

**Moray Council – Community Services Department  
SWIA Performance Inspection – DRAFT Action Plan**

<b>Recommendation</b>	<b>Objective</b>	<b>Actions</b>	<b>Timescale</b>	<b>Lead</b>	<b>Monitoring</b>
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 are developed to check educational progress of looked-after children link into LAC Reviews.	August 08	Mark Elvines	Social Work Education Liasion Group (SWED)
		LAC task groups established related to Scottish Government document 'We can and must do better' in outcomes for looked-after children.	Achieved/ongoing	Mark Elvines/ Naomi Graham	SWED
		Getting it Right for Every Child Steering Group established to implement an integrated assessment and care planning framework.	August 08	Wendy Jamieson/ Jeremy Akehurst	Children & Young People's Partnership Implementation Group
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	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 Framework to be fully operationalised in Children's Services with targets agreed and regular reporting to committees and services.	June 08	Jeremy Akehurst	Operational Management Group (OMG)
		Briefing of staff to continue through Children's Services Bulletin, staff development days and specific training.	On-going	Jeremy Akehurst	OMG

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importance of management information in general.	performance management.	Targets of MCHSCP's Performance Management Framework to be revised at Education & Social Services Committee.	April 2008	Sally Chisholm	Departmental Strategy & Performance Group (DS&PG)
		Routine reports to Audit & Performance Review Committee.	On-going	Jeremy Akehurst Sally Chisholm	Audit & Performance Review Committee
		Routine reports (monthly) to Moray Management Group (MCHSCP).	On-going	Sally Chisholm	Moray Management Group (MMG)
		National Outcomes Framework (once agreed with the Scottish Government) to be adopted by the MCHSCP.	July 2008	Sally Chisholm	MMG
		Training Sessions to reinforce input of information systems to ensure that all records held on Carefirst are correct.	September 08/ on-going	Sally Chisholm John Carney	MMG OMG
	Carefirst is developed to ensure that the needs of the Service are met	Business processes to be comprehensively reviewed.	June 2008	Ian Noble	Departments Management Team (DMT)
	Carefirst Group to provide ongoing progress reports.	Ongoing	Ian Noble	DMT	
	Performance Reporting to be reviewed and further developed to improve accuracy and	October 08	Ian Noble	DS&PG	

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		<p>availability of key performance information.</p> <p>Review data sharing arrangements with key partners to improve accessibility to and sharing of key data.</p> <ul style="list-style-type: none"> <li>• Initial research to be undertaken;</li> <li>• Multi-agency/departmental workshop to be arranged to develop an action plan on data sharing;</li> <li>• Progress reporting on implementation of the action plan.</li> </ul>	<p>April 08</p> <p>May 08</p> <p>ongoing</p>	<p>Ian Noble</p> <p>Ian Noble</p> <p>Ian Noble</p>	<p>DMT &amp; MMG</p> <p>DMT &amp; MMG</p> <p>DMT &amp; MMG</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>Set this action in a more comprehensive strategy to involve users and carers in service planning and development.</p> <p>Work with the Public Participation Framework (PPF) across the MCHSCP in order to develop a robust user and carer consultation process, starting</p>	<p>April 08</p> <p>April 09</p> <p>Sept 08</p>	<p>John Carney</p> <p>Jeremy Akehurst</p> <p>Sally Chisholm</p>	<p>Strategic Leadership Group (SLG)</p> <p>SLG</p> <p>MMG</p>

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		with a workbook containing a timetable of consultation/user involvement from September 2008			
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.	Community Services will ensure the current Communication Strategy is fully implemented and than an equivalent strategy is developed to address service integration.	Continued implementation and development of the Communications Strategy in Children's Services including bi-monthly Bulletin and annual team reviews and staff development days.	Ongoing	Jeremy Akehurst	OMG
		Children's Services and partners to consider how effectively it communicates the integration agenda across all services in Moray.	Sept 08	John Carney	Children & Young People's Partnership Implementation Group
		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.	Oct 08	Sally Chisholm	MMG
Recommendation 5 - Community Services should review arrangements for initial access to services. It	Community Services will incorporate planned service improvements	Children's Services pages on the Council website being updated.	Sept 08	John Carney	OMG
		Initial phase of duty service	Sept 08	Jennifer	OMG

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should ensure that the variety of existing arrangements, and those being developed both reflects and meet local needs, and are properly co-ordinated and consistent with each other.	with a broader review of access to services.	audit to run from January – September 2008.  Equalities Impact Assessment undertaken so that Children’s Services leaflets are reviewed to assess language used, availability and content.  Ensure effective co-ordination of social work duty systems with developments in MCHSCP.  Review of access arrangements to Community Care Services between March and June 2008, with an action plan in place by July 2008.	Sept 08  On-going  July 08	Gordon  Graeme Rizza  Mark Cotter  Sally Chisholm	OMG  OMG  MMG
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.  Initial review of Out of Hours arrangements – potential for shared services with neighbouring authority.	June 08  June 08	Blair Dempsie  Blair Dempsie	(DMT)  Council’s Corporate Management Team (CMT)
Recommendation 7 - Community Services should ensure that case files are routinely	Community Services will continuously improve the	Continued audit of care assessment and case files in Children’s Services against agreed standards by team	Ongoing	Gordon Sinclair/ Naomi Graham	OMG

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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.	quality of assessment and recording through file audits and linking this to staff supervision and development.	managers and sampling by service managers.  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
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.  Children's Services to review in conjunction with Community Care the provision of carer's assessments.	March 08  August 08	Sally Chisholm  Gordon Sinclair	DMT  Service Delivery Group (SDG)
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	Community Services will continuously improve the assessment and management of risk through auditing its processes and by targeting staff development and	Continued audit of child protection enquires and investigations against agreed standards by service manager.  Report to February meeting of Education and Social Services Committee recommending the establishment of a Co-located Child Protection Unit with Grampian Police.	Ongoing  Feb 08	Gordon Sinclair  John Carney	OMG  Child Protection Chief Officers Group

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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.	training activities.	<p>The following staff development activities to occur in Children's Services:-</p> <ul style="list-style-type: none"> <li>(i) prioritised programme of risk assessment training;</li> <li>(ii) briefing in Adult Protection arrangements; and</li> <li>(iii) training on new Child Protection Guidelines and Hidden Harm guidance.</li> </ul> <p>Risk assessment training will form an integral part of adult protection training.</p> <p>Establish an audit process of the Adult Protection Policy</p>	<p>June 08</p> <p>May 08</p> <p>May 08</p>	<p>Gordon Sinclair /Joyce Lorimer</p> <p>Sally Chisholm</p> <p>Sally Chisholm</p>	<p>Community Services Training Executive (CSTE)</p> <p>Shadow Adult Protection Committee</p> <p>Shadow Adult Protection Committee</p>
Recommendation 10 - Community Services should complete the development of a strategic plan for Services for OlderPeople.	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
Recommendation 11 - Community Services should further engage with NCH to agree how outstanding improvement actions arising from the	Community Services will ensure that all the SIRCC recommendations have been fully	<p>A revised service specification (SLA) incorporating actions from the SIRCC Review will be implemented.</p> <p>Any outstanding</p>	<p>March 08</p> <p>On-going</p>	<p>Naomi Graham/ Jeremy Akehurst</p> <p>Naomi Graham</p>	<p>SLG</p> <p>SLG</p>

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SIRCC report will be taken forward.	considered and any further actions will be taken as required.	recommendations will be considered by the Community Services Department and NCH as part of regular monthly meetings.			
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.	Community Services will ensure a systematic and integrated approach is taken to the implementation of the Workforce Development Strategy.	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)
		Key knowledge and skills identified for practice in Children's Services will be used to inform the Training Plan.	April 08	Joyce Lorimer/ Gordon Sinclair/ Naomi Graham	(CSTE)
		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.	April 08	Gordon Sinclair/ Jane Murphy	OMG/ Youth Justice Strategy Group
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.	Community Services will ensure that the 2008/9 Training Plan will show greater linkages to assessed training needs, service priorities	Training needs analysis underway to inform 2008/9 Training Plan.	April 08	Joyce Lorimer	(CSTE)
		Training plan will be linked to Service Development (Performance Improvement) Plans and Workforce Development Strategy.	April 08	Joyce Lorimer	(CSTE)

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	and workforce development requirements.				
Recommendation 14 - The Council should ensure that service plans are clearly linked to and supported by available resources as identified in detailed financial plans.	Community Services will ensure that a more effective and explicit link is established between performance improvement activities and financial planning.	Performance Improvement Plans in Children's Services to include additional information under 'Resource Implications' to strengthen further the connection between service and financial planning.  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	July 08  April 08	John Carney  Sally Chisholm	SLG  MMG & DMT
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	Community Services will ensure that robust commissioning and contracting arrangements are in place.	Procurement Officers across the department will be trained regarding guidance on procuring Social Care Services.  Commissioning Plan for Older People in place.  Additional Contracts Officer to be recruited.  Lead Commissioning Officer to be recruited.  Revised SLA's with major children's services voluntary	May 08  September 08  March 08  April 08  June 08	Ian Noble  Sally Chisholm  Sandy Riddell  Sandy Riddell  Jeremy Akehurst	DMT  DMT  DMT  DMT  SLG

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place.		organisations will be concluded			
Recommendation 16 - Senior managers should consider ways to improve their engagement with staff and how to engage them more in Community Services' development agenda.	Community Services will continue its engagement with staff through its Communication Strategy with particular concentration on the service development agenda.	Children's Services will continue to engage staff in the development agenda through annual team reviews, development days and bi-monthly staff bulletin.	On-going	John Carney	SLG
		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.	On-going	Jeremy Akehurst	SLG
		MCHSCP Communication Plan will be strengthened to ensure a consistent approach to engagement with all staff.	March 08	Sally Chisholm	MMG
		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