

COMMUNITY SERVICES

DRAFT

SERVICE DEVELOPMENT & IMPROVEMENT PLAN
2008-2009

Foreword

The Community Service's Service Improvement Plan (SIP) for 2008/09 is a key document that enables the Service to communicate its priorities and performance to the Council, to employees, stakeholders and the community. The information contained in this Plan confirms the significant contribution that staff in Community Services make to enhance the lives of people in Moray by improving their quality of life, supporting them to live independently and safely in the community and managing risk.

This Service Improvement Plan is a key element of Moray Council's corporate, financial and performance management processes. Through service improvement planning, Community Services is able to set its services, resources and personnel within the wider strategic policies and management procedures of the Council.

Towards our goal of achieving high quality, modern and accessible services, we will work with our partners and the public to address a range of cross-cutting challenges including: -

- Services that are focused on delivering improved outcomes for people;
- Service re-design towards choice and personalisation;
- Seamless service provision through effective partnership working across the Council and with our external partners
- Improving the efficiency of support services to increase investment in frontline services;
- Balancing national and local priorities; and
- Strengthening communities to enable meaningful engagement and involvement in service delivery.

Cllr Lee Bell

Chair Health & Social Care Services Committee

Cllr Jeff Hamilton

**Chair Children & Young People's
Services Committee**

Cllr Eric McGillivray

Chair Communities Committee

1. Introduction to the Department

The Service Improvement Plan (SIP) is a key reference document that provides the rationale and framework for the major areas of the Department's activities in 2008/09. These areas include: -

A. Housing

- Access to Housing, including dealing with homelessness
- Tenancy Management
- Maintenance and improvement of housing
- Housing Support
- Housing Strategy and enabling investment
- Housing Policy
- Private Sector Grants

B. Community Care

- Home Care
- Older People
- Physical & Sensory Disabilities
- Learning Disabilities
- Mental Health
- Carers
- Community Care Strategy and Planning

C. Children, Families & Criminal Justice

- Area Services, including child protection
- Fostering & Adoption
- Youth Justice
- Throughcare & Aftercare
- Addictions
- Criminal Justice (Adult Services)

The SIP for 2008/09 seeks to create explicit links between the Community Planning process, the Single Outcome Agreement, Moray Council's key strategic plans and the Community Services Department. National priorities and locally developed strategies also inform the Plan. The Community Planning Partnership, which is completing a review of the first 12 months of the current Community Plan, is developing an approach to community planning based on Local Neighbourhood Plans and theme groups. The key themes of Investing in Children and Young People, Achieving a Healthy and Caring Community, Building Stronger Communities and Achieving a Safer Community are of particular relevance to the Community Services Department.

The Single Outcome Agreement identifies the Council's ambition to progress in partnership with communities and other public bodies to make a positive difference to the quality of life for all. The Council is committed to supporting and encouraging measures that achieve social inclusion and enhance the quality of life for residents of Moray. It seeks to ensure the provision of good quality affordable housing, integrated health and social care services and comprehensive services for children and families that meet both statutory obligations and local needs.

The Corporate Development Plan identifies working principles that will influence the way in which the Council will work. These working principles will also influence the way in which the Community Services Department works to contribute to the achievement of the Council's vision and the more

specific priorities for Community Services. In this report, Officers from Community Services contribute to the Corporate Agenda on issues such as Efficient Government, Asset Management, the Area Office Review, Community Engagement and the funding of Voluntary Sector Activities.

2. Service Achievements/Review of Previous Plan

The 2007/08 Community Services Improvement Plan identified a range of priorities. The position of all these, at the time of compiling this plan, is as follows;

16 Housing priorities are complete or on target for completion: -

Particular achievements are: -

Increase supply of affordable housing

- Moray Housing Needs Survey completed during 2007. Actions arising from the Report agreed.
- LHS progress reviewed with report submitted to Communities Scotland in July 2007
- The first Strategic Housing Investment Plan was submitted to Communities Scotland in November 2007
- Continuing investment in Moray via Communities Scotland in 2007/08 has been secured, with a major land acquisition being funded by Communities Scotland and the Council.

Tackle homelessness

- Improvement Plan arising from the Peer Review of Homelessness Services (2006) implemented
- Refreshed approach to multi agency working implemented with 'theme groups' meeting to consider young people, temporary accommodation and vulnerable adults
- Consultancy to assist in the development of a Temporary Accommodation Strategy commissioned

Improve housing quality

- Standard Delivery Plan milestones achieved
- Investment Strategy for 2008/09 and beyond agreed
- Kitchen improvement policy reviewed

Improve housing service quality

- Tenant Survey completed in 2007, with Improvement Plan agreed to address action required
- Housing management service delivery arrangements reviewed
- Depot requirements reviewed
- Tenant Participation Strategy 2008-2012 agreed following consultation

4 Community Care priorities completed:-

Particular achievements are: -

- Robust mechanisms have been put in place for the management of both revenue and capital budgets, including revision of the eligibility criteria
- The Public Participation Forum has been established and public representation on the Planning Group continues to be an effective way of obtaining user involvement
- The Care Management Training Pilot has been reviewed in preparation for rolling out the training to all adult social work teams
- The MCH&SCP is now two years old. The Partnership continues to work effectively together in the improvement of services in Moray
- The training target to support the implementation of the Mental Health Care and Treatment (Scotland) Act has been achieved, and a rolling programme of training is in place.

9 Children and Families priorities have been completed or are on target for completion:-

Particular achievements are:-

Reduction in out of area placements

- The further development of Forres Children's Home to manage and meet the needs of children and young people as an alternative to out of area placements.
- Three placements established in the Level 4 Fostering Scheme.
- Out of area residential placement numbers reduced from 12 to 10 (from a previous high of 16).

Promoting integrated working

- Agreement on capital and revenue resources for the development of a co-located Child Protection Unit.
- The establishment of a multi-agency Accountability Framework for child protection.

Improving performance management

- Full implementation of the Performance Management Framework.
- Agreement with committee on a revised set of performance measures for Children's Services.

10 Housing priorities are partially complete with aspects being carried forward to this plan, as follows;

Housing priorities partially completed/carried forward: -

- The review of the Council's Affordable Housing Guidance will be completed in 2008/09
- Development of the Common Housing Register has progressed significantly but is unlikely to be implemented in 2008. Timescales for implementation will become clearer following meetings to be held in May 2008.
- The review of the LHS will be commenced on receipt of revised guidance from the Scottish Government. The review is to be complete by July 2009
- The development of a temporary accommodation strategy has been assisted by consultants. It is anticipated that it will be completed by September 2008
- The Council's Homelessness Strategy will be updated and reviewed during 2008/09
- Improvement Grant policies will be developed to take account of the 2006 Act
- Arrangements to implement the Housing (Scotland) Act 2006 will be developed during 2008/09 once guidance is received from the Scottish Government
- Preparation for inspection will continue into 2008/09, with an anticipated inspection date of September 2008
- The Out of Hours Review will be completed during 2008/09
- Quality assurance procedures will be developed for the DLO and housing services during 2008/09

Community Care priority partially completed: -

- The ecare project has not been completed due to changes in the implementation process across Grampian. This has been replaced by a Data Sharing Project Board recently established

2 Children and Families priorities are partially completed with aspects carried forward to the 2008/09 plan: -

Reduction in out of area placements

- Implement plans to return five young people to Moray.

Promoting integrated working

- Implement Assessment and Care Planning Framework to be launched June 2008 with full roll-out planned during 2008/09

The Department sought to improve customer service through: -

- Developments on computer databases and systems
- Continuing Development of effective consultation arrangements with stakeholders
- Partnership working via the Moray Community Health & Social Care Partnership
- Continued development of policies and procedures within Housing
- Development of service standards for the Department's activities
- Integrated arrangements for drug and alcohol services

3.1 Service Aims and Objectives

Vision **Working in partnership to deliver quality health, social care, criminal justice and housing services for the people of Moray**

Aims The overarching aim of the Community Services Department is

To provide high quality services that achieve social inclusion and enhance the quality of life for residents in Moray'

The Community Services Department will seek to achieve this aim as set out in the Corporate Plan and the Community Plan.

- to achieve a cohesive and integrated health and social care system
- to achieve increased investment in social housing in terms of quality and volume of affordable rented housing
- to tackle homelessness and work to meet abolition of 'priority need' by 2012
- to improve the quality of housing in terms of bricks and mortar as well as service standards
- to protect and promote the welfare of children and young people in need in Moray in partnership with children, their families, communities and others providing services
- to ensure effective interagency/interdisciplinary co-ordination for planning and delivery of Children's Services
- to develop a strategic approach to advancing social inclusion and social justice
- to meet the requirements of the external regulation and inspection agencies with regard to housing, social work and community care services.

Principles The key principles that should underpin the work of the Service are

- to be open and accountable
- to work in partnership with a range of organisations in the public, private and voluntary sectors
- to be responsive to changing needs and demands
- to operate through consistent policies, procedures and targets
- to seek continuous improvement in all Service activities
- to demonstrate sound resource management
- to provide confidential, caring and considerate services
- to actively seek the views of our service users on the services we provide.

3.2 Issues Affecting the Service

The Department's services and its strategic and planning agendas are influenced by four primary influences:

- ❖ **locally identified needs for service provision in Moray,**
- ❖ **community planning processes and the Council's Corporate Development Plan,**
- ❖ **national priorities articulated through the Scottish Executive and Scottish Parliament,**
- ❖ **statutory requirements and new legislative imperatives.**

This Service Improvement Plan is influenced by some overarching key factors:

- Demographic change affecting the need for services particularly for older people and those with disabilities aligned to the increasing cost of service provision and the smaller numbers of revenue contributors. These provision have been reflected in the Council's Financial Plan;
- Geographical redistribution of and increase in population from housing developments and inward migration affecting specifically the need for child care services and generally the spread and location of services across Moray;
- The identification of service provision shortfalls for specific groups (e.g. those with disabilities and people with mental health issues) emanating from Moray and Grampian wide strategies;
- The increasing numbers of people whose behaviour challenges traditional services and who require specialist local provision and accommodation.
- The cumulative requirements of recent legislation to support those with complex needs in community settings e.g. The Mental Health Care and Treatment (Scotland) Act and The Adult Protection Bill.
- An acute shortage of affordable housing, particularly rented accommodation in Moray;
- Increasing levels of homelessness and the Scottish Executive's commitment to the abolition of priority need by 2012;
- Inspection of Housing Services scheduled for September 2008
- Continuing budget pressures affecting community care and children's services and housing services through the provision of homeless accommodation
- The continuing negative impact on individual users, their families and communities of increasing drug and alcohol misuse;
- Increasing pressure on Children's Services locally as the demand of such services increases;
- The provision of services for children and young people locally who previously may have been cared for out of area;
- The negative impact on children and families of increasing drug and alcohol misuse;
- High expectations on positive outcomes for children and young people through Getting it Right for Every Child;
- A multi-agency child protection inspection by HMle from June to September 2008;
- The management of short term funding in the provision of sustainable services
- The continuing and increasing requirement to operate a risk management strategy for specific strategic and operational risks through Strategic and Operational Risk Registers.

The delivery of services over the next 3 years will also be affected by:

- "Changing Lives" (the report on the 21st Century Social Work Review) will incrementally generate substantial re-design and realignment of social work services and core tasks;

- A continued and growing emphasis on integrated working between department and agencies in the provision of children and families services;
- A recurrent programme of inspections by external agencies and substantial additional work required to meet the requirements of inspection;
- Policy developments arising from the housing consultation paper 'Firm Foundations';
- The creation of Community Justice Authorities (CJAs) and local partnership arrangements will affect the delivery of criminal justice services;
- Efficient Government initiatives will continue to exercise influence on optimal resource use while required commitments by the public sector and this Council to open and accountable public services will continue to challenge and develop our methods of community and individual engagement; and
- The continuing emphasis by the Scottish Executive on initiatives such as ecare and single shared assessment will encourage more integrated working across health and social care services. Likewise, the development of the integrated assessment framework in child care will advance and underpin multi-disciplinary operational relationships and working.

The challenges and opportunities identified above will be reflected across our strategic and operational activities. The Department's ability and capacity to embrace and implement change will be rigorously tested during the life of this Service Improvement Plan.

3.3 Equal Opportunities

The Community Services Department sees Equality and Diversity as a cornerstone of its service planning and strategic agendas.

Ensuring services are planned, developed and delivered in ways that promote equality and diversity and remove discrimination requires vigilance and commitment from service providers, planners and managers at all levels.

Every single service provision needs to be alert to the causes and effects of barriers that may prevent or deny people from full participation in community life, employment and leisure and to accessing services. Every single service needs to ensure that they take responsibility for ensuring that their service is open, accessible and available for every person whose needs demonstrate a requirement for the service. The need therefore to carry out equality impact assessments will be programmed for 2008/09 by divisions.

The Department will ensure during 2008/09 that: -

- Our own directly provided services are operating to the required policies, practices and standards in relation to equality and diversity;
- Commissioning and contractual arrangements with our partners, contractors and others delivering services on our behalf specifically include reference to meeting equal opportunities legislation, obligations and commitments. The review of contracts with the independent sector during 2008/09 will address this issue;
- Recipients of grant aid support from Community Services will require to demonstrate as a condition of funding that they are operating in line with equal opportunities legislation and in the spirit of a commitment to promote equality of opportunity;
- Every opportunity will be taken to promote and raise awareness of equality of opportunity and the unacceptability of discrimination with staff, partners, stakeholders and the community during all training, consultation and information events; and
- Performance management frameworks and systems will routinely be examined to incorporate race, equality and diversity guidance into their review mechanisms.

We will ensure that policy and procedure reviews address these issues.

3.4 Sustainable Development

The Department is committed to developing and delivering services that contribute to sustainable development - to this end we will progress a number of initiatives which will demonstrate long term positive commitments consistent with the development of a sustainable approach:

- We will develop the model of localised service delivery within child care services around and consistent with the communities served by Area School Groups.
- Emanating from the review of residential provision for children and young people carried out during 2006, we will redefine the nature of residential care including an integration of educational arrangements so that a wider range of need presented by young people can be addressed locally.
- Through the development of our three year Workforce Development Strategy incorporating the Annual Training Plan, we will ensure that our social service workforce, both present and future is equipped to respond positively to the rapidly changing environment and to the significant challenges that lie ahead.
- We will incrementally implement the outcome of the Best Value Review of Day Care Services for Older People leading to a re-focusing of resources which will have significant impact on unnecessary admission to hospital and premature admission to nursing home care. This is a key factor in the modernisation of community based services.
- We will develop a Range and Capacity Plan to support the commissioning of services to vulnerable people.
- Through the Homelessness Strategy and Supporting People Strategy, we will seek housing solutions with support where this will enhance the sustainability of accommodation and living arrangements.
- We will continue to pilot and monitor alternative energy sources for heating and work to improve energy efficiency, energy conservation and tackle fuel poverty across all tenures in Moray.

3.5 Monitoring and Evaluation

The Local Government (Scotland) Act 2003 places a duty upon all Local Authorities to ensure Best Value and Community Planning are at the heart of Council practice. The Council has adopted a performance management framework to ensure that Service Improvement Plans are monitored.

The Community Services Service Improvement Plan has been developed through the Departmental Strategy and Performance Group, comprising senior managers across the three service areas within the Department. The Service Improvement Plan will be underpinned by Divisional Improvement Plans in each of three service areas within the Department – Housing, Children and Families & Criminal Justice and Community Care. The Divisional Plans will link explicitly to the Service Plan. Team Plans (at operational team level) will link to both Divisional Plans and the Service Improvement Plan.

Within the Housing Service, a robust approach to performance management has developed over a number of years. This seeks to ensure that there is a link between high level priorities (evidenced in the Community Plan) and the work of the Service. It is supported by a strong commitment to ensuring that teams and individuals within teams can identify the role that they play in the achievement of these priorities. The Housing Services Performance Management Framework also recognises that there are a range of action plans developed in response to strategies and other initiatives eg. the three yearly Tenant Survey, Peer Reviews etc.

In 2007/8 the Children & Families Division brought into operation a Performance Management Framework based on self-assessment methodology and a revised set of indicators and standards agreed with Education and Social Services Committee. The framework has generated actions being taken forward as part of a commitment to continuous improvement.

In 2007/08 the Community Care Division submitted a Performance Management Framework to Education & Social Services Committee for approval. The framework is linked to the joint agenda for the MCHSCP and is monitored by the Moray Management Group and the MCHSCP Committee.

This plan will be monitored as follows: -

By whom	Frequency
Director and Heads of Service/Managers	Monthly
Service Management Teams	Quarterly Progress Report
Departmental Management Team	Quarterly Progress Report
MHSCP's Management Group (MMG)	Quarterly Progress Report
Corporate Management Team (CMT)	Quarterly Variance Report
Community Services Committee	Quarterly Progress Report
MHSCP's Executive Committee	Quarterly Progress Report

Monitoring of specific items will also be carried out by Project Management Teams with departmental, corporate or partnership responsibilities.

As part of Moray Council's evolving performance framework, measurable service standards have been established across Community Service's three divisions which will be subject to scrutiny by Audit and Performance Committee. Furthermore, our performance in relation to these service standards will be reported to Community Services Committee at each cycle.

3.6 Stakeholders

Public sector service providers are required by the Scottish Executive to work together and to engage proactively with the communities they serve in order to plan and deliver coherent and co-ordinated services that meet agreed local priorities. Consultation with stakeholders and the development of a customer and citizen approach are key requirements of the Best Value regime.

The Department engages with a wide range of stakeholders about how services are designed and delivered locally. In 2006 we endeavoured to ensure that partners, stakeholders and local communities were genuinely involved in the decisions made about the services that supported them. During 2007 we will continue to plan, organise, deliver and review our services with the active engagement of those individuals, families, stakeholders and communities involved.

Review of 2007/08

- The first external evaluation of youth justice services was completed having young people and their parents involved in the process.
- An evaluation was commenced of social work duty arrangements that involves feedback being sought from services users.
- A Citizen Panel Survey was undertaken to ascertain the level of public understanding and views on children's services.
- The review of the Moray Fostering Scheme was completed in collaboration with local carers.
- Two events with partners were organised 'Getting it Together Winter Workshop' and 'Working together – an outcomes seminar' to share and consider progress on collaborate working in children's services.
- A repeat survey was undertaken with staff across different agencies to assess progress on integrated working.
- Ongoing surveys of the single shared assessment process were undertaken with service users and their carers. These surveys, completed on a six monthly basis, identify issues in relation to the quality of the assessment processes for community care services.
- The MCHSCP continued during 2006 to involve users and carers in the planning of services through representation on care group Planning Groups.
- The Public Participation Forum (as required by the Scottish Executive) has been implemented. This forum provides a focus for patient/citizen involvement and is concerned with formal consultation with the public on services provided by the Moray Community Health and Social Care Partnership.
- The Tenant Participation Strategy was revised during 2007/08 and a revised strategy agreed for 2008-2012
- The 4th annual Tenants Conference was held in September 2007.

- The third Tenant Survey was carried out in 2007, measuring satisfaction levels with the Council's Housing Services. Following completion of the survey, an Improvement Plan has been agreed to address issues identified by the survey.
- A New Tenant Survey has been carried out during 2007/08, gauging satisfaction levels with the process of applying for housing, receiving offers, and signing up for new tenancies. The feedback from this has influenced proposed changes in the process of managing void properties and changes to the decoration allowance policy
- A Housing Sub Committee was established in November 2007, with six tenant representatives and nine elected members to consider policy, performance etc in relation to the Council's role as a landlord
- As part of the "Changing Lives" agenda, a local Practitioners Forum has been established which ensures that staff at the front line have a real influence over the future direction of local social work service delivery.

Developments for 2008/09

- The evaluation of the social work duty system will be completed.
- A second and ongoing evaluation of youth justice services involving young people and parents will be undertaken.
- A series of multi-professional events will be organised forming part of the implementation of the Integrated Assessment and Case Planning Framework
- Multi-agency practitioner's forums will be established for youth justice and child protection.
- A further 'Getting it Together Conference' to launch the 2008-11 Children's Services Plan.
- The MCHSCP will survey the Citizens Panel as part of its role as a theme group for Community Planning. The aim is to ascertain public view of health and social care services in Moray.
- A Commissioning Strategy will be developed in collaboration with local stakeholders including the independent sector, setting out the future demand for health and social care services in Moray.
- We will develop a Register of tenants who wish to be consulted on housing issues
- We will implement actions detailed in the Tenant Survey Improvement Plan to address issues raised in the Tenant Survey 2007
- We will continue to work with tenants in local tenant Forums and the Core Group to develop and sustain tenant participation.

4. Continuous Improvement

As part of the environment of continuous improvement, self-assessment through the European Foundation for Quality Management (EFQM) will be carried out across the three Service areas. The outcomes from this self-assessment process may lead to the identification of future improvement priorities or for proposals for future Best Value Reviews of specific service activities.

All three divisions will progress a range of developments during 2008/09 in relation to continuous improvement. As part of the Corporate Performance Management Framework, the Department will report quarterly to Community Services committee and Audit & Performance Committee in relation to service standards and performance indicators.

Housing Services:

- Targets for performance in 2008/09 will be set with performance monitored in relation to these targets
- The current approach to reporting of performance will be further developed where appropriate, recognising that the current performance reports provide a robust examination of performance.
- Specific policies and procedures will be reviewed during the course of 2008/09 to ensure adherence to good practice.
- Approaches to Quality Assurance will be developed across the service.
- We will continue to prepare for inspection in September 2008.

Community Care:

- Moray's Health and Social Care Partnership, as part of its governance function, has established a system of considering quarterly performance reports. Using a traffic light reporting system, the Executive Committee is able to map progress in relation to agreed community planning priorities and nationally driven health priorities.
- The Interagency Procedures for Protecting Vulnerable Adults have been revised in the light of forthcoming legislation and launched during 2006. This will ensure a consistently high quality response to cases of suspected abuse. A Shadow Adult Protection Committee will be established to oversee and drive forward crucial developments in relation to this area of practice. A training course for staff is being delivered to raise awareness, clarify roles and improve practice.
- Moray Council's Social Work Complaints process for both community care and children and families services will be strengthened through the review of the complaints procedure, the development of more robust monitoring systems at office level, the introduction of reporting arrangements and staff briefings.

Children and families:

- The Children & Families Performance Management Framework based on new key performance indicators and service standards will be fully operational in 2008/09 to provide a more inclusive and systematic approach to performance management.
- The Real Time approach to casework evaluation will be developed further in area teams social work practice with the aim of aggregated data being used in performance management.
- A performance self-assessment will be completed early in 2008/09 as part of the Social Work Inspection Agency's inspection of social work services in Moray. The resulting performance report from SWIA will be used to guide further service improvements.

The following **Best Value Reviews** for Community Services are scheduled in accordance with the Corporate Best Value Programme for 2008/09;

- A Best Value Review of Voluntary sector funding and service activity was completed at the end of 2007.
- Efficient Government Review on Out of Area Placements in conjunction with Educational Services will be completed and actions taken forward in 2008/09

5. Service Improvement Plan Priorities 2008/09

The following pages of the Service Improvement Plan identify the Service Priorities for 2008/09. The priorities will identify what needs to be done, the source of funding, what the outcomes will be and who the lead officer is.

Service Improvement Priorities – Cross-Divisional

Priority 1.1 Strengthening Business Support Arrangements

Service Improvement Priorities – Housing

Priority 2.1 Increasing the Supply of Affordable Housing
Priority 2.2 Tackling Homelessness
Priority 2.3 Improving Housing Quality
Priority 2.4 Improving the Quality of Housing Services

Service Improvement Priorities – Community Care

Priority 3.1 Developing Planned & Unscheduled/Emergency Care
Priority 3.2 Strengthening the Commissioning of Services
Priority 3.3 Promoting Care in the Community, Selfcare & Telecare
Priority 3.4 Addressing Inequalities
Priority 3.5 Improving Workforce, Standards & Infrastructure

Service Improvement Priorities – Children & Families & Criminal Justice

Priority 4.1 Consolidate reduction in out of area placements
Priority 4.2 Improve collaborative working
Priority 4.3 Ensure children are safe and their needs met
Priority 4.4 Strengthening Public Protection Arrangements

Service Improvement Priorities – Cross-Divisional

PRIORITY

Service/Department Area – Cross-Divisional

Service Priority – 1.1 Strengthening Business Support Arrangements

What will we do to address this priority	Links to other Plans
1. Complete development of Sharepoint site and make available to all Community Services staff	Community Plan, Corporate Development Plan
2. Develop processes for provision of accurate performance reporting	As above
3. Strengthen commissioning and contracting arrangements to ensure best value	As above
4. Develop a co-ordinated approach to data sharing within Moray and across Grampian	As Above
5. Support the social Work divisions in achieving the actions identified in the SWIA inspection action plan	As Above

Expected Outcomes/Success Criteria	Timescale
1. Sharepoint site complete and available to all staff	June 2008
2a. Establish sub group of Strategy & Performance Group to lead on review and development	April 2008
2b. Evaluate current system and identify requirements	May 2008
2c. Prepare development programme of revised protocols and CareFirst system improvements	July 2008
2d. Implement revised procedures and processes	September 2008
3a. Commissioning & Contracts team established	April 2008
3b. Updated contracting and commissioning strategy and procedures agreed	September 2008
4a. Data sharing protocol agreed and implemented within MHSCP	June 2008
4b. Electronic single shared assessments implemented	October 2008
4c. Child Protection messaging implemented	October 2008
4d. Integrated Assessment Framework/GIRFEC. Framework subject to phased roll-out across Moray during 2008/09	April 2009

Resources

The Business Support Unit Manager has been temporarily seconded to the Designing Better Services Project. This will cause a delay in progressing these tasks although efforts are underway to identify/release capacity to address this.

Staff Implications

To be assessed

Lead Officers

Sandy Riddell – Director of Community Services
 Ian Noble – Business Support Manager

Service Improvement Priorities – Housing

PRIORITY

Service/Department Area – Housing

Service Priority – 2.1 Increasing the supply of affordable housing

What will we do to address this priority

1. Review the Council's Affordable Housing Guidelines for Developers in the light of findings and PAN 74.
2. Review progress in 2007/08 and develop actions to be progressed in 2008/09
3. Meet regularly with RSLs Communities Scotland to progress development opportunities
4. Progress the review of the LHS for submission in July 2009
5. Progress implementation of the Common Housing Register in Moray

Links to other Plans

Single Outcome Agreement, Community Plan, Local Housing Strategy
As above
As above
As above
As above

What the outcomes will be

1. Review of Affordable Housing Guidelines for Developers.
2. Revised action plan and Scottish Government assessment of progress to date
3. Submission of Strategic Housing Investment Plan by November 2008
4. Approach and timetable for review agreed
5. Implementation of CHR (timing dependent upon completion of software development)

Timescale

September 2008
August 2008
November 2008
October 2008
2008/09

Resources

The Moray Council
Communities Scotland

Staff Implications

None

Lead Officers

Jill Stewart – Chief Housing Officer
Iain Terry – Housing Programmes Manager

PRIORITY

Service/Department Area – Housing

Service Priority – 2.2 Tackling Homelessness

What will we do to address this priority

1. Revise the Council's Homelessness Strategy
2. Develop a Temporary Accommodation Strategy in the light of Scottish Government guidance
3. Effect improvements in process/timescales/outcomes for homeless people
4. Develop information/advice activities

Links to other Plans

Single Outcome Agreement/
Community Plan/ LHS/
Homelessness Strategy and
develop / Health & Homelessness
Action Plan
As above
As above
As above

Expected Outcomes/Success Criteria

1. Revised/updated Homelessness Strategy in place for 2009-13
2. Temporary Accommodation Strategy in place.
3. Revised procedures/processes with improved performance
4. Improved/expanded information/advice provision. Homepoint accreditation achieved.

Timescale

March 2009
September 2008
March 2009
March 2009

Resources

Council General Services/Housing Revenue Account budgets

Staff Implications

To be assessed during 2008/09

Lead Officers

Jill Stewart – Chief Housing Officer
Richard Anderson – Housing Needs Manager
Mike Ross – Homelessness Strategy and Development Manager

PRIORITY

Service/Department Area – Housing

Service Priority – 2.3 Improving housing quality

What will we do to address this priority

1. Monitor achievement of milestones in Standard Delivery Plan
2. Review Council's Investment Strategy
3. Develop Improvement Grant Policies
4. Develop implementation Plan to address Housing (Scotland) Act 2006 requirements

Links to other Plans

Single Outcome Agreement/ Fuel Poverty/ HECA/ Investment Strategies/ Housing Business Plan
As above
As above
As above

Expected Outcomes/Success Criteria

1. Achievement of milestones identified in SDP for Council owned housing stock
2. Revised Investment Strategy
3. Improvement Grant policies agreed
4. Implementation Plan agreed and monitored

Timescale

March 2009
February 2009
March 2009
March 2009

Resources

Housing Revenue Account
Private Sector Housing Grant

Staff Implications

None at present

Lead Officer

Jill Stewart - Chief Housing Officer
Iain Terry - Housing Programmes Manager
John MacDonald - Capital Programmes Manager

PRIORITY

Service/Department Area – Housing

Service Priority – 2.4 Improving housing service quality

What will we do to address this priority

1. Continue preparation for inspection by Scottish Housing Regulator
2. Complete Out of Hours review
3. Develop Quality Assurance within the DLO and Housing Management
4. Review performance in 2007/08 and agree targets for 2008/09 across housing activities
5. Implement Tenant Survey Improvement Plan

Links to other Plans

Single Outcome Agreement/
Community Plan/Corporate Plan/
LHS
As above
As above
As above
As above

Expected Outcomes/Success Criteria

1. Readiness for inspection
2. Review completed. Improvement Plan agreed
3. Systems implemented
4. Targets agreed. Quarterly performance reports. Achievement of targets
5. Actions implemented

Timescale

September 2008
June 2008
March 2009
June 2008 and throughout 2008/09
March 2009

Resources

Housing Revenue Account

Staff Implications

None at present

Lead Officers

Jill Stewart -	Chief Housing Officer
Mike McClafferty-	Senior Area Housing Manager
Iain Terry -	Housing Programmes Manager
John MacDonald-	Capital Programmes Manager
Mike Rollo -	DLO General Manager

Service Improvement Priorities – Community Care

PRIORITY

Service/Department Area – Community Care

**Service Priority – 3.1 Developing Planned Care & Unscheduled/
Emergency Care**

What will we do to address this priority

1. Develop joint contract with NHS for a small number of intermediate care beds (older people)
2. Establish Home from Hospital services in Forres and Buckie (older people)
3. Increase the numbers of people who receive a community care assessment on emergency admission to acute hospital care (older people)
4. Develop a Mental Health Crisis Standard Plan for Moray area

Links to other Plans

Moray Community Health & Social Care Partnership Plan (MCHSCP) Objective 1
As above
As above
As above

Expected Outcomes/Success Criteria

1. Contract in place for intermediate care
2. New Home from Hospital services in place
3. Target met for assessment of all people who have been admitted as an emergency
4. Procedures in place to trigger CCA on every person admitted on an emergency to Dr Gray's Hospital
5. Crisis Standard Plan for Moray area developed

Timescale

October 2008
December 2008
March 2009
September 2008
March 2009

Resources

NHS Grampian
Community Services Community Care Budget

Staff Implications

To be identified in 2008/09

Lead Officer

Sally Chisholm - Head of Community Care
Jane Mackie – Lead System Manager (Older People)
Anne Slee – Integrated Manager (LD)
Mike Perera – Integrated Manager (MH)

PRIORITY

Service/Department Area – Community Care

Service Priority – 3.2 Strengthening the Commissioning of Services

What will we do to address this priority

1. Develop a MCHSCP Commissioning Plan for all care groups
2. Develop a definition of nursing care in residential settings in agreement with Moray Care Providers (Older People)
3. Re-tender domiciliary care services for a new contract to begin 1 April 2008
4. Undertake a quality assurance assessment of Moray Resource Centre
5. Re-tender for sensory impairment services

Links to other Plans

Moray Health and Social Care Partnership Plan Objective 3 & 8

As above

As above

As above

As above

Expected Outcomes/Success Criteria

1. Commissioning plan in place
2. Locally agreed criteria for nursing care
3. Successful introduction of domiciliary care services
4. Completed needs analysis of older people's day care
5. Strategic data available to guide future LD Commissioning
6. Quality Assurance Assessment of Moray Resource Centre completed
7. Sensory Services in place

Timescale

January 2009

December 2008

April 2009

October 2008

March 2009

March 2009

March 2009

Resources

NHS Grampian

Moray Council Community Care Budget

Staff Implications

To be assessed during 2008/09

Lead Officer

Sally Chisholm - Head of Community Care

Jane Macke – Lead System Manager (Older People and Physical & Sensory Disabilities)

PRIORITY

Service/Department Area – Community Care

Service Priority – 3.3 Promoting Care in the Community, Selfcare & Telecare

What will we do to address this priority

1. Establish improved Homecare recruiting procedures
2. Review Homecare work patterns, including Out of Hours services to provide more consistent cover
3. Re-tender carers services to better support carers
4. Improve the quality of key procedures and risk for older people and physical and sensory disability (PSD) clients.
5. Strengthen the role of the Employment Support Services in relation to the support of younger disabled people
6. Review the role of the Moray Resource Centre (MRC) café
7. Develop the Disability Living Centre (MRC)
8. Develop accessible healthy living advice and support for people with LD and their carers
9. Develop joint equipment services
10. Plan for Mental Health Recovery Centres in Keith and Forres

Links to other Plans

Moray Community Health and Social Care (MCHSCP) Objective 4,5 & 7
As above
As above
As above
As above
As above
As above
As above
As above
Mental Health Delivery Plan

Expected Outcomes/Success Criteria

1. & 2. Improved quality of Homecare
3. Carers receive improved quality support
4. Evaluation of key processes in older people/PSD note improvement
5. Increased numbers of younger people in employment/training
6. Moray Resource Centre café review completed
7. The DLC will provide assessment, information services including telecare
8. Healthy Living advice/information available in a variety of formats suitable for adults with LD
9. A joint equipment service will be in place
10. Commissioning plan for Mental Health Recovery Centres for Forres and Keith

Timescale

March 2009
March 2009
October 2008

December 2008
July 2008

Resources

NHS Grampian
Community Services Community Care Budget

Staff Implications

To be identified in 2008/09

Lead Officer

Sally Chisholm - Head of Community Care

Jane Mackie – Lead System Manager Older People and Physical and Sensory Disabilities

Anne Slee – Integrated Manager LD

Mike Perera – Integrated Manager MH/Addictions

Judy Fairburn – Occupational Therapy Manager

PRIORITY

Service/Department Area – Community Care

Service Priority – 3.4 Addressing Inequalities

What will we do to address this priority

1. Staff training to increase the awareness of the equalities agenda
2. Consultation with services users to identify any areas of inequalities
3. Ensuring any new contract specifications address equalities
4. Ensure accurate recording on CareFirst
5. Promote self directed care
6. Increase the use of digital stories for customer feedback
7. Develop robust public involvement
8. Review access to services
9. Promote independence in LD services (ensure Care Commission/SIGN and QIS standards are met)
10. Ensure access to appropriate healthcare for adults with LD (including specialist changing facilities/appropriate signage)

Links to other plans

MCHSCP Objective 6
SWIA Action Plan

As above

As above

As above

As above

As above

Expected Outcomes/Success Criteria

- 1.& 2. Staff are aware of diversity and how services should be operated to meet diverse needs
3. Ethnic origin accurately recorded on CareFirst
4. All new contracts reflect equality issues
5. More people to have accessed self directed care packages
6. Digital stories provide customer feedback
7. The public are involved in the design and monitoring of services
8. Access review complete. Required standards are met
9. People with LD have improved access to healthcare
10. All hospitals to have appropriate changing facilities, all NHS and Local Authority buildings to have appropriate signage and flexible appointment systems in place to meet needs of LD adults
11. LD Strategy implemented
12. Assess all mental health services with Scottish Recovery Indicator for levels of inclusiveness

Timescale

March 2009

March 2009

March 2009

March 2009

March 2009

March 2009

March 2009

March 2009

March 2009

March 2010

March 2009

Resources

NHS Grampian

Community Services Community Care Budget

Staff Implications

To be identified in 2008/09

Lead Officer

Sally Chisholm - Head of Community Care

Anne Slee – Integrated Manager LD

Jane Mackie – Lead System Manager Older People/Physical & Sensory Disabilities

Mike Perera – Integrated Manager MH Addictions

PRIORITY

Service/Department Area – Community Care

Service Priority – 3.5 Improving Workforce, Standards & Infrastructure

What will we do to address this priority

1. Review the staff communication strategy
2. Review performance management
3. Agree standards of care management
4. Recruit administration staff to support locality operations
5. Monitor data quality on CareFirst and in case files
6. Review take-up of the supervision policy
7. Develop Sharepoint intranet for staff

Links to other Plans

SWIA Action Plan
MCHSCP Objective 9,10,11

As above
As above
As above
As above
As above
As above

Expected Outcomes/Success Criteria

1. Review completed; staff communication effective
2. Review completed; performance management in place
3. Standards for care management in place
4. Administration staff in place
5. Case recording is accurate
6. Staff receive regular supervision
7. Staff have access to Sharepoint

Timescale

December 2008
December 2008
March 2009
March 2009
March 2009
November 2008
November 2008

Resources

NHS Grampian
Community Services Community Care Budget

Staff Implications

To be identified in 2008/09

Lead Officer

Sally Chisholm - Head of Community Care
Anne Slee – Integrated Manager LD
Jane Mackie – Lead System Manager Older People/Physical & Sensory Disabilities
Mike Perera – Integrated Manager MH Addictions

Service Improvement Priorities – Children & Families Service

PRIORITY

Service/Department Area – Children’s Services

Service Priority – 4.1 – Consolidate reduction in out of area placements

What will we do to address this priority

1. Operate NCH Satellite unit
2. Review Kinship Care Scheme
3. Review Moray Fostering Scheme
4. Review role of Area Teams
5. Return five young people to Moray

Links to other Plans

Performance Improvement Plan –
Strategic Leadership Group

What the outcomes will be

1. Unit operational
2. Review completed
3. Review completed
4. Review completed
5. Young people returned

Timescale

April 2008
October 2008
December 2008
March 2009
December 2008

Resources

Out of Area placement budget
Children’s Services budget

Staff Implications

None at present

Lead Officers

Naomi Graham – Support Services Manager
Gordon Sinclair – Area Services Manager

PRIORITY

Service/Department Area – Children’s Services

Service Priority – 4.2 – Improve collaborative working

What will we do to address this priority

1. Agree collective high level outcomes
2. Implement Assessment & Care Planning Framework
3. Prepare Integrated Children’s Services Plan
4. Continue establishment of locality teams
5. Prepare for integrated inspection of children’s services

Links to other Plans

Community Plan Strategic Theme
– Investing in Children & Young
People
Children’s Services Plan 2005-
2008

Expected Outcomes/Success Criteria

1. Outcomes agreed
2. Framework implemented
3. Plan published
4. Locality teams established
5. Increased readiness for inspection

Timescale

September 2008
August 2008
January 2009
March 2009
March 2009

Resources

Children’s Services budget
Educational Services budget

Staff Implications

None at present

Lead Officers

Jeremy Akehurst, Quality Assurance Manager
John Carney, Head of Children’s Services
Eric Scarborough, Head of Educational Support Services

PRIORITY

Service/Department Area – Children’s Services

Service Priority – 4.3 – Ensure children are safe and their needs met

What will we do to address this priority

1. Continue preparation for HMle inspection
2. Operate Co-located Child Protection Unit
3. Implement Child Protection Accountability Structure
4. Implement Child Protection Business Plan
5. Agree Inspection Action Plan with HMle

Links to other Plans

Community Plan Strategic Theme
– Investing in Children & Young
People
Business Plan Chief Officer’s
Group for Child Protection

Expected Outcomes/Success Criteria

1. Preparation completed
2. Unit operational
3. Structure implemented
4. Business Plan implemented
5. Action plan agreed

Timescale

September 2008
July 2008
June 2008
June 2008
December 2008

Resources

Social Work Training budget
Budgetary contributions from partner agencies
Children’s Services budget

Staff Implications

None at present

Lead Officers

Susan Maclaren – Child Protection Inspection Co-ordinator
Gordon Sinclair – Area Services Manager
Sandy Riddell – Director of Community Services

PRIORITY

Service/Department Area – Criminal Justice

Service Priority – 4.4 – Strengthening Public Protection Arrangements

What will we do to address this priority

1. Ensure the continuous improvement of the assessment and management of sexual and serious violent offenders
2. Participate in the formation of a strategic alliance between the Northern CJA and Moray Drug & Alcohol Action Team and other Action Teams within the Northern CJA area to address the issue of alcohol and drug misuse and its impact on offending and local communities.
3. Ensure greater co-operation between Prison and Community Based services in respect of Prisoners and their families

Links to other Plans

Northern CJA Area Plan – April 2008 – March 2011

Expected Outcomes/Success Criteria

1. Introduction of MAPPA arrangements for violent offenders.
2. Develop strategy between Criminal Justice Services and Drug & Alcohol Action Teams across Grampian.
3. Improved attendance at Integrated Case Management Conferences and adherence to Statutory Throughcare arrangements.

Timescale

March 2009

March 2009

March 2009

Resources

Within existing Moray Council resources.

Staff Implications

None at present

Lead Officers

Blair Dempsie – Service Manager (Criminal Justice and Substance Misuse)