kinship Care and Adoption Services;
* Throughcare, Aftercare and Continuing Care services;
* Health visiting;
* School nursing;
* Speech and Language Services
* CAMHS
* Youth Justice
* Children with Disability
* Children’s Residential Services
* Intake, Assessment and Care Management, and multi-disciplinary care and treatment services for children and families, including people with learning disabilities, physical disabilities, mental health support needs, substance misuse issues, sensory impairment.
* Criminal Justice Services including prison based social work services at HMP Low Moss.

In addition to planning and operational responsibility for services delegated in total to the HSCP the HSCP also has joint planning responsibility for unplanned hospital services alongside NHS GG&C. These services include:

* Accident and Emergency services;
* Inpatient hospital services relating to the following branches of medicine – general, geriatric, rehabilitation, respiratory, palliative care, mental health, learning disability, substance misuse.

The work of these teams is guided by statute and by a process of continuous improvement reflecting the HSCP Strategic Priorities, the National Health and Social Care Outcomes and Local Outcomes 3, 5 and 6 in particular.

**Section 2 - Our Priorities for 2024-27**

The HSCP Board’s Strategic Plan emphasises the need to plan and deliver services that contribute to health, wellbeing and safety throughout people’s lives. This approach focuses on a healthy start to life and targets the needs of people at critical periods throughout their lifetime. It also includes intervening and supporting people when their safety and welfare may be at risk and if they find themselves involved with justice services. The Strategic Plan promotes timely effective interventions that address the causes, not just the consequences, of ill health, deprivation and a range of other life circumstances.

By analysing the key drivers for change and the main challenges, the HSCP has identified eight Strategic Priorities and four Strategic Enablers to support the delivery of these priorities:

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| **Strategic Priority 1** | Empowering People |
| **Strategic Priority 2** | Empowering Communities |
| **Strategic Priority 3** | Prevention and Early Intervention |
| **Strategic Priority 4** | Public Protection |
| **Strategic Priority 5** | Supporting Families and Carers |
| **Strategic Priority 6** | Improving Mental Health and Recovery |
| **Strategic Priority 7** | Post Pandemic Renewal |
| **Strategic Priority 8** | Maximising Operational Integration |
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| **Strategic Enabler 1** | Workforce and Organisational Development |
| **Strategic Enabler 2** | Medium Term Financial and Strategic Planning |
| **Strategic Enabler 3** | Collaborative Commissioning and Whole System Working |
| **Strategic Enabler 4** | Infrastructure and Technology |

These strategic priorities and associated improvement activity are informed by:

* Joint Strategic Needs Assessments
* Benchmarking
* Extensive consultative processes, informed by statutory guidance
* Audit Scotland reports on the progress of HSCPs Scotland-wide
* Local Strategic Inspections
* Ministerial Strategic Group guidance
* Impact Assessments (EqIA, FSD, SEA)

The Health and Social Care Partnership Strategic Planning Group is the multi-agency strategic planning group responsible for progressing actions to achieve local outcome 5 and 6 priorities. The HSCP Chief Officer also chairs the Delivering for Children and Young People’s Partnership multi-agency strategic planning group responsible for progressing actions to achieve local outcome 3 priorities.

# Section 3 - How we contribute to our agreed Local Priorities

These are the key improvement actions that we are undertaking this year through our Annual Delivery Plan in support of the delivery of our Strategic Plan 2022-25 as approved by the IJB in March 2024. Some of these actions link to more than one LOIP and in these cases the action has been captured under each LOIP area.

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| **Area** | **How we contribute to this Priority** |
| Economic Growth and Recovery | N/A |
| Employment and Skills | N/A |
| Delivering for Children and Young People | * Improve online accessibility and signposting to information and services through further development and promotion of the HSCP website * Review of Transitions policy and implementation of updated procedures which will align with national initiatives * Develop and implement Phase 2 of the Promise Plan 2024-30 * Ongoing implementation of the Children’s House Project model * Implement Children & Young People’s Mental Health & Wellbeing action Plan * Develop HSCP Strategic Plan 2025 onwards * HSCP Annual Delivery Plan 2024-25 |
| Adult Health and Wellbeing | * Continue to develop as a Trauma Informed organisation * Improve online accessibility and signposting to information and services through further development and promotion of the HSCP website * Review and reframe locality focused working * Implement the 2024-25 actions of the Older Peoples Social Support Strategy * Develop short breaks options and review of respite services * Review of Learning Disability accommodation-based services * Ongoing implementation of the Children’s House Project model * Devise and deliver year 1 actions of the East Dunbartonshire Dementia Strategy Action Plan * Develop HSCP Strategic Plan 2025 onwards * Maximise efficiency within in-house adult social services * Undertake a review of the Care of Gardens Scheme * Implement actions in the HSCP Digital Strategy * HSCP Annual Delivery Plan 2024-25 |
| Safer and Stronger Communities |  |
| Older Adults, Vulnerable People and Carers | * Continue to develop as a Trauma Informed organisation * Improve online accessibility and signposting to information and services through further development and promotion of the HSCP website * Review and reframe locality focused working * Implement the 2024-25 actions of the Older Peoples Social Support Strategy * Development of improvement plan following the outcome of the Joint Inspection of Adult Support and Protection Arrangements * Develop short breaks options and review of respite services * Review of Learning Disability accommodation-based services * Redesign services for adult mental health and alcohol and drugs services to develop a recovery focused approach * Devise and deliver year 1 actions of the East Dunbartonshire Dementia Strategy Action Plan * Develop HSCP Strategic Plan 2025 onwards * Maximise efficiency within in-house adult social services * Undertake a review of the Care of Gardens Scheme * Review of transport provision * Implement actions in the HSCP Digital Strategy * HSCP Annual Delivery Plan 2024-25 |

# Section 4 - Key Improvement Actions

| **Area For Improvement** | **Improvement Activity** | **Rationale for Inclusion** | **Related LOIP Priority** | **Due Date** |
| --- | --- | --- | --- | --- |
| Continue to develop as a Trauma Informed organisation | Further develop person centered, rights-based, outcome focused approaches | * Trauma Informed Practice Strategy implemented * Continued delivery of Trauma training to staff and partner agencies | * Our children and young people are safe, healthy and ready to learn. * Our people experience good physical and mental health and wellbeing with access to a quality built and natural environment in which to lead healthier and more active lifestyles. * Our older population and more vulnerable citizens are supported to maintain their independence and enjoy a high quality of life, and they, their families and carers benefit from effective care and support services. | 31-Mar-2025 |
| Improve service information, public communication and advice | Improve online accessibility and signposting to information and services through further development and promotion of the HSCP website | Website is up to date and promoted by staff to service users to promote self-management and accurate sources of information. | * Our children and young people are safe, healthy and ready to learn. * Our people experience good physical and mental health and wellbeing with access to a quality built and natural environment in which to lead healthier and more active lifestyles. * Our older population and more vulnerable citizens are supported to maintain their independence and enjoy a high quality of life, and they, their families and carers benefit from effective care and support services | 31-Mar-2025 |
| Review and reframe locality focused working | Work with communities to develop a network of assets and informal support options | * Increase number of community groups delivering informal community resources * Increased community capacity and engagement | * Our children and young people are safe, healthy and ready to learn. * Our people experience good physical and mental health and wellbeing with access to a quality built and natural environment in which to lead healthier and more active lifestyles. * Our older population and more vulnerable citizens are supported to maintain their independence and enjoy a high quality of life, and they, their families and carers benefit from effective care and support services. | 31-Mar-2025 |
| Implement the 2024-25 actions of the Older Peoples Social Support Strategy | People are supported through more informal community resources that are community led | * Building based care is available to older people assessed as having critical and substantial needs for social support, as part of balanced support plans. * More older people are able to remain active independent and connected in their communities through informal community resources | * Our older population and more vulnerable citizens are supported to maintain their independence and enjoy a high quality of life, and they, their families and carers benefit from effective care and support services. | 31-Mar-2025 |
| Development of an improvement plan following the outcome of the Joint Inspection of Adult Support and Protection Arrangements | Development of improvement plan and delivery against recommendations from the joint inspection | * Ensure all recommendations and actions from the inspection are met | * Our older population and more vulnerable citizens are supported to maintain their independence and enjoy a high quality of life, and they, their families and carers benefit from effective care and support services. | 31-Mar-2025 |
| Review of Transitions policy and implementation of updated procedures which will align with national initiatives | Completion of new / updated Transitions Policy to govern transition arrangements from children’s to adult services | * Improve transitions experience for Children moving into adult services. | * Our older population and more vulnerable citizens are supported to maintain their independence and enjoy a high quality of life, and they, their families and carers benefit from effective care and support services. | 31-Mar-2025 |
| Develop short breaks options and review respite services | Revised respite and short break provision for adults/young people with learning intellectual disabilities. | * Enhanced respite / short break services, increased choice and enhanced service provision | * Our people experience good physical and mental health and wellbeing with access to a quality built and natural environment in which to lead healthier and more active lifestyles. * Our older population and more vulnerable citizens are supported to maintain their independence and enjoy a high quality of life, and they, their families and carers benefit from effective care and support services. | 31-Mar-2025 |
| Review of Learning Disability accommodation-based services | Review options for future service provision based on 2023 needs assessment and current provision and anticipated transition demand from children’s services and those placed in out of area placements. | * Ensure that in-house services continue to meet the needs of our community and can ensure that we can meet national expectations set out within the ‘Coming Home’ report. | * Our people experience good physical and mental health and wellbeing with access to a quality built and natural environment in which to lead healthier and more active lifestyles. * Our older population and more vulnerable citizens are supported to maintain their independence and enjoy a high quality of life, and they, their families and carers benefit from effective care and support services. | 31-Mar-2025 |
| Develop and implement Phase 2 of the Promise Plan 24/30 | Phase 2 Promise Plan developed, published and implemented | * Improved outcomes or Care Experienced Young People | * Our children and young people are safe, healthy and ready to learn. | 31-Mar-2025 |
| Ongoing implementation of the Children’s House Project model | Improve outcomes for young people leaving care with the provision of safe, secure permanent tenancies and ensuring young people have the skills to manage their tenancies on their own. | * Increased number of young people leaving care and moving to own permanent tenancy | * Our children and young people are safe, healthy and ready to learn. | 31-Mar-2025 |
| Redesign services for adult mental health and alcohol and drugs services to develop a recovery focused approach | Development of strategic framework to support the review and renegotiation of adult commissioned services. | * Enhanced stability of modernised and fit for purpose commissioned sector market | * Our older population and more vulnerable citizens are supported to maintain their independence and enjoy a high quality of life, and they, their families and carers benefit from effective care and support services. | 30-Sep-2025 |
| Devise and deliver year 1 actions of the East Dunbartonshire Dementia Strategy Action Plan | Collaboratively develop suite of actions to locally deliver on the new National Dementia Strategy for Scotland | * People living with dementia and their carers have optimum quality of life in their communities | * Our people experience good physical and mental health and wellbeing with access to a quality built and natural environment in which to lead healthier and more active lifestyles. * Our older population and more vulnerable citizens are supported to maintain their independence and enjoy a high quality of life, and they, their families and carers benefit from effective care and support services. | 31-Mar-2025 |
| Implement Children and Young People’s Mental Health and Wellbeing action plan. | Support the improvement of children’s mental health and wellbeing through the implementation of the Children and Young People’s Mental Health and Wellbeing action plan | * Improved access to Tier 1 and 2 services to promote early and effective intervention | * Our children and young people are safe, healthy and ready to learn. | 31-Mar-2025 |
| Develop HSCP Strategic Plan 2025 onwards | New Strategic Plan developed in line with Public Bodies (Joint Working) (Scotland) Act 2014 | * Current strategic plan ends in March 2005 and a new plan is required to be developed. | * Our children and young people are safe, healthy and ready to learn. * Our people experience good physical and mental health and wellbeing with access to a quality built and natural environment in which to lead healthier and more active lifestyles. * Our older population and more vulnerable citizens are supported to maintain their independence and enjoy a high quality of life, and they, their families and carers benefit from effective care and support services | 31-Mar-2025 |
| Maximise efficiency within in-house adult social services | More efficient in-house services which ensure services are delivered within budget. | * Reduce hourly unit cost for in house care at home services and reduce the cost of services for in house accommodation with support. | * Our older population and more vulnerable citizens are supported to maintain their independence and enjoy a high quality of life, and they, their families and carers benefit from effective care and support services. | 31-Mar-2025 |
| Undertake a review of the Care of Gardens Scheme | Undertake consultation and benchmarking to develop a new Care of Gardens model, operating within the available financial envelope. | * People are supported to maintain gardens within the confines of available budget. | * Our people experience good physical and mental health and wellbeing with access to a quality built and natural environment in which to lead healthier and more active lifestyles. * Our older population and more vulnerable citizens are supported to maintain their independence and enjoy a high quality of life, and they, their families and carers benefit from effective care and support services. | 31-Mar-2025 |
| Review of transport provision | Review of current transport policy to be undertaken. | * Consistent application of existing Transport Policy to be established * Review of Policy to be completed | * Our older population and more vulnerable citizens are supported to maintain their independence and enjoy a high quality of life, and they, their families and carers benefit from effective care and support services. | 31-Mar-2025 |
| Implement actions in the HSCP Digital Strategy | Embed and further develop digital solutions, to support self-management in line with the actions set out in the HSCP Digital Strategy. | * Conclusion of the digital telecare transformation project with further embedding of digital solutions for service users, including digital monitoring devices and the implementation of the HSCP Digital Action Plan 2023-25. | * Our people experience good physical and mental health and wellbeing with access to a quality built and natural environment in which to lead healthier and more active lifestyles. * Our older population and more vulnerable citizens are supported to maintain their independence and enjoy a high quality of life, and they, their families and carers benefit from effective care and support services. | 31-Mar-2025 |
| HSCP Annual Delivery Plan 2024-25 | Schedule of priority actions to improve service performance, in support of Strategic Plan delivery. | * Action Plan arising from external and internal scrutiny of service delivery and designed to deliver on the priorities and enablers set out in the Strategic Plan. | * Our children and young people are safe, healthy and ready to learn. * Our people experience good physical and mental health and wellbeing with access to a quality built and natural environment in which to lead healthier and more active lifestyles. * Our older population and more vulnerable citizens are supported to maintain their independence and enjoy a high quality of life, and they, their families and carers benefit from effective care and support services. | 31-Mar-2025 |

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| **Section 5- Priority Performance Indicators** |

|  |  |  | 23/24 Baseline | | | 24/25 target |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Code | PI Title | Frequency | 2023/24 | | | 2024/25 | Rationale for Inclusion | Link to LOIP priority |
| Value | Target | Status | Target |
| HSCP-01-BIP-3 | % of child care Integrated Comprehensive Assessments (ICA) for Scottish Children’s Reporter Administration (SCRA) completed within target timescales (20 days), as per national target | Quarterly | 92% | 75% | On Target | 75% | This indicator aims to measure performance in ensuring the completion of Integrated Care Assessment reports within target time. There is a national target set by SCRA for the submission of reports. | Our children and young people are safe, healthy and ready to learn. |
| HSCP-02-BIP-3 | Percentage of Initial Child Protection Planning Meetings taking place within Child Protection National Guidance target timescales | Quarterly | 100% | 95% | On Target | 95% | This indicator aims to measure performance in ensuring that the 1st Child Protection Review following registration takes place within 3 months. This links to the Child Protection National Guidance on timescales. | Our children and young people are safe, healthy and ready to learn. |
| HSCP-04-BIP-3 | % of first Looked After & Accommodated reviews taking place within 4 weeks of the child being accommodated | Quarterly | 81% | 100% | Off Target | 100% | This indicator aims to measure performance in ensuring that the 1st LAAC Review takes place within 4 weeks of the child being accommodated, as stated in the Immediate Care Planning Procedures for Children and Young People. | Our children and young people are safe, healthy and ready to learn. |
| HSCP-05-BIP-6 | % of Adult Protection cases where the required timescales have been met | Quarterly | 93.5% | 92% | On Target | 92% | Measures the speed with which sequential adult support and protection actions are taken against timescales laid out in local social work procedures. | Our older population and more vulnerable citizens are supported to maintain their independence and enjoy a high quality of life, and they, their families and carers benefit from effective care and support services |
| HSCP-06-BIP-6 | % of customers (65+) meeting the target of 6 weeks from completion of community care assessment to service delivery | Monthly | 97.6% | 95% | On Target | 95% | Measures timeousness of assessment processes in line Assessment and Care Management Policy | Our older population and more vulnerable citizens are supported to maintain their independence and enjoy a high quality of life, and they, their families and carers benefit from effective care and support services |
| HSCP-07-BIP-6 | % of CJSW Reports submitted to court by due date | Monthly | 99% | 95% | On Target | 95% | This indicator measures the speed of response by Criminal Justice Social Work in submitting court reports within target timescales. This indicator links to the requirements within the National Outcomes and Standards for Social Work Services in the Criminal Justice System. | East Dunbartonshire is a safe place in which to live, work and visit. |
| HSCP-08-BIP-6 | The % of individuals beginning a work placement within 7 working days of receiving a Community Payback Order | Quarterly | 100% | 80% | On Target | 80% | This indicator measures the speed of response by Criminal Justice Social Work in establishing the commencement of a Community Payback Order after the disposal has been made by the Court. This indicator links to the requirements within the National Outcomes and Standards for Social Work Services in the Criminal Justice System. | East Dunbartonshire is a safe place in which to live, work and visit. |
| HSCP-09-BIP-6 | Percentage of people 65+ indicating satisfaction with their social interaction opportunities | Quarterly | 97% | 95% | On Target | 95% | Collated from sample of 50 case reviews analysed each quarter | Our older population and more vulnerable citizens are supported to maintain their independence and enjoy a high quality of life, and they, their families and carers benefit from effective care and support services |
| HSCP-94-LPI-3 | % of Initial Child Protection Planning Meetings taking place within Child Protection National Guidance target timescales | Monthly | 100% | 90% | On Target | 90% | This indicator aims to measure performance in ensuring that all initial Child Protection Case Conferences take place within 21 days from the date of the referral. This links to the Child Protection National Guidance on timescales. | Our children and young people are safe, healthy and ready to learn. |
| HSCP-96-LPI-3 | % of Social Work Reports Submitted to Child Protection Planning Meetings | Quarterly | 100% | 100% | On Target | 100% | Measures adherence to child protection intervention timescales | Our children and young people are safe, healthy and ready to learn. |
| HSCP-BIP-10 | Percentage of adults in receipt of services who have had their personal outcomes fully or partially met | Quarterly | Not Available | 90% | On Target | 90% | Measures achievement of outcome-focused support activity | Our older population and more vulnerable citizens are supported to maintain their independence and enjoy a high quality of life, and they, their families and carers benefit from effective care and support services |
| HSCP-CS-LPI-3 | % of Court report requests allocated to a Social Worker within 2 Working Days of Receipt | Quarterly | 100% | 100% | On Target | 100% | Measures adherence to criminal justice timescale standards | Our children and young people are safe, healthy and ready to learn. |
| HSCP-SOL-CHN9 | Balance of Care for looked after children: % of children being looked after in the Community | SCHN09 | 80% | 89% | Off target | 89% | This indicator is required to be reported as part of the LGBF Framework. It aims to measure the proportion of children who are in the care of the local authority being looked after in a community setting rather than a residential care setting. | Our children and young people are safe, healthy and ready to learn. |

Section 6 - Sustainability

We recognise that we have a role to play in responding to the global climate and ecological emergency, and improving well-being and we will do so via the activities described below:

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| **Service activity** | **Impacts on climate change mitigation** | **Impacts on climate change adaptation** | **Impacts on biodiversity** | **Impacts on greenspace** | **Other sustainability impacts** |
| Oversight of the LO5 ‘Healthy Environments’ Group. | Remit of group includes active travel and food growing, which have carbon reduction benefits. | Remit of group includes climate change adaptation. | Remit of group includes biodiversity preservation and enhancement. | Remit of group includes greenspace preservation and enhancement. | Remit of group extends to advancing other related sustainability agendas, notably Health. |
| Planned support of the development and delivery of the emerging Climate Action Plan. | Delivery of climate change mitigation benefits is a key objective of the document. | Delivery of adaptation benefits is a key objective of the document. | It is intended that the document will deliver co-benefits for biodiversity through engaging with community-led implementation of nature-based solutions to climate change and biodiversity decline. | It is intended that the document will deliver co-benefits for greenspace. | It is intended that the document will deliver co-benefits for other related elements of sustainability, including social inclusion and health and well-being. |
| Planned support of the delivery of the Food Growing Strategy. | Food growing has a strong potential to reduce carbon emissions by reducing food transportation, storage, long supply chains an materials by encouraging a move away from carbon-intensive meat consumption and by helping sequester carbon in vegetation and soil. | Food growing areas can make towns more resilient to increases in temperatures caused by climate change through the natural cooling effect of vegetation.  It can also increase resilience to issues in supplies chains- such as those seen throughout the pandemic. Food growing areas also absorb rainwater, reducing pressure on watercourses. | The Food Growing Strategy recognises the impacts of food growing activities on biodiversity and habitats, both negative and positive.  The objective ‘All growing activities will support both regional and local green infrastructure, green network and biodiversity priorities, with consideration for heritage, native and organic growing and quality soils’ runs through the Strategy, with supporting commitments where appropriate.  This includes consideration of the impacts of allotments on biodiversity through the updated Allotment Regulations. | Community gardens and allotments can present similar benefits to other green spaces for surface water management and the delivery of multiple ecosystem services, including infiltration to reduce the effects of flooding, bio retention to improve water quality and habit creation. | Producing fresh, affordable food in a community setting can benefit physical and mental health in various ways and can promote community cohesion including supporting the work of existing groups.  Food growing can also encourage other pro-environmental behaviours such as composting. |
| Support the delivery of the emerging Greenspace Strategy. | Mitigating to reduce emissions will benefit the health and wellbeing of the public through improved air quality, a reduced likelihood of extreme weather events and improved food security. | Adapting to climate change protects homes livelihoods, food security and human health. This can be achieved through improvements to open and green spaces. | Enhancing, restoring and protecting biodiversity ensures food security. | Improvements to greenspace benefit human health through increased areas for physical activity, recreation and improvements for mental health. |  |
| Depending on the outcome of the Scottish Government consultation on the Role of Public Sector Bodies in Tackling Climate Change, submit annual reports to the Scottish Government to set out action taken to support emissions reduction and climate change adaptation. | Carbon reduction is a key focus of this work. | Climate change adaptation is a key focus of this work. | Biodiversity co-benefits is included in this work. | Greenspace co-benefits is included in this work. | Other co-benefits are likely to arise from this work. |
| Support the development and delivery of the Council’s Local Heat and Energy Efficiency Strategy (LHEES) | Delivery of climate change mitigation is a key objective of the document through the decarbonisation of buildings’ heating systems across East Dunbartonshire. | Delivery of adaptation benefits is a key theme of the document. | Biodiversity co-benefits will be included in the work. | It is intended that the document will deliver co-benefits for greenspace. | Other co-benefits are likely to arise from this work. |

**Section 7 - Risk Management**

| **Description** | **Treatment Strategy** | **Internal Controls Title** | **Category(s)** | **LOIP Outcome(s)** | **Current Risk Matrix** | **Target Risk Matrix** | **Linked Actions** |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Inability to achieve recurring financial balance | Treat | Annual Budget Setting process  Scottish Government Investment  Annual Delivery Plan  Internal Budget Control  Efficiency Planning  Reserves Strategy | Financial | Local Outcome 3  Local Outcome 5  Local Outcome 6 | Risk Matrice | Risk Matrice | Chief Finance Officer’s network / engagement with SG. Monitoring of delivery of efficiency plans through the HSCP Annual Delivery Plan board.  Development of a medium-term financial plan to support longer term sustainability updated annually to reflect current financial landscape.  Ongoing review of earmarked reserves. Budget working group to be established including staff partnership to review budget savings options through the financial year. |
| Inability to recruit and retain the appropriate numbers of trained staff to meet requirements resulting in reduction in service or failure to meet statutory duties. | Treat | Local Workforce plan  Vacancy Management Process  MHO Remuneration  Recruitment Strategy  GP Recruitment  Staff Supervision and workload prioritisation. | Service Delivery | Local Outcome 3  Local Outcome 5  Local Outcome 6 | Risk Matrice | Risk Matrice | Develop and regularly review workforce plan for 2022-2025 in line with HSCP Strategic Plan.  Revised recruitment protocol in place to support SMT overview of workforce issues. Funding from SG to support additional social work and mental health officer workforce capacity to be progressed and implemented. Review options for 'market forces' review of pay and grading. Further amalgamate health visiting contacts, consider skill mix where appropriate and other mechanisms for delivery of services. |
| Risk of failure to achieving transformational change and service redesign plans. | Treat | Annual Delivery Plan  HSCP Delivery Plan Board  Annual Business Plan  Performance Reporting Framework  Council and NHS Transformation Teams | Service Delivery | Local Outcome 3  Local Outcome 5  Local Outcome 6 | Risk Matrice | Risk Matrice | Early collaborative planning with ED Council and NHS GG&C re support requirements.  Identify further efficiency and redesign options to bring forward in year. Fundamental shift in how service is delivered with a medium / longer term focus. Review of reserves to support change programme. Budget working group to be established. |
| Failure to implement the Unscheduled Care Commissioning Plan | Treat | Funding Streams  Resource Allocation - Hospital Assessment Team  Care Home Commissioning  Absence and Capacity monitoring - Care Home Services | Service Delivery | Local Outcome 5  Local Outcome 6 | Risk Matrice | Risk Matrice | Financial planning / budget process - virement / prioritisation and re direction of funding to support this area. Representation to SG. Review further options for increasing capacity within care home provision and care at home through recruitment drive and further re-direction of staff. Additional investment through Adult Winter Planning funding to support early and effective discharge. |

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| **Section 8 - Consultation and Engagement** |

| **Title** | **Is this activity a consultation or engagement exercise?** | **Description** | **Audience** | **How this engagement will be used to inform planning and service delivery** | **Planned Start Date** | **End Date** |
| --- | --- | --- | --- | --- | --- | --- |
| HSCP Strategic Plan  Phase 1 Consultation | Consultation | Online surveys and attendance at identified stakeholder meetings | HSCP Stakeholders | Inform the direction of the Strategic Plan | 01-Jun-2024 | 31-Aug-2024 |
| HSCP Strategic Plan  Phase 2 Consultation | Consultation | Online surveys and attendance at identified stakeholder meetings | HSCP Stakeholders | Shape the final version of the Strategic Plan | 01-Dec-2024 | 28-Feb-2025 |
| Self Directed Support Implementation Plan 2024 - 2027 | Consultation | Call for comments on Draft Strategy | All interested stakeholders including: customers/carers/public/HSCP staff/Council staff. Advertised via email and social media | Comments received regarding the content of the Draft SDS Work Plan will be used to finalise the document before presenting to IJB for approval. Once approved the Plan will be published on the website and updated annually with regard to progress. | 01-Dec-2023 | 02-Feb-2024 |
| Self Directed Support Process Survey | Consultation | Survey to gain feedback on assessment, support planning and SDS processes. | Randomly selected number of Option 1, 2 and 3 customers/carers. | Action plan will be developed to address the issues raised. A Q & A will be included in February 2025 SDS newsletter regarding the issues and outcomes. | Mid July 2024 | Mid Sep 2024 |
| Older People Local Area Co-ordinators | Consultation | Survey about community assets usage/membership | Issued to all customers referred to the OPLAC team during 2023/24 who received support to access Community Led Support | To gain information about use community assets to help maintain membership. | Mid August 2024 | Mid October 2024 |
| Evaluating Older People Community Led Assets | Consultation | Analysing the outcomes for older people attending community led assets. | Leaders/Co-ordinators for older people community led supports running in East Dunbartonshire | The information will be analysed and reported in the Annual Older People LAC 2025 newsletter to show outcomes achieved by attending Community Led Support. | 01-Feb-2024 | 31-March-2024 |
| Care at Home Services – Staff Survey | Consultation | Questionnaire | Care at Home Staff | Consultation to contribute to evaluation of service quality and performance improvement planning | 01-Apr-2024 | 31-Mar-2025 |
| Care at Home Services – Service User Survey | Consultation | Questionnaire | Care at Home Clients | Consultation to contribute to evaluation of service quality and performance improvement planning | 01-Apr-2024 | 31-Mar-2025 |
| Home for Me Service -Homecare reablement survey | Consultation | Questionnaire | All Home for Me service users | Consultation to contribute to evaluation of service quality and performance improvement planning | 01-Apr-2024 | 31-Mar-2025 |
| Criminal Justice - Service Recipient Questionnaire | Consultation | Rolling programme of questionnaire-based feedback to gather service recipient information on their experience of work undertaken by the Unpaid Work team and what impact that had. | Individuals and agencies / organisations who have had work done by the Unpaid Work services | Assists Criminal Justice Service to plan future work projects and assess quality and impact of work undertaken | 01-Apr-2024 | 31-Mar-2025 |
| Criminal Justice - Service User Feedback | Consultation | Rolling programme of questionnaire-based feedback to gather service user information on their experience of involvement with the Criminal Justice service. | Individuals who have been involved with the Criminal Justice service | Assist Criminal Justice Service to assess quality of work undertaken | 01-Apr-2024 | 31-Mar-2025 |
| Criminal Justice - Annual consultation re: Unpaid Work | Consultation | Annual consultation with the community to ascertain what their priorities are in respect of what type of unpaid work they would like to be undertaken in their area (legislative requirement) | Individuals and agencies / organisations in the EDC area | Assist Criminal Justice Service to plan unpaid work plan for coming year | 01-Apr-2024 | 31-Mar-2025 |
| Criminal Justice - Focus Group/ End of CPO Order Survey | Engagement | Verbal facilitation in focus group, written questionnaires | Person With Conviction | Consultation to contribute to evaluation of service quality and performance improvement planning | 01-Apr-2024 | 31-Mar-2025 |
| Criminal Justice - Young people in the youth justice system | Engagement | Gather the views of young people who are involved with the Youth Justice System. | Young people who are involved with the Youth Justice System | Assists Children & Families Service to assess service quality | 01-Apr-2024 | 31-Mar-2025 |
| Children and Families -Service user experience of Children and Families Advice and Response Team | Engagement | Gather the views of Children and Families who have been referred to and received a service from the Advice and Response Team. | Children and Families who have been referred to and received a service from the Advice and Response Team | Assists Children & Families Service to assess service quality | 01-Apr-2024 | 31-Mar-2025 |
| Children and Families - Parents/carers of children/young people who are looked after | Engagement | Gather the views of the parents of children and young people who are looked after. | Parents of children and young people who are looked after | Assists Children & Families Service to assess service quality | 01-Apr-2024 | 31-Mar-2025 |
| Children and Families -Transition/Exit Interviews for children/young people moving placement | Engagement | Gather the views of children and young people who are moving placement. | Children and young people who are moving placement | Assists Children & Families Service to assess service quality | 01-Apr-2024 | 31-Mar-2025 |
| Children and Families - Children/ young people looked after in Ferndale Residential Unit | Engagement | Gather the views of young people who are looked after in Ferndale Residential Unit. | Young people who are looked after in Ferndale Residential Unit | Assists Children & Families Service to assess service quality | 01-Apr-2024 | 31-Mar-2025 |
| Children and Families - Parents/carers/ Social Workers of children/young people receiving services from Ferndale Children’s Unit | Engagement | Gather the views of various stakeholders of the Ferndale Children’s Unit. | Ferndale Children’s Unit Stakeholders | Assists Children & Families Service to assess service quality | 01-Apr-2024 | 31-Mar-2025 |
| Children and Families - Parents/carers of children/young people involved in child protection | Engagement | Gather the views of parents and carers who attend a child protection case conference. | Parents and carers who attend a child protection case conference | Assists Children & Families Service to assess service quality | 01-Apr-2024 | 31-Mar-2025 |
| Children and Families - 0-5 Drop In Group | Engagement | Evaluation Questionnaires, Face to Face. | Service Users - Parents / Guardians | Consultation to contribute to evaluation of service quality and performance improvement planning | 01-Apr-2024 | 31-Mar-2025 |
| Care Planning & Placement Team - Foster Carers | Engagement | Evaluation Questionnaire, focus groups, 1-1 | Foster carers | Consultation to contribute to evaluation of service quality and performance improvement planning | 01-Apr-2024 | 31-Mar-2025 |
| Care Planning & Placement Team - Foster Carers / Post Adoption | Engagement | Monitoring / Service Change Proposal Implementation | Foster carers | Consultation to contribute to evaluation of service quality and performance improvement planning | 01-Apr-2024 | 31-Mar-2025 |
| Care Planning & Placement Team - Adoption Service Clients | Engagement | Evaluation Questionnaire, telephone interview with Social Work | Adoption Service Clients | Consultation to contribute to evaluation of service quality and performance improvement planning | 01-Apr-2024 | 31-Mar-2025 |
| Care Planning & Placement Team - Adoption and Fostering Panel | Engagement | Evaluation Questionnaire / Group work | Adoption and fostering panel | Consultation to contribute to evaluation of service quality and performance improvement planning | 01-Apr-2024 | 31-Mar-2025 |
| Intermediate Care Service - User satisfaction survey | Consultation | Questionnaire | All service users of intermediate care services | Consultation to contribute to evaluation of service quality and performance improvement planning | 01-Apr-2024 | 31-Mar-2025 |
| Alcohol and Drugs Service -Service user evaluation | Engagement | Questionnaires, focus groups, interviews | Service Users ADRS | Consultation to contribute to evaluation of service quality and performance improvement planning | 01-Apr-2024 | 31-Mar-2025 |
| Alcohol and Drug Service - Quality Principles | Engagement | Questionnaires and focus groups, sometimes 1:1 meetings | Service users and/or staff from commissioned services/internal ADRS staff | Consultation to contribute to evaluation of service quality and performance improvement planning | 01-Apr-2024 | 31-Mar-2025 |
| Mental Health Team - Service user feedback/ evaluation | Consultation | Questionnaire | All clients on exit of MH service | Consultation to contribute to evaluation of service quality and performance improvement planning | 01-Apr-2024 | 31-Mar-2025 |
| Allander - Service User Feedback / evaluation | Consultation | Questionnaire | Allander service users | Consultation to contribute to evaluation of service quality and performance improvement planning | Jan-2025 | Feb-2025 |
| Allander – Staff Survey | Consultation | Questionnaire | Staff who work in Adult Day Services within the HSCP – Allander, Outlook, Outreach and Local Coordination services. | Results with be studied and a plan drawn up to address areas where improvement is required.  Plan will be reviewed quarterly. | March-24 | 30-April-2024 |
| Allander – Leadership Survey | Consultation | Questionnaire | Officers, Assistants and LACs | Results with be studied and a plan drawn up to address areas where improvement is required.  Plan will be reviewed quarterly. | 01-June- 2024 | 30-06-2024 |
| LD Services - Service user feedback / evaluation | Consultation | Questionnaire | All service users of LD services | Consultation to contribute to evaluation of service quality and performance improvement planning | 01-Apr-2024 | 31-Mar-2025 |
| Accommodation with Support Service User 6 Monthly Reviews | Consultation | Group discussions with family and Social Work | Accommodation with Support Service Users | Consultation to contribute to evaluation of service quality and performance improvement planning | 01-Apr-2024 | 31-Mar-2025 |
| Local Area Coordination (Autism and Learning Disability, Adult Day Services) | Consultation | Questionnaire (online and paper format) | Service users of LAC service, their parents and carers and tutors of groups supported by LACs) | Consultation to contribute to evaluation of service quality and performance improvement planning | 01-Apr-2024 | 31-Mar-2025 |
| Outreach | Consultation | Questionnaire (online and paper format) | Service users of Outreach service, their parents and carers and Outreach Staff) | Consultation to contribute to evaluation of service quality and performance improvement planning | 01-Apr-2024 | 31-Mar-2025 |
| Care of Gardens | To be confirmed | To be confirmed | Users of the Care of Gardens scheme and general public | Will inform future delivery model of the Care of Gardens scheme | 01-Apr-2024 | 01-Jun-2024 |