

# West Dunbartonshire Health & Social Care Partnership



# STRATEGIC DELIVERY PLAN 2023 – 2026



West Dunbartonshire  
Health & Social Care Partnership

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## Introduction

The West Dunbartonshire Health & Social Care Partnership (HSCP) Board is pleased to present its delivery plan, accompanying its strategic plan for 2023–2026: Improving Lives Together. Within this delivery plan we present what actions the HSCP and, where appropriate, its partners will undertake to implement Improving Lives Together. Within Improving Lives Together we identified four strategic outcome areas: caring communities, safe and thriving communities, equal communities and healthy communities. We present the strategic outcomes here alongside associated National Health and Wellbeing Outcomes, noted as 'O'. For example, where it says 'O5', this is National Health and Wellbeing Outcome number 5. We also present the strategic measure – this is the national indicator. For example, where it says NI4, this means national indicator number 4. We also note next to each indicator how we intend for change to occur, for example whether we intend for something to increase or decrease. As noted in Improving Lives Together, the HSCP will report via its Annual Performance Report on the progress made on implementation.

## Caring communities

### National Health and Wellbeing Outcomes

- O3. People who use health and social care services have positive experiences of those services, and their dignity is respected.
- O4. Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.
- O5. Health and social care services contribute to reducing health inequalities.
- O6. People who provide unpaid care are supported to look after their own health and wellbeing, including reducing any negative impact of their caring role on their own health and wellbeing.
- O7. People who use health and social care services are safe from harm.
- O8. People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.
- O9. Resources are used effectively and efficiently in the provision of health and social care services.

### Strategic measures: National Indicators (NI) and intended direction of change

- NI4. Percentage of adults supported at home who agree that their health and care services seem to be well coordinated (increase).
- NI5. Percentage of adults receiving any care or support who rate it as excellent or good (increase).
- NI6. Percentage of people with a positive experience of care at their General Practice (increase).
- NI8. Percentage of carers who feel supported to continue in their caring role (increase).

Programme/project	Responsible officer	Year 1	Year 2	Year 3	Strategic outcomes and measures	Measure of output
<i>Unpaid carers</i>						
Develop and implement the Local Carers Strategy with unpaid carers and providers of carer support services, taking into account the impact of Covid-19.	Head of Strategy and Transformation	September 2023	–	–	O6 N18	Approval of revised strategy by Health and Social Care Partnership (HSCP) Board.
Monitor and evaluate the impact of the Local Carers Strategy on an ongoing basis, factoring in early preparations for the next revision.	Head of Strategy and Transformation	September 2023	September 2024	September 2025	O6 N18	Submission of annual reports to Audit and Performance Committee showing a positive impact on defined local outcomes.
Further develop our support to kinship carers and provide access to regular support and learning opportunities to help sustain the care of children and young people.	Head of Children's Health, Care and Justice	March 2024	March 2025	March 2026	–	Reduction in placement breakdowns.
Support and enhance our foster carer provision and ensure training needs are met and support is provided, to ensure high-quality care experiences for children and young people.	Head of Children's Health, Care and Justice	March 2024	March 2025	March 2026	–	Increased numbers of foster carers. Reduction in the number of children using non-Health and Social Care Partnership (HSCP) resources.
Develop a parenting strategy to ensure that the needs of parents and carers are met and access to services is in place, aligned to families' assessed needs.	Head of Children's Health, Care and Justice	March 2024	March 2025	March 2026	–	Reduction in the number of children in the care system.
<i>Community empowerment</i>						
Progress the recruitment of a Community Participation Officer. Building on existing community infrastructure, this officer will drive forward the community mobilisation agenda, engaging with the public and identifying local communities using a variety of means, to raise awareness and promote empowerment.	Head of Strategy and Transformation	April 2023	–	–	O3, O4 N15 N16	Appointment of Community Participation Officer.

Programme/project	Responsible officer	Year 1	Year 2	Year 3	Strategic outcomes and measures	Measure of output
Review and update the HSCP Participation and Engagement Strategy.	Head of Strategy and Transformation	September 2023	–	–	O3, O4 N15 N16	Approval of updated strategy by HSCP Board.
Review the role and function of Local Engagement Networks and the role of existing channels, including communities of interest and geography, in the service planning process and the development of locality plans.	Head of Strategy and Transformation	March 2024	–	–	O3, O4 N15 N16	Submission of reports to the HSCP Board in respect of diversity of membership and number of groups involved.
Train our staff and embed the use of guidance for public engagement (rolling programme).	Head of Strategy and Transformation	March 2024	March 2025	March 2026	O3, O4 N15 N16	Percentage of staff trained.
Promote the use of Care Opinion to encourage patients, clients, carers and people who use our services to share their experiences of services, further informing choice.	Head of Strategy and Transformation	–	April 2024	–	O3, O4 N15 N16	Number of engagements with Care Opinion.
Strengthen the voice and include the views of the people who use our services in our individual care planning approach using My Assessment tools.	Head of Children's Health, Care and Justice	March 2024	March 2025	March 2026		Reporting and capturing of the views of children who are the subject of Looked After Reviews.
<i>Pathway reviews</i>						
Develop and implement a transition plan for people transitioning between children and adult social care services.	Head of Learning Disability, Mental Health and Addictions	September 2023	–	–	O4, O5 N14	Implementation of seamless pathway with clearly defined protocols.
Undertake service design and improvement activity regarding how partners and people who use our services access HSCP services.	Head of Strategy and Transformation	December 2023	–	–	O3, O5, O9 N14	Implementation of pathway to HSCP services plan, improving accessibility and coordination.

Programme/project	Responsible officer	Year 1	Year 2	Year 3	Strategic outcomes and measures	Measure of output
Implement the action plan resulting from the joint inspection of services for children and young people at risk of harm.	Chief Officer	March 2024	–	–	–	Completion of action plan.
Implement the action plan arising from the inspection of fostering and adoption services.	Head of Children's Health, Care and Justice	March 2024	–	–	–	Completion of action plan.
Implement the action plan resulting from the inspection of Justice Services.	Head of Children's Health, Care and Justice	September 2023	–	–	–	Completion of action plan.
Implement the Primary Care Improvement Plan (PCIP).	Head of Health and Community Care	April 2024	–	–	O3, O4, O5, O8, O9 NI6	Completion of PCIP implementation.
Update Getting it Right For Every Child (GIRFEC) guidance. Implement training aligned with new national guidance and appoint a GIRFEC Lead Officer.	Head of Children's Health, Care and Justice	March 2024	March 2025	March 2026	O3, O4, O5	Evaluation of multi-agency training.
Develop and implement a Children's Services initial response team.	Head of Children's Health, Care and Justice	February 2024	–	–	O3, O4, O5	Development of key performance indicators to evaluate impact, including referral rates, pending services, wait times and service and staff satisfaction.
Review support workers and alternative to care model to ensure provision of early help and support and the prevention of children entering into care.	Head of Children's Health, Care and Justice	December 2024	–	–	O3, O4, O5, O7	Provision of targeted support, with clear referral pathways and defined impact measures.
Train and recruit staff to implement Caledonian System pathways and promote mandated and non-mandated access to the programme, to reduce risk to women and girls.	Head of Children's Health, Care and Justice	July 2023	–	–	O4, O7	Development of measures aligned to national standards.

Programme/project	Responsible officer	Year 1	Year 2	Year 3	Strategic outcomes and measures	Measure of output
<i>Self-evaluation and improvement activity</i>						
Implement the HSCP Quality Improvement Policy across all teams and, as part of a wider quality framework, develop a quality assurance policy. Identify mechanisms to share good practice and benchmarking information routinely and systematically.	Head of Strategy and Transformation	September 2023	–	–	O8 NI5	Approval and implementation of the HSCP Quality Improvement Policy and Service Design Policy.
Ensure planned audit and self-evaluation activities are in place across service areas to drive improvement.	Head of Children's Health, Care and Justice	March 2024	March 2025	March 2026	–	Development and implementation of systematic self-evaluation activity.
Implement independent reviewing arrangements for all looked-after children.	Head of Children's Health, Care and Justice	March 2023	–	–	O8	Publication of quality assurance report on a quarterly basis.
<i>Shifting the balance of care</i>						
Continue to collaborate with acute services, other HSCPs and primary care services to drive forward service improvements that will progress the strategic priorities of NHS Greater Glasgow and Clyde's Moving Forward Together plan.	Head of Health and Community Care	March 2024	March 2025	March 2026	O3, O4, O6, O8, O9 NI4	Relevant Greater Glasgow and Clyde reporting defined across the range and breadth of activities in the Moving Forward Together plan.
Develop and implement a five-year strategic approach – What Would it Take? – across Children's Services, underpinned by a medium-term financial plan and defined work streams for Children's Services. This will include commissioning child-centred services; supported accommodation for care leavers; best practice in child protection; children at the centre of residential care; and fostering for the future.	Head of Children's Health, Care and Justice	March 2024	March 2025	March 2026	–	Development of impact measures. HSCP Board approval of strategic plan.



## Safe and thriving communities

### National Health and Wellbeing Outcomes

- O1. People are able to look after and improve their own health and wellbeing and live in good health for longer.
- O2. People, including those with disabilities or long-term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.
- O3. People who use health and social care services have positive experiences of those services, and their dignity is respected.
- O4. Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.
- O5. Health and social care services contribute to reducing health inequalities.
- O7. People who use health and social care services are safe from harm.
- O9. Resources are used effectively and efficiently in the provision of health and social care services.

### Strategic measures: National Indicators (NI) and intended direction of change

- NI1. Percentage of adults able to look after their health very well or quite well (increase).
- NI2. Percentage of adults supported at home who agree that they are supported to live as independently as possible (increase).
- NI3. Percentage of adults supported at home who agree that they had a say in how their help, care or support was provided (increase).
- NI4. Percentage of adults supported at home who agree that their health and care services seem to be well coordinated (increase).

- NI6. Percentage of people with a positive experience of care at their General Practice (increase).
- NI7. Percentage of adults supported at home who agree that the services and support they receive have had an impact in improving or maintaining their quality of life (increase).
- NI9. Percentage of adults supported at home who agree that they feel safe (increase).
- NI12. Rate of emergency admissions for adults (reduction).\*
- NI15. Proportion of last six months of life spent at home or in a community setting (increase).
- NI18. Percentage of adults with intensive needs receiving care at home (increase).

\*Indicator under development.

Programme/project	Responsible officer	Year 1	Year 2	Year 3	Strategic outcomes and measures	Measure of output
<i>Promoting independence</i>						
Work with communities to promote awareness and completion (when appropriate) of anticipatory care planning, including power of attorney, to promote a person-centred approach to future planning.	Head of Health and Community Care	May 2023	May 2024	May 2025	O1, O2 NI2, NI3, NI4, NI12, NI15, NI18	Completion of anticipatory care planning and lodging of power of attorney documents at the Office of the Public Guardian.
Work in partnership with stakeholders and people who use our services to develop pathways of care that promote and support self-management of long-term conditions. This will be facilitated by the establishment of a Greater Glasgow and Clyde primary care strategy and the progression of Moving Forward Together and the unscheduled care agenda.	Head of Health and Community Care	September 2023	September 2024	September 2025	O1, O2, O3, O4, O5, O9 NI1, NI2, NI6	Implementation of relevant strategies.
<i>Reablement</i>						
Establish a reablement approach within Care at Home Services that will promote independence; enable active engagement in meaningful activities; and support and enable positive risk-taking to maximise independence.	Head of Health and Community Care	September 2023	–	–	O1, O2, O4, O5 NI1, NI2	Implementation of reablement approach within Care at Home Services.
<i>Adult and child protection</i>						
Implement learning and development across the workforce and quality assurance with three additional posts aligned to child and adult protection committees, to develop resilience, support workforce engagement in self-evaluation and promote learning.	Chief Social Work Officer	July 2024	March 2025	March 2026	O7 NI9	Establishment of team. Evaluation for learning. Development of audit systems and a peer audit aligned to the audit framework.
Implement the recommendations from the recent inspection of Adult Support and Protection.	Head of Learning Disability, Mental Health and Addictions	March 2024	–	–	O7 NI9	Completion of improvement plan.
Implement improvement plan based on the joint inspection of services for children and young people at risk of harm.	Chief Officer	March 2024	–	–	O7	Completion of improvement plan.

Programme/project	Responsible officer	Year 1	Year 2	Year 3	Strategic outcomes and measures	Measure of output
Refresh our violence against women and girls oversight in relation to domestic abuse.	Head of Children's Health, Care and Justice	September 2023	–	–	–	Re-establishment of oversight group.
Implement National Child Protection Guidance 2021.	Head of Children's Health, Care and Justice	May 2023	March 2024	March 2025	–	Completion of scoping exercise. Development of local guidance.
Adopt national adult protection measures and report through the Adult Protection Committee.	Chief Social Work Officer	March 2024	March 2025	–	–	Implementation of national measures.
Implement phase two of the national measures and report through the Child Protection Committee.	Chief Social Work Officer	March 2024	March 2025	–	–	Implementation of national measures.
Implement the Scottish Child Interview Model (SCIM) as part of a revised model of "duty", to ensure initial service responses to concerns are robust and timely.	Head of Children's Health, Care and Justice	March 2024	–	–	–	Implementation of SCIM.
<b>Housing</b>						
Work with West Dunbartonshire Council to carry out a review of older people's housing options, including a review of sheltered, amenity and retirement housing.	Head of Strategy and Transformation	March 2024	–	–	O2, O3, O5, O7, O9 N12, N17, N19	Implementation of the Strategic Housing Investment Plan.
Work with West Dunbartonshire Council to review its adaptations approach in alignment with anticipated updated policy guidance from the Scottish Government.	Head of Strategy and Transformation	–	March 2025	–	O2, O3, O5, O7, O9	Implementation of the Strategic Housing Investment Plan.
Continue to work with colleagues in West Dunbartonshire Council to ascertain demand for specialist accommodation, for example for people with learning disabilities, and develop new suitable properties where appropriate.	Head of Strategy and Transformation	March 2024	–	–	N12	Implementation of the Strategic Housing Investment Plan.
Work with colleagues in West Dunbartonshire Council to review our children's homes to seek an optimum model for replacement linked to the development of supported accommodation for care leavers.	Head of Children's Health, Care and Justice	–	March 2025	–	N17	Inclusion of new children's home in West Dunbartonshire Council's capital plan.

Programme/project	Responsible officer	Year 1	Year 2	Year 3	Strategic outcomes and measures	Measure of output
<i>Improve outcomes from custody</i>						
Implement a custody-to-community subgroup of the Community Justice Partnership.	Head of Children's Health, Care and Justice	March 2024	March 2025	–	–	Development and enhancement of pathways from custody, to support improved outcomes and reduce repeat offending.
Implement the "outcome stars" programme to improve outcome measuring and reporting for people who are the subject of justice interventions.	Head of Children's Health, Care and Justice	March 2024	–	–	–	Development of outcome measures.
Increase the skills and opportunities for learning and employment among adult offenders subject to Community Payback Orders (CPOs).	Head of Children's Health, Care and Justice	March 2024	March 2025	March 2026	O3, O4, O5	Development of system to capture data on the destinations of offenders subject to CPOs.

## Equal communities

### National Health and Wellbeing Outcomes

- O1. People are able to look after and improve their own health and wellbeing and live in good health longer.
- O2. People, including those with disabilities or long-term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.
- O3. People who use health and social care services have positive experiences of those services, and their dignity is respected.
- O4. Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.
- O5. Health and social care services contribute to reducing health inequalities.
- O7. People who use health and social care services are safe from harm.
- O8. People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.
- O9. Resources are used effectively and efficiently in the provision of health and social care services.

### Strategic measures: National Indicators (NI) and intended direction of change

- NI1. Percentage of adults able to look after their health very well or quite well (increase).
- NI2. Percentage of adults supported at home who agree that they are supported to live as independently as possible (increase).
- NI3. Percentage of adults supported at home who agree that they had a say in how their help, care or support was provided (increase).

- NI4. Percentage of adults supported at home who agree that their health and care services seem to be well coordinated (increase).
- NI5. Percentage of adults receiving any care or support who rate it as excellent or good (increase).
- NI7. Percentage of adults supported at home who agree that the services and support they receive have had an impact in improving or maintaining their quality of life (increase).
- NI9. Percentage of adults supported at home who agree that they feel safe (increase).
- NI10. Percentage of staff who say they would recommend their workplace as a good place to work (increase).\*
- NI11. Premature mortality rate (reduction).
- NI12. Rate of emergency admissions for adults (reduction).\*
- NI13. Rate of emergency bed days for adults (reduction).\*
- NI14. Re-admissions to hospital within 28 days of discharge (reduction).\*
- NI15. Proportion of last six months of life spent at home or in a community setting (increase).
- NI16. Falls rate per 1,000 population aged 65 years and older (reduction).\*
- NI17. Proportion of care services graded “good” (4) or “better” in Care Inspectorate inspections (increase).
- NI18. Percentage of adults with intensive needs receiving care at home (increase).
- NI19. Number of days people spend in hospital when they are ready to be discharged (reduction).

\*Indicator under development.

Programme/project	Responsible officer	Year 1	Year 2	Year 3	Strategic outcomes and measures	Measure of output
<i>Gender-based violence</i>						
Refresh our violence against women and girls oversight in relation to domestic abuse.	Head of Children's Health, Care and Justice	September 2023	–	–	–	Re-establishment of oversight group.
<i>Suicide and drug-related deaths</i>						
Working as part of the Community Planning West Dunbartonshire, take an active role in the development and implementation of a suicide prevention programme.	Head of Strategy and Transformation	March 2024	March 2025	March 2026	O7	Development and implementation of a suicide prevention programme.
Implement the West Dunbartonshire Alcohol and Drug Partnership (ADP) Strategy.	West Dunbartonshire ADP	March 2024	March 2025	March 2026	O3, O4, O5 NI11, NI12, NI13	Implementation of ADP action plan.
Implement the Medication Assisted Treatment (MAT) Standards Implementation Plan within West Dunbartonshire.	West Dunbartonshire ADP	March 2024	March 2025	March 2026	O3, O4, O5 NI11, NI12, NI13	Full implementation of MAT Standards.
Review Drug Treatment and Testing Order and integration options of nursing services as part of current delivery within the justice service.	Head of Children's Health, Care and Justice	November 2023	–	–	O3, O4, O5	Improvement in access for the people who use our services and reduction in cost.
<i>Determinants of health</i>						
Maximise every contact by identifying any wider determinant issue and ensuring patients, clients and their carers are directed to relevant services for help.	Head of Strategy and Transformation	September 2023	March 2025	March 2026	O9, O8	Development and implementation of a service directory.
Work with community planning partners to proactively support the development and implementation of the Child Poverty Strategy.	Head of Strategy and Transformation	March 2024	March 2025	March 2026	O9	Implementation of a child poverty action plan.



Programme/project	Responsible officer	Year 1	Year 2	Year 3	Strategic outcomes and measures	Measure of output
Building on the Shaping Places for Wellbeing Programme, embed the place principles in policy planning.	Head of Strategy and Transformation	September 2023	March 2025	March 2026	O5, O9	Improvement in policy guidance and place-based outcomes.
Proactively contribute to the implementation of West Dunbartonshire Council's Climate Change Strategy.	Head of Strategy and Transformation	March 2024	March 2025	March 2026	O1, O9	Implementation of climate change action plan.
<i>Mainstreaming equalities</i>						
Implement our Equalities Mainstreaming and Outcomes Framework, report on our progress to the HSCP Board and the Risk, Audit and Performance Committee, and plan to review and revise the outcomes within the framework.	Head of Strategy and Transformation	March 2024	March 2025	March 2026	O5	Completion of HSCP Board and committee reports.
<i>Mental health and wellbeing</i>						
Focus on improving quality of care for people living with dementia and their families, and develop strategies to reduce the risk of people developing dementia.	Head of Mental Health, Learning Disability and Addictions	March 2024	March 2025	March 2026	O1, O2, O3, O4, O5 NI1, NI2, NI3, NI4, NI5, NI7, NI9	Implementation of a dementia strategy.
Develop and implement a mental health and learning disabilities improvement plan to increase community provision across secondary and primary care.	Head of Mental Health, Learning Disability and Addictions	March 2024	March 2025	March 2026	O1, O2, O3, O4, O5 NI1, NI2, NI3, NI4, NI5, NI7, NI9	Implementation of the improvement plan.
Review pathways and access to mental health services for children and young people, and further develop early help models of support.	Head of Children's Health, Care and Justice	March 2024	–	–	–	Implementation of pathways.

Programme/project	Responsible officer	Year 1	Year 2	Year 3	Strategic outcomes and measures	Measure of output
Review pathways and access to mental health services for young people, and consider an early help model for young people following consultation work with the University of Glasgow.	Head of Children's Health, Care and Justice	August 2023	–	–	O3, O4, O5, O7	Collection of consultation feedback from young people and strengthening of referral pathways.
Review the outcomes of a pilot programme on children's wellbeing carried out in schools and in partnership with education services as part of the Icelandic Planet Youth Model, to better understand mental health support.	Head of Children's Health, Care and Justice	May 2023	–	–	O3, O4, O5, O7	Analysis of pilot data and agree on intervention and support.
<i>Permanent care for children and young people</i>						
Implement permanence and care excellence measures and use data to drive improvement in permanence planning timescales for children and young people.	Head of Children's Health, Care and Justice	September 2023	–	–	–	Improvements in children's and young people's permanence journeys.

## Healthy communities

### National Health and Wellbeing Outcomes

- O1. People are able to look after and improve their own health and wellbeing and live in good health longer.
- O3. People who use health and social care services have positive experiences of those services, and their dignity is respected.
- O4. Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.
- O5. Health and social care services contribute to reducing health inequalities.

### Strategic measures: National Indicators (NI) and intended direction of change

- NI1. Percentage of adults able to look after their health very well or quite well (increase).
- NI11. Premature mortality rate (reduction).

Programme/project	Responsible officer	Year 1	Year 2	Year 3	Strategic outcomes and measures	Measure of output
<i>Prevention</i>						
Reduce the use of and harm from alcohol and other drugs.	West Dunbartonshire Alcohol and Drug Partnership	March 2024	March 2025	March 2026	O1 NI1, NI11	Reduction in drug- and alcohol-related hospital admissions and deaths.
Through the Health Improvement Team, develop a range of interventions linked to cancer prevention, sexual health, physical activity and substance use – the leading risk factors driving West Dunbartonshire’s high burden of preventable ill health and premature mortality.	Head of Strategy and Transformation	March 2024	March 2025	March 2026	O1 NI1, NI11	Improvement in engagement data.
Contribute to the development and implementation of the West Dunbartonshire Council Active Travel Plan and Open Space Plan.	Head of Strategy and Transformation	March 2024	March 2025	March 2026	O1 NI1, NI11	Inclusion of wellbeing in policy development.  Increase in the percentage of the West Dunbartonshire population accessing open spaces.  Increase in the percentage of the West Dunbartonshire population walking and cycling for travel.
<i>Adverse childhood experiences</i>						
Provide trauma-informed training across our workforce, to underpin our approach to engagement.	Chief Social Work Officer	March 2024	March 2025	March 2026	O3, O4, O5	Implementation of work plan.
Develop evaluation framework for adverse childhood experiences evaluation and trauma-informed practice, and strengthen the representation of care-experienced young people through the Champions Board.	Head of Children’s Health, Care and Justice	June 2023	–	–	O3, O4, O5	Measures to be developed.

## Strategic enablers

### National Health and Wellbeing Outcomes

- O3. People who use health and social care services have positive experiences of those services, and their dignity is respected.
- O4. Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.
- O5. Health and social care services contribute to reducing health inequalities.
- O6. People who provide unpaid care are supported to look after their own health and wellbeing, including reducing any negative impact of their caring role on their own health and wellbeing.
- O8. People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.
- O9. Resources are used effectively and efficiently in the provision of health and social care services.

### Strategic measures: National Indicators (NI) and intended direction of change

- NI2. Percentage of adults supported at home who agree that they are supported to live as independently as possible (increase).
- NI3. Percentage of adults supported at home who agree that they had a say in how their help, care or support was provided (increase).
- NI4. Percentage of adults supported at home who agree that their health and care services seem to be well coordinated (increase).
- NI10. Percentage of staff who say they would recommend their workplace as a good place to work (increase).\*

\*Indicator under development.

Programme/project	Responsible officer	Year 1	Year 2	Year 3	Strategic outcomes and measures	Measure of output
<i>Workforce</i>						
Develop management to support integration and build leadership capacity at all levels.	Head of Human Resources (HR)	March 2024	March 2025	March 2026	O8 NI10	Increased engagement in management and professional development programmes.
Reflect on the 2023–2026 strategic plan and review the workforce plan in line with national and regional policies.	Head of HR	July 2023	–	–	O8, O9 NI10	Publication of updated integrated workforce plan.
Develop and implement our workforce plan, focusing on staff recruitment, retention, training and health and wellbeing.	Head of HR	March 2024	March 2025	March 2026	O8, O9 NI10	Implementation of workforce plan.
Undertake workforce modelling to inform ICT needs, in the context of a blend of office-based, hybrid and home working.	Head of HR	July 2023	–	–	O8, O9 NI10	Completion of workforce modelling.
Develop more innovative ways to promote West Dunbartonshire HSCP as an employer of choice.	Head of HR	March 2024	March 2025	March 2026	O8, O9 NI10	Delivery of initiative.
Through the “Just Enough Support” programme, empower staff to empower citizens to take greater responsibility for their own outcomes.	Head of HR	March 2024	March 2025	March 2026	O6, O8, O9 NI3	Percentage of workforce trained.
Conduct a business support services review.	Head of Strategy and Transformation	March 2024	–	–	O9	Achievement of savings targets.
Provide trauma-informed training across our workforce, to underpin our approach to engagement.	Chief Social Work Officer	March 2024	March 2025	March 2026	–	Implementation of work plan.
<i>Finance</i>						
Increase the percentage of the budget spent on ensuring that commissioned social care services are compliant with financial and procurement regulations.	Head of Strategy and Transformation	March 2024	March 2025	March 2026	O9	Improvement in compliance.

Programme/project	Responsible officer	Year 1	Year 2	Year 3	Strategic outcomes and measures	Measure of output
Strengthen budget-setting arrangements with West Dunbartonshire Council and NHS Greater Glasgow and Clyde, and revise the medium-term financial plan in line with the 2023–2026 strategic plan.	Chief Finance Officer	March 2024	March 2025	March 2026	O9	Reporting on financial performance to the HSCP Board and the Audit and Performance Committee on a regular basis.
Develop and implement an improved Area Resource Group (ARG) process to ensure that every person who uses our services, and their carer, where applicable, is offered the opportunity to have their income maximised annually.	Head of Mental Health, Learning Disability and Addictions	March 2024	March 2025	March 2026	O4, O5, O6 NI7	Improvement in scrutiny of every service agreement approved through the revised ARG process.
<b>Technology</b>						
Develop and implement a project plan for the replacement of the Carefirst Information System.	Head of Strategy and Transformation	–	–	March 2026	O9	Implementation of replacement system.
Increase our focus on the provision of good-quality data, to enable services to monitor and provide effective and efficient health and social care.	Head of Strategy and Transformation	March 2024	March 2025	March 2026	O9	Enhancement of strategic, tactical and operational reporting.
Support the implementation of appropriate technology-based improvements, including the federation of NHS and council systems.	Head of Strategy and Transformation	–	–	March 2026	O9	Implementation of federation of NHS and council systems.
Expand the use of technology-enabled care (TEC) throughout West Dunbartonshire.	Head of Strategy and Transformation	March 2024	March 2025	March 2026	O9 NI2	TEC usage statistics.
Address digital exclusion by exploring ways to assist access to digital systems and promote automation.	Head of Strategy and Transformation	March 2024	March 2025	March 2026	O9	Development and implementation of digital strategy.
Develop and implement the Analogue to Digital Implementation Plan.	Head of Strategy and Transformation	–	March 2025	–	O9 NI2	Development and implementation of plan.
<b>Partnerships</b>						
Continue to play a proactive and positive role in community planning structures.	Chief Officer	March 2024	March 2025	March 2026	O9	Improvement in inspection outcomes.

Programme/project	Responsible officer	Year 1	Year 2	Year 3	Strategic outcomes and measures	Measure of output
Review and implement our Participation and Engagement Strategy.	Head of Strategy and Transformation	September 2023	–	–	O8 N13	Review and implementation of strategy.
Transform our commissioning approach, focusing on social care market stability.	Head of Strategy and Transformation	September 2023	–	–	O9	Improvement in market stability.
Co-produce services with the people who use them, around their needs.	Head of Strategy and Transformation	March 2024	March 2025	March 2026	O8 N13	Number of co-production events.
Develop and implement clear communication plans to keep communities informed and engaged.	Head of Strategy and Transformation	March 2024	March 2025	March 2026	O8	Number of proactive communications.
Ensure ethical commissioning in relation to financial transparency and fair working conditions for social care staff, and progress the implementation of Unison's Ethical Care Charter.	Head of Strategy and Transformation	March 2024	March 2025	March 2026	O9	Number of ethical commissioning arrangements in place and percentage of Unison's Ethical Care Charter implemented.
<b>Infrastructure</b>						
Develop and implement an HSCP transport policy.	Head of Strategy and Transformation	April 2023	March 2024	March 2025	O9 N12, N14	Publication and implementation of a transport policy.
Develop and implement a property strategy for West Dunbartonshire that considers improved planning in relation to the location of services, to improve access, influence capital planning processes and develop "20-minute neighbourhoods".	Head of Strategy and Transformation	April 2023	March 2024	March 2025	O9 N14	Publication of a property strategy.
Implement the improvement plan in relation to grievance outcomes in social work with a focus on accommodation, service user provision, and workforce wellbeing and worth.	Head of Children's Health, Care and Justice	August 2023	–	–	O8	Resolution through implementation of required improvement by West Dunbartonshire Council and HSCP.
Assess the business case for closing Helensburgh Children's House and develop an options appraisal based on future requirements.	Head of Children's Health, Care and Justice	September 2023	–	–	O3, O9	Improvement in accommodation for young people in care.