

REPORT TO: CHILDREN & YOUNG PEOPLE'S SERVICES COMMITTEE ON 11 JUNE 2008

SUBJECT: SOCIAL WORK INSPECTION AGENCY (SWIA) PERFORMANCE INSPECTION - PROGRESS REPORT AND ACTION PLAN

BY: DIRECTOR OF COMMUNITY SERVICES

1. REASON FOR REPORT

- 1.1 This report advises Committee on progress in relation to the Action Plan developed following the Performance Inspection of Social Work Services in Moray during 2007.
- 1.2 This report is submitted to Committee in terms of the Council's Administrative Scheme relating to exercising the functions of the Council under the Children (Scotland) Act 1995.

2. RECOMMENDATION

2.1 The Committee is asked to:-

- (i) scrutinise progress in relation the Action Plan to address policy and practice issues requiring improvement; and**
- (ii) note that the Director of Community Services will continue to submit reports to Service Committees and the Audit & Performance Review Committee, as required, on progress outlined in relation to the Action Plan.**

3. BACKGROUND

- 3.1 The inspection of Moray Council's Social Work Services took place between March and June 2007. This was the first comprehensive and detailed inspection of Social Work involving the Moray Council and it's Partners. All Members were given their own personal copies of both the full and summary versions of the inspection report on the day that SWIA published their document (14 December 2007), and representatives from SWIA have made themselves available on two occasions to present their findings.
- 3.2 A detailed report on the findings of the Inspection was presented to Education & Social Services Committee on 13 February 2008, along with a draft Action Plan. It was, however, reported on the day of the meeting that following slight amendments to the draft, SWIA had approved the Action Plan. A copy of the final Action Plan was made available to Members on 28 March 2008.
- 3.3 Although the Action Plan focuses on the 16 recommendations made by SWIA, the Inspection Report also referred to a number of issues, although not

specified as recommendations, and these are being addressed as part of an overall package of improvements. Examples of a wide range of developments being taken forward by staff in this respect will be reported at the next Committee cycle. The Action Plan in relation to SWIA's recommendations along with progress achieved to date is attached as **APPENDIX 1**.

4. SUMMARY OF IMPLICATIONS

(a) Corporate Development Plan/Community Plan/Service Improvement Plan

The continuous improvement of Social Work Services by responding to external inspection is in accordance with the Council's commitments set out in the Corporate Development Plan to meet the requirements of external regulation and inspection of Services. Furthermore, the development and delivery of good quality social work provision is crucial to the aspirations of Moray's Community Plan and the priorities set out in the Single Outcome Agreement.

(b) Policy and Legal

There are no legal implications. Although there are no immediate policy implications arising from this report, the ongoing work outlined in the Action Plan may result in revised or new policies being presented at future Committees.

(c) Resources (Financial, Risks, Staffing and Property)

The measures identified within the Action Plan will be progressed within current financial resources.

(d) Consultations

Katrina MacGillivray, Senior Personnel Adviser; Lorraine Paisey, Principal Accountant; Karen Wiles, Principal Solicitor; and Community Services Senior Management Team have been consulted in the preparation of this report and are in agreement with its contents.

5. CONCLUSION

5.1 This report provides a progress update in relation to the Action Plan prepared following the Performance Inspection of Moray Council Social Work Services.

5.2 The update on the Action Plan provides Committee with an outline of how resources and activities are being focussed to progress improvement.

ITEM: 4

PAGE: 3

Author of Report:	Sandy Riddell
Background Papers:	With author
Ref:	Directorate 'w' drive Cttee

**Moray Council – Community Services Department
SWIA Performance Improvement Action Plan – Progress Report for May Committee 2008**

Recommendation	Objective	Actions	Timescale	Lead	Monitoring	Progress
Recommendation 1 - Community Services with education colleagues should take action to improve the educational outcomes for looked-after children and young people. The use of plans to address individualised learning and additional support needs should be part of this process.	Educational & Children’s Services will ensure that the educational progress of looked-after children is routinely tracked and then planned for through LAC Reviews.	Ensure tracking mechanisms that monitor the educational progress of looked-after children link into LAC Reviews	August 08 – thereafter 10% of LAC Reviews per quarter provide evidence of the connection with Educational Services monitoring arrangements	Mark Elvines	Social Work Education Liasion Group (SWED)	The database that records LAC educational performance is now updated monthly and circulated to multi-agency partners. Education is working on a policy and programme for schools to make effective use of the statistical information to monitor and improve LAC performance. The explicit link to LAC Reviews needs to be established.

<p>LAC task groups established related to Scottish Government document 'We can and must do better' in outcomes for looked-after children.</p>	<p>Achieved/ongoing</p>	<p>Mark Elvines/ Naomi Graham</p>	<p>SWED</p>	<p>Task group operable and has completed Phase 1 of its activity in considering the current situation in Moray in relation to the national report. Phase 2 will prioritise actions to promote the welfare and outcomes for looked-after children.</p>
---	-------------------------	---------------------------------------	-------------	---

		<p>Getting it Right for Every Child Steering Group established to implement an integrated assessment and care planning framework.</p>	<p>August 08</p>	<p>Wendy Jamieson / Jeremy Akehurst</p>	<p>Children & Young People's Partnership Implementation Group</p>	<p>Interagency steering group well established and work supported by Development Officer now in post. Outline framework designed; more detailed guidance and revised assessment tools under development. Awareness raising for the next phase of the programme with revised arrangements for local, integrated assessment and planning – in June, with local training from September.</p>
--	--	---	------------------	---	---	---

)

<p>Recommendation 2 - Community Services should systematically gather information on outcomes for people who use services. It should check the accuracy of the data used when measuring and reporting outcomes. It should also ensure that staff understand the importance of management information in general.</p>	<p>Community Services will complete the implementation of their Performance Management Framework and ensure that staff understand their role, along with the importance and value of performance management.</p>	<p>Performance Management Framework to be fully operationalised in Children's Services with targets agreed and regular reporting to committees and services.</p>	<p>June 08</p>	<p>Jeremy Akehurst</p>	<p>Operational Management Group (OMG)</p>	<p>Trends established and targets approved.</p>
		<p>Briefing of staff to continue through Children's Services Bulletin, staff development days and specific training.</p>	<p>On-going</p>	<p>Jeremy Akehurst</p>	<p>OMG</p>	<p>Children's Services Bulletin regularly carries performance related items.</p>
		<p>Targets of MCHSCP's Performance Management Framework to be revised at Education & Social Services Committee</p>	<p>April 2008</p>	<p>Sally Chisholm</p>	<p>Departmental Strategy & Performance Group (DS&PG)</p>	<p>Outcomes for Community Care are set out in the revised SIP for first Committee date – 28 May 2008. Objectives will be integrated in revised MCHSCP Plan by June 2008.</p>
		<p>Routine reports to Audit & Performance Review Committee.</p>	<p>On-going</p>	<p>Jeremy Akehurst Sally Chisholm</p>	<p>Audit & Performance Review Committee</p>	<p>Reports regularly provided to committee.</p>

Routine reports (monthly) to Moray Management Group (MCHSCP).	On-going	Sally Chisholm	Moray Management Group (MMG)	Reports submitted to MMG. Performance on a monthly basis.
National Outcomes Framework (once agreed with the Scottish Government) to be adopted by the MCHSCP.	July 2008	Sally Chisholm	MMG	JPIAF Evaluation and National Outcomes reported to Ed & SS Committee April 2008. National Outcomes for older people foremost for future performance reports.

<p>Training Sessions to reinforce input of information systems to ensure that all records held on Carefirst are correct.</p>	<p>September 08/ on-going</p>	<p>Sally Chisholm John Carney</p>	<p>MMG OMG</p>	<p>Data checking has occurred within Children's Services and guidance given to managers on key fields in Carefirst that are required to be kept current. Training is being developed to be delivered later in the year in setting measurable objectives in client action plans and to have clear ways of measuring progress at reviews.</p> <p>Dedicated Senior Officer (Performance) in post to ensure processes are in place, and staff are briefed on inputting (with initial focus on Older People, then other care groups)</p>
--	-----------------------------------	---	--------------------	---

	Business processes to be comprehensively reviewed	June 2008	Ian Noble	Departments Management Team (DMT)	
--	---	-----------	-----------	-----------------------------------	--

Carefirst is developed to ensure that the needs of the Service are met	Carefirst Group to provide ongoing progress reports.	Ongoing	Ian Noble	DMT	Ongoing reporting taking place
	Performance Reporting to be reviewed and further developed to improve accuracy and availability of key performance information.	October 08	Ian Noble	DS&PG	
	<ul style="list-style-type: none"> Establish a sub group of the Strategy and Performance group to lead Departmentally on the review and on-going development of performance reporting 	March 08	Ian Noble	DS&PG	Sub-group established
	<ul style="list-style-type: none"> Evaluate current system and identify deficits and requirements 	May 08			Manager seconded within Community Care to project lead improvements.
	<ul style="list-style-type: none"> Set out development programme of staff briefings, revised protocols and system improvements 	July 08			Team deployed to systematically check data, working to an agreed programme. Regular updates provided to DS&PG
	<ul style="list-style-type: none"> Implement actions identified with regular reporting to DSPG on progress 	On-going			

)

		<p>Review data sharing arrangements with key partners to improve accessibility to and sharing of key data.</p> <ul style="list-style-type: none"> • Initial research to be undertaken; • Multi-agency/departmental workshop to be arranged to develop an action plan on data sharing; • Progress reporting on implementation of the action plan. 	<p>May 08</p> <p>Ongoing</p>	<p>Ian Noble</p> <p>Ian Noble</p> <p>Ian Noble</p>	<p>DS&PG</p> <p>DMT & MMG</p> <p>DMT &MMG</p>	<p>Delay in progressing this as Business Support Manager temporarily seconded to Designing Better Services Project.</p> <p>Revised timescale of November 2008</p>
--	--	---	------------------------------	--	---	---

<p>Recommendation 3 - Community Services should review how it consults and communicates with service users and carers in respect of reductions in service as a result of service reconfiguration, budget constraints and the application of revised eligibility criteria.</p>	<p>Community Services will review how it routinely communicates with users and carers and from this develop a comprehensive communication strategy.</p>	<p>Establish a plan whereby communication is more effective when service reductions are necessary.</p>	<p>April 08</p>	<p>John Carney</p>	<p>Strategic Leadership Group (SLG)</p>	<p>A proposal has been prepared and is due to be signed-off for operation in May 2008. The proposal includes written and face to face meetings with carers and service users on consulting on a proposed reduction in service.</p>
		<p>Set this action in a more comprehensive strategy to involve users and carers in service planning and development.</p>	<p>April 09</p>	<p>Jeremy Akehurst</p>	<p>SLG</p>	<p>Limited progress to date. A paper will be produced for Children's Services management outlining options for a more strategic approach by the end of June 2008.</p>

		<p>Work with the Public Participation Framework (PPF) across the MCHSCP in order to develop a robust user and carer consultation process, starting with a workbook containing a timetable of consultation/user involvement from September 2008.</p>	Sept 08	Sally Chisholm	MMG	<p>Meeting arranged with the Patient Participation Forum (PPF) on 29 May 2008 to take this forward.</p> <p>Digital Stories Initiative in place for direct feedback from service users.</p>
--	--	---	---------	----------------	-----	--

<p>Recommendation 4 - Community Services and the MCHSCP should review how it communicates with staff. In doing so, they should consider lessons to be learned from those service areas where communication is effective.</p>	<p>Community Services will ensure the current Communication Strategy is fully implemented and than an equivalent strategy is developed to address service integration.</p>	<p>Continued implementation and development of the Communications Strategy in Children's Services including bi-monthly Bulletin and annual team reviews and staff development days.</p>	<p>Ongoing</p>	<p>Jeremy Akehurst</p>	<p>OMG</p>	<p>Publication of Bulletins as specified. Various items including previous Bulletins, staff induction material and procedural guidance regarding assessment and planning, made available over Sharepoint. Planning for Divisional Development Days underway. Team Reviews will be completed by end of May 2008.</p>
---	--	---	----------------	------------------------	------------	---

)

<p>Children's Services and partners to consider how effectively it communicates the integration agenda across all services in Moray.</p>	<p>June 08</p>	<p>John Carney</p>	<p>Children & Young People's Partnership Implementation Group</p>	<p>Individual events have taken place and are planned to communicate the integration agenda. There were seminars involving a wide multiagency professional audience on general progress in the integration agenda and in considering high level outcomes for integrated work. Getting it Right for Every Child will be a key agenda item for the Children's Services Staff Development Days in June 2008.</p>
--	----------------	--------------------	---	---

		Following the pilot phase of Sharepoint, this facility will now be rolled out to all teams.	June 08	Ian Noble	(DMT)	
		MCHSCP Communication Plan strengthened to set out systematic approach for communication with staff.	August 08	Sally Chisholm	MMG	<p>Draft revised Communication Plan to be discussed at MMG Strategic – 16 May 2008.</p> <p>Sharepoint Project Team established.</p> <p>Staff Forum Group meeting on 9 May 2008.</p>

<p>Recommendation 5 - Community Services should review arrangements for initial access to services. It should ensure that the variety of existing arrangements, and those being developed, both reflect and meet local needs, are properly co-ordinated and consistent with each other.</p>	<p>Community Services will incorporate planned service improvements with a broader review of access to services.</p>	<p>Children's Services pages on the Council website being updated.</p>	<p>Sept 08</p>	<p>John Carney</p>	<p>OMG</p>	<p>Updating of the pages has begun. A request for teams to provide further information for their pages has been sent. Child Protection and Youth Justice pages have recently been updated.</p>
		<p>Initial phase of duty service audit to run from January – September 2008. This period to include separate two month long audits, time to assess the outcomes and report to OMG</p>	<p>Sept 08</p>	<p>Jennifer Gordon</p>	<p>OMG</p>	<p>Audit design complete. Audits to start April/ May, be repeated July/ August 2008. Analysis of pilot surveys will be used to inform planning of continued surveys and service changes.</p>

)

<p>Equalities Impact Assessment undertaken so that Children's Services leaflets are reviewed to assess language used, availability and content</p>	<p>Sept 08</p>	<p>Graeme Rizza</p>	<p>OMG</p>	<p>Exercise on course. Leaflets are being collated. They will be assessed and edited through June, with a view to variations made and reprinting undertaken between July and September 2008.</p>
<p>Ensure effective co-ordination of social work duty systems with developments in MCHSCP</p>	<p>On-going</p>	<p>Mark Cotter</p>	<p>OMG</p>	<p>Process mapping in Children's Services completed. Identifying gaps in links with other services. Questionnaire to be sent to specialist services to map existing service provision.</p>

		Review of access arrangements to Community Care Services between March and June 2008, with an action plan in place by July 2008.	July 08	Sally Chisholm	MMG	Project plans in draft for the access review.
Recommendation 6 - Community Services should review its out-of-hours service as a matter of priority. This should include health and safety, written procedures, management arrangements, and planning for the future.	Community Services will review its Out of Hours Service taking into account improvements to current arrangements and possibilities for service re-configuration.	Procedures manual being developed to include health and safety and management arrangements.	June 08	Blair Dempsie	(DMT)	Work progressing on different elements of the manual and this is on course for completion within timescales.
		Initial review of Out of Hours arrangements – potential for shared services with neighbouring authority.	June 08	Blair Dempsie	Council's Corporate Management Team (CMT)	Review of shared services complete. Alternative arrangements will not be progressed as not practical, safe or efficient.

)

Recommendation 7 - Community Services should ensure that case files are routinely scrutinised and signed off by first line managers and periodically checked by more senior managers in order to raise the quality of assessment and case management.	Community Services will continuously improve the quality of assessment and recording through file audits and linking this to staff supervision and development.	Continued audit of care assessment and case files in Children's Services against agreed standards by team managers and sampling by service managers. The frequency will be 10% of files per quarter audited within teams with those then sampled at a rate of 10% by the respective service manager (with associated reports to the Director monthly from 1/3/08 for 3 months).	Ongoing	Gordon Sinclair/ Naomi Graham	OMG	The audit of case files by team managers has commenced. Service manager audits to start soon.
		Review of supervision arrangements with team seniors across Community Care will take place by April 2008 (case recording an aspect of supervision in line with Case Recording Policy).	April 08	Sally Chisholm	MMG	To be completed May 2008.

)

Recommendation 8 - Community Services should ensure that carers' assessments are offered on a consistent basis.	Community Services will ensure that carer's assessments are provided routinely in a planned and effective manner.	Recruit a Carer Strategy Officer to assist with training and awareness raising and to promote a strategically consistent approach to the development of Carers' Services across the age spectrum.	March 08	Sally Chisholm	DMT	Strategy Officer in place. Carers Strategy ready for publication. Tender documents for issue sent out for consultation.
		5% increase of carers' assessments completed will be achieved month on month	On-going	Sally Chisholm /John Carney	MMG/Service Delivery Group	The contract specification for Carers Services will include a request for the provider to undertake carer's assessments. It is anticipated the new contract will be in place in November 2008.
		Children's Services to review in conjunction with Community Care the provision of carer's assessments	August 08	Gordon Sinclair	Service Delivery Group (SDG)	The contract specification for carers services has been completed and will soon go out to tender.

)

<p>Recommendation 9 - Community Services should urgently review its approach to assessing and managing risk in both adults and children's services. This should include auditing the implementation of the multi-agency child and adult protection procedures ensuring front line staff in all services are aware of their responsibilities. A systematic approach should be taken to training in risk assessment which should be mandatory.</p>	<p>Community Services will continuously improve the assessment and management of risk through auditing its processes and by targeting staff development and training activities.</p>	<p>Continued audit of child protection enquires and investigations against agreed standards by service manager. All referrals are subject to an audit tool, completion of which is monitored and reviewed by the Service Manager.</p>	Ongoing	Gordon Sinclair	OMG	<p>First audit completed in February and report submitted to the Director of Community Services. Audit and reporting process ongoing.</p>
		<p>Report to February meeting of Education and Social Services Committee recommending the establishment of a Co-located Child Protection Unit with Grampian Police.</p>	Feb 08	John Carney	Child Protection Chief Officers Group	<p>Achieved. Project being operationalised.</p>

)

<p>The following staff development activities to occur in Children's Services:-</p> <ul style="list-style-type: none"> (i) prioritised programme of risk assessment training; (ii) briefing in Adult Protection arrangements; and (iii) training on new Child Protection Guidelines and Hidden Harm guidance (iv) Briefing on child protection arrangements for adult services staff. 	<p>June 08</p>	<p>Gordon Sinclair /Joyce Lorimer</p>	<p>Community Services Training Executive (CSTE)</p>	<ul style="list-style-type: none"> (i) Risk assessment policies and procedures agreed at Dept H&S group. Updated Child Protection Guidance and Procedures briefings including risk assessment - Service Manager has commenced a programme to meet with area teams. (ii) Area Team staff have participated in Adult Protection Training (iii) See (ii) above for Child Protection Guidelines. Hidden Harm briefings dates set for October 2008. (iv) Training programme being delivered for Adult Care Staff
---	----------------	---------------------------------------	---	---

		Risk assessment training will form an integral part of adult protection training.	May 08	Sally Chisholm	Shadow Adult Protection Committee	In practice since October 2007 and will remain so. Risk assessment is a key theme in Module 3 training.
		Establish an audit process of the Adult Protection Policy.	May 08	Sally Chisholm	Shadow Adult Protection Committee	On-going
Recommendation 10 - Community Services should complete the development of a strategic plan for Services for Older People.	Community Services will ensure that there are robust commissioning plans in place.	MCHSCP will develop a Strategic Plan for Older People.	Sep 08	Sally Chisholm	MMG & DMT	Strategy Officer employed. Planning Group in place. Draft plan to be in place by August 2008.
Recommendation 11 - Community Services should further engage with NCH to agree how outstanding improvement actions arising from the SIRCC report will be taken forward.	Community Services will ensure that all the SIRCC recommendations have been fully considered and any further actions will be taken as required.	A revised service specification (SLA) incorporating actions from the SIRCC Review will be implemented.	March 08	Jeremy Akehurst	SLG	Revised service specifications have been agreed with NCH that address the issues outlined by SIRCC.

		Any outstanding recommendations will be considered by the Community Services Department and NCH as part of regular monthly meetings.	On-going	Naomi Graham	SLG	Agreement reached with NCH in signing-off the SIRCC improvement actions.
<p>Recommendation 12 - Community Services should ensure that the work to take forward the workforce and development strategy is integrated with other relevant areas, such as training and professional development. Lead roles and responsibilities should be clearly understood and consistent with an integrated approach. A wider review should be done of staff skills and deployment to ensure that the right staff are in the right place.</p>	<p>Community Services will ensure a systematic and integrated approach is taken to the implementation of the Workforce Development Strategy.</p>	Information received through an audit of staff qualifications and training will be considered in establishing the 2008/9 Training Plan.	April 08	Joyce Lorimer	(CSTE)	Completed.
		Key knowledge and skills identified for practice in Children's Services and community care will be used to inform the Training Plan.	April 08	Joyce Lorimer/ Gordon Sinclair/ Naomi Graham/ Jane Mackie/ Anne Slee	(CSTE)	Children Services element is completed and for Community Care information is being collected.

		<p>Reviews on staff deployment and their key activities will occur in Children's Services in relation to area teams, the co-located child protection unit and the youth justice strategy.</p>	<p>April 08</p>	<p>Gordon Sinclair/ Jane Murphy</p>	<p>OMG/ Youth Justice Strategy Group</p>	<p>Adjustments to the staffing in the Youth Justice Team to meet the requirements of 2008/9 Youth Justice Action Plan and changes in case holding responsibilities from area teams are proposed for serious offenders. Recruitment process for staff in the co-located unit commenced and soon to go to advert.</p>
--	--	---	-----------------	---	--	---

<p>Recommendation 13 - Community Services should develop a training strategy which addresses service priorities, is based on a training needs analysis and links to the workforce and development strategy.</p>	<p>Community Services will ensure that the 2008/9 Training Plan will show greater linkages to assessed training needs, service priorities and workforce development requirements.</p>	<p>Training needs analysis underway to inform 2008/9 Training Plan.</p>	<p>April 08</p>	<p>Joyce Lorimer</p>	<p>(CSTE)</p>	<p>Training plan to be presented at Training Executive meeting in May 2008 for formal ratification – budget already approved. Focus will be on meeting registration of workforce agenda, health and safety, child and adult protection and homecare induction.</p>
		<p>Training plan will be linked to Service Development (Performance Improvement) Plans and Workforce Development Strategy.</p>	<p>April 08</p>	<p>Joyce Lorimer</p>	<p>(CSTE)</p>	<p>2007/8 Performance Improvement Plans have been considered and 2008/9 plans will be looked at from June onwards.</p>

)

<p>Recommendation 14 - The Council should ensure that service plans are clearly linked to and supported by available resources as identified in detailed financial plans.</p>	<p>Community Services will ensure that a more effective and explicit link is established between performance improvement activities and financial planning.</p>	<p>Performance Improvement Plans in Children's Services to include additional information under 'Resource Implications' to strengthen further the connection between service and financial planning.</p>	<p>July 08</p>	<p>John Carney</p>	<p>SLG</p>	<p>Draft Performance Improvement Plans for 2008/9 covering Children's Services team and management groups have been submitted and will be signed-off in May 2008. Each element of the plans will include resource considerations.</p>
		<p>Service Improvement Plan for MCHSCP for 2008 will be in a format that clearly links service plans to available resources, supported by capacity and demand planning for all care groups</p>	<p>April 08</p>	<p>Sally Chisholm</p>	<p>MMG & DMT</p>	<p>Service Improvement Plan objectives are directly linked to the Council's budget setting process for 2008/09.</p>

)

<p>Recommendation 15 – Community Services and the Council should ensure that recommendations contained in the Voluntary Sector Review designed to make commissioning and contracting arrangements fit for purpose are taken forward as a matter of urgency. The additional resources necessary to achieve this should be quantified and put in place.</p>	<p>Community Services will ensure that robust commissioning and contracting arrangements are in place.</p>	<p>Procurement Officers across the department will be trained regarding guidance on procuring Social Care Services.</p>	<p>May 08</p>	<p>Ian Noble</p>	<p>DMT</p>	
		<p>Commissioning Plan for Older People in place.</p>	<p>September 08</p>	<p>Sally Chisholm</p>	<p>DMT</p>	<p>Commissioning Group Planning Officer employed. Plan in draft by August 2008.</p>
		<p>Additional Contracts Officer to be recruited</p>	<p>March 08</p>	<p>Sandy Riddell</p>	<p>DMT</p>	<p>Appointed</p>
		<p>Lead Commissioning Officer to be recruited.</p>	<p>April 08</p>	<p>Sandy Riddell</p>	<p>DMT</p>	<p>Appointed</p>

		Revised SLA's with major children's services voluntary organisations will be concluded	June 08	Jeremy Akehurst	SLG	We are unlikely to have concluded the agreement of service specifications to our new standards with all of our service providing partners by June 2008. The new contracts manager will address this as a matter of urgency.
--	--	--	---------	-----------------	-----	---

<p>Recommendation 16 - Senior managers should consider ways to improve their engagement with staff and how to engage them more in Community Services' development agenda.</p>	<p>Community Services will continue its engagement with staff through its Communication Strategy with particular concentration on the service development agenda.</p>	<p>Children's Services will continue to engage staff in the development agenda through annual team reviews, development days and bi-monthly staff bulletin.</p>	<p>On-going</p>	<p>John Carney</p>	<p>SLG</p>	<p>Programme for 2008/9 complete. Bulletins are issued every second month, all team reviews will be completed by the end of May and divisional staff development days will occur on 19 & 20 June 2008.</p>
		<p>Self-evaluation exercises will be repeated by teams and management groups in the establishment of 2009/10 Performance Improvement Plans having a more consistent level of staff participation.</p>	<p>On-going</p>	<p>Jeremy Akehurst</p>	<p>SLG</p>	<p>Guidance to support team participative self-evaluations was produced for our Performance Management Framework and is available via Sharepoint.</p>

	MCHSCP Communication Plan will be strengthened to ensure a consistent approach to engagement with all staff	March 08	Sally Chisholm	MMG	Communication Plan revised for discussion/adoption by MMG – 16 May 2008.
	Locality Plans are being developed along with team plans with clear links established between the Joint Improvement Plan and the MCHSCP objectives for 2008/09.	June 08	Sally Chisholm	MMG	Delays due to the appointment of a Performance Officer. Interviews second week of May. Revised deadline for Locality Plans – August 2008.