

Cross-Divisional

	Priority	Action to Address Priority	Target	Progress Update Q1	Progress Update Q2	Progress Update Q3	Progress Update Q4	Lead Officer
1.1 Progressing workforce Development	1.Review existing policy and guidance from the Scottish Executive, the Scottish Social Services Council, the Care Commission and the Social Work Inspection Agency	Updated understanding on what is expected in relation to Workforce Development and Strategic Learning	30/04/2007	Achieved				Sandy Riddell
	2.Develop Social Work's Workforce Development Strategy and Action Plan for Children & Families and Community Care.	Workforce Development Strategy and Action Plan approved by Committee	30/04/2007	Achieved				Sandy Riddell

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	3.Undertake targeted staff consultation to review training needs	Staff consulted and training needs identified/evaluated	30/04/2007	Achieved				Sandy Riddell
	4.Develop an Annual Training Plan	Annual Training Plan approved by Committee	30/04/2007	Achieved				Sandy Riddell
	5.Re-establish a Training Executive to oversee Workforce Development Initiatives	Training Executive re-established	31/05/2007	Achieved				Sandy Riddell
	6.Establish a Practitioner Forum to facilitate staff involvement in Workforce Development Initiatives	Practitioner Forum established	30/06/2007	Achieved				Sandy Riddell
1.2 Improving Health & Safety Arrangements	1.Review existing departmental and Council policies and guidance.	Policy/ procedural strengths, weaknesses and deficits are identified.	30/04/2007	Achieved				Sandy Riddell

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	2.Develop a Health & Safety Policy for Community Services	Health & Safety Policy developed	31/05/2007	Achieved				Sandy Riddell
	3.Develop a policy in relation to Managing Challenging Behaviour for Children & Young People	Policy on Managing Challenging Behaviour agreed	31/05/2007	Achieved				Sandy Riddell
	4.Review and strengthen arrangements for the dissemination of information to staff on Health & Safety matters	(a) Web based access to Health & Safety Policy, minutes and links created (b) A programme of briefings arranged for staff on Health & Safety matters	30/06/2007	(a) Achieved. (b) To be programmed in relation to phased completion of lone working procedures.	Work in progress. To be completed by March 2008.	Briefings will follow final approval of the lone working procedures by the Policy Implementation Group August/Sept 2008	Approved. Briefings being organized for August/September 2008	Sandy Riddell

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1.3 Strengthening Social Work's Complaints Handling	1. Review existing complaints reporting in line with Scottish Executive regulation and guidance	Report to Council on Social Work complaints for 2004/06 with clear recommendations for further measures to be developed to strengthen arrangements	30/04/2007	Achieved				Sandy Riddell
	2.Update the complaints handling process to include a review by Director prior to cases being heard at a Complaints Review Committee	Updated Complaints Procedure in place	30/06/2007	New procedure drafted for August Committee	Procedure approved – Detail being finalised with legal services before staff briefings are delivered.	Procedure complete and staff briefings delivered	Procedure being fully operationalised 1/7/08 with 1 st report to Committee on progress early 2009 reporting on 2008 calendar year.	Sandy Riddell
	3.Review arrangements for complaints Review Committees	Complaints Review Committee re-constituted	31/05/2007	Achieved				Sandy Riddell

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1.4 Improving Business Support Arrangements	1. Establish a Community Services Business Support Unit	Business Support Unit operationalised	30/04/2007	Achieved				Sandy Riddell
	2. Develop a web based site for Community Services on policies, procedures, contacts and consultation	Share Point facility launched	30/06/2007	Achieved				Sandy Riddell
	3. Review of Voluntary Sector funding and commissioning arrangements	(a) Review of Voluntary Sector completed (b) Updated contracting and commissioning strategy and procedures agreed	31/12/2007	On schedule	On schedule	Review complete Targeted projects progressing Additional Contracts Officer being recruited	- Contracts Officer appointed. - Contracting and Commissioning Manager appointed.	Sandy Riddell

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	4. Develop a co-ordinated approach to data sharing within Moray and across Grampian	(a) Electronic single shared assessment implemented (b) Integrated Assessment Framework developed and implemented	31/03/2008	Moray is a member of the Pan-Grampian data sharing programme board and work is progressing toward implementation.	Work in progress on a Pan-Grampian Wide Basis.	Progress on a Pan-Grampian basis is slow but on-going.	(a) On-going. Work and timescale is driven by Grampian Data Sharing Partnership. Delay in progress with data sharing due to difficulties in recruiting data sharing manager. (b) Developed, training underway and programme of implementation Moray-wide scheduled during 2008/09	Sandy Riddell
	5. Review and develop Departmental computer systems to meet current and anticipated service needs.	Upgrade of Carefirst secured in line with national developments.	31/03/2008	Carefirst Implementation Group is continuing to take this forward.	Draft project plan completed with revised target of June 2008	Project plan agreed for initial implementation of new software by 31/8/08 Business processes being reviewed to meet service needs and requirements of SWIA report.	Work progressing in line with national developments. Target date has been revised to July 2008 for first group of staff to use new software.	Sandy Riddell

Children & Families

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4.1 Reducing Out of Area Placements	1. Develop residential care in collaboration with Educational Services to manage a wider range of young people locally	Reduction in out of area placements April 2007 to March 2008.	31/03/2008	Efficient Government Review completed including detailed action plan. Report to Education and Social Services Committee in August on extending remit of NCH residential services.	Efficient Government Review report and action plan agreed at Education and Community Services Committee on 3 rd October 2007. Pilot satellite unit to Forres Children's Home established	Efficient Government Review report and action plan agreed at Education and Community Services Committee on 3 rd October 2007. Pilot satellite unit to Forres Children's Home established.	Pilot completed. Education and Social Services Committee have recommended the project's continuation.	John Carney
	2. Develop ways of managing crisis and individualised packages of care more effectively.	Decrease in number of new placements April 2007 to March 2008.	31/03/2008	Base figure 12 placements made by Social Work to residential establishments at 01/04/07. 3 new placements in first quarter.	1 new placement in second quarter.	Base figure 12 placements made by Social Work to residential establishments at 01/04/07.	11 placements at end of Q4.	John Carney

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	3. Fully implement the Level 4 fostering arrangements as an alternative to out of area placements.	Increase in number of young people returning to Moray April 2007 to March 2008.	31/03/2008	4 returns in first quarter. 11 placements currently.	1 return in second quarter. 9 placements currently	10 placements currently.	Initial target of 3 placements in Level 4 Scheme achieved.	John Carney
4.2 Promoted Integrated Working	1. Update the Developing Integrated Working Action Plan in the light of the Scottish Executive policy initiative 'Getting it right for every child'.	An updated Integrated Working Action Plan capable of meeting the requirements of GIRFEC	30/06/2007	GIRFEC Steering Group established and action plan developed.	Achieved		Achieved	John Carney
	2. Ensure that the development of integrated working becomes a primary remit for the Children and Young People's Partnership and its Implementation Group	Moray wide implementation of an Integrated Assessment Framework currently being piloted.	31/12/2007	Pilot in Forres complete and evaluation being assessed.	Action plan developed and being taken forward.	Action plan developed and being taken forward. Implementation planned for Summer 2008.	Project worker appointed to progress action plan.	John Carney
	3. Further develop the infrastructure and localised services around communities served by Area School Groups	Integrated care and education arrangements in residential care	31/03/2008	Being progressed in context of Efficient Government Review action plan.	Consultation exercise underway in local Community Networks	Being progressed in context of Efficient Government Review action plan.	Continuing	John Carney

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	4. Develop integrated Police/Social Work Facilities to protect vulnerable children.	Integrated Child Protection arrangements involving Social Work and Grampian Police	30/09/2008	Report seeking permission to progress planning for the project to be tabled at Education and Social Services Committee in August.	Bid made to Capital Programme	Bid made to Capital Programme and project subject to approval from Education and Social Services Committee on 13 th February 2008.	Project being implemented	John Carney
4.3 Improving Performance Management	1. Distribute performance management framework and make intranet available	Generation, analysis, utilisation and reporting of performance information	31/07/2007	Updated Performance Indicators Service Standards agreed at Education and Social Services Committee on 23 May 2007. Arrangements to collect new data set are now in progress.	Arrangements to collect new data set are now in progress.	All of the primary tools have been made available for use to staff and will be placed on Sharepoint during January	Performance Management Framework, flowcharts and working tools made available via Sharepoint at the end of April.	Jeremy Akehurst

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	2. Staff briefings on its operation and practice	Clear, robust, reliable evidence of continuous improvement in performance	31/07/2007	Baseline data to be collected in Q1 and Q2 with targets set through report to Education and Social Services Committee in December.	Baseline data being collected in Q1 and Q2 with targets set through a report to Education and Social Services Committee on 13 February 2008.	Management briefings have been taken place. The need for additional training has been identified and will be addressed in quarter 4.	Targets have been set and the framework is now fully operational. The design of practitioner training, to enhance practice in outcome measurement will be completed in May and training delivered June 2008.	Jeremy Akehurst
	3. Continue to develop a REALIST approach to casework evaluation.	Extended use of REALIST evaluation	31/03/2008	A practitioners focus group has been formed and is currently working on: - common language, a new measurement tool for reporting, research on appropriate measures for client self reporting.	Progressing	Some progress has been made in developing new measurement tools and practice, but this has to be completed.	New measures are ready for validation prior to operational use. This has taken longer than expected.	Jeremy Akehurst

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	4. Seek to extend REALIST to the work of partner agencies.	Extended use of REALIST evaluation	31/03/2008	A practitioners focus group has been formed and is currently working on: - common language, a new measurement tool for reporting, research on appropriate measures for client self reporting.	Progressing	Tools being developed for implementation by Health Visitors and Nursery Nurses working with our Surestart-funded project and for the Social Work Drugs and Alcohol Team	Tools are available. We need still to agree protocols for their use.	Jeremy Akehurst
4.4 Strengthening Public Protection Arrangements	1. Develop partnership arrangements with the Police and key agencies in the management of sex offenders in the community in line with MAPPA Guidance.	Inter-agency relationships, roles and responsibilities are clarified and services delivered in accordance with requirements.	30/06/2007	Multi Agency Public Protection Arrangements now operational.	Continues to be operational	Continues to be operational	Continues to be operational	Blair Dempsie
	2. Develop and Implement arrangements for data sharing with the Police in relation to violent sex offenders by using VISOR as required by the Scottish Executive.	Data sharing operationalised in line with requirements	30/06/2007	Multi Agency Public Protection Arrangements now operational.	Continues to be operational	Continues to be operational	Continues to be operational	Blair Dempsie

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	3. Produce and implement an Area Service Plan as required by the Management of Offenders Act in conjunction with partners in the CJA	Area Plan finalised	30/09/2007	Community Justice Authority meeting regularly towards finalisation of Plan.	CJA continues to work towards finalisation of Plan	Awaiting approval of Plan by Justice Department	Approved and operational	Blair Dempsie

Community Care:

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3.1 Developing Planned Care & Unscheduled/ Emergency Care	1. Develop a strategic plan for services to older people	An Older People's Plan will be in place	31/03/2008	Work in progress	Stakeholder event proposed for November 2007.	Meeting was held on 30 November. Awaiting written feedback from JIT.	Draft plan on course for consultation Summer 08	Sally Chisholm
	2. Develop a Range and Capacity Plan	A Range & Capacity plan will be in place	31/12/2007	Work in progress	As above.	As above.	As above	Sally Chisholm
	3. Reduce the number of delayed discharges in line with the National Target	The MCHSCP will be on target by the census dates for delayed discharge levels	31/10/2007	Achieved. Exceeded target in July 2007	Achieved.	Achieved.	Achieved Target for April 08	Sally Chisholm
	4. Develop a proposal for the movement of out of area placements back to Moray	Plans will be put in place for those who need to move back to Moray	31/03/2008	Work in progress, rehabilitation and long term care patients currently placed outside Moray have been reassessed for suitability to relocate once proposed service changes are implemented.	Proposal for facility in Forres to accommodate LD clients.	Accommodation has been purchased and service in process of being tendered. Aim for opening autumn 2008.	Forres Project in place for autumn 08	Sally Chisholm

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	5. Reduce the number of admissions (within a year) for those with a severe mental illness	People with a Mental Illness have access to a range of community based services at times of crisis	31/03/2008	Psychiatric emergency plan completed, designated place of safety available in Dr Grays for assessing people in crisis. 23-hr crisis bed (SAMH) available for individuals to avoid hospital admission	On target.	Emergency bed used 8 times in 2007. An increase of 7 from 2005.	On target	Sally Chisholm
3.2 Strengthening the Commissioning of Services	1. Develop a Commissioning Strategy	A Commissioning Strategy will be in place	31/01/2008	Work in progress Draft processes and protocols should be available by the beginning of Sept 2007.	Working with the Joint Improvement Team to develop a plan.	Meeting was held on 30 November. Awaiting written feedback from JIT. Project Officer in post as from 14 January 2008.	First meeting on Commissioning Group April 08 Plan proposed by December 08	Sally Chisholm

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	2. Review the Contracts process in line with EU regulations	Recommendations will be in place for a revised contracts process	31/12/2007	Work in progress Some work already done and revised templates in place.	The contract placement process is compliant with EU regulations. Built into a proposal for commissioning and procuring services To be presented to E&SS Committee, November 2007. On target.	Project completed. Proposals for additional resource to review and commission individual services approved by committee 28 November 2007. Contract templates and process in place. Next phase is to recruit the resource and start details service reviews.	Additional contracts officer appointed. Contracting and Commissioning Manager appointed – took up post on 28/4/08 Work plan being developed to ensure all SLAs are reviewed and revised and that a new Commissioning Strategy is developed.	Sally Chisholm
	3. To implement the revised National Contract in association with the revised fees levels	Care Providers will sign up to the revised contract post review when contracts are reviewed	31/12/2007	Work in progress. Contracts due for renewal March 2008.	Negotiations continue with care providers regarding compliance to new contract.	Achieved	Achieved, negotiations in place with Care Home providers to meet quality standards for 2008/9	Sally Chisholm

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	4. Ensure effective management of the revenue and capital budgets	The budget will be managed effectively and reported to Community Services Committee every cycle.	31/03/2008	On going. Work has started on 5-year projections.	5 year projection estimates reported to E&SS Committee. Further work required.	Reports to every Committee cycle. Robust capacity plans in early stages of development.	Budget submission for 2008/9 plus additional work for Older People & MH regarding 4 year projections	Sally Chisholm
3.3 Promoting Care in the Community, Selfcare & Telecare	1. Redesign the management of the Homecare Service to meet Care Commission requirements.	The Homecare Service will be supported at area level in line with Care Commission expectations	31/03/2008	Management improvements to be completed October 2007.	New Home Care Manager in post. Good report from Care Commission.	Achieved.	Achieved	Sally Chisholm
	2. Co-ordinate equipment services in Moray	There will be a co-ordinated approach to the management and provision of equipment in Moray	31/03/2008	Work in progress: Preliminary equipment plan in place.	Application to Joint Improvement Team for Project Management funding.	Funding applied for but not given by JIT. Alternative being developed.	Project Officer in post	Sally Chisholm

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	3. Pilot the Telecare project in Speyside	The Telecare Pilot will identify issues that will be need to be resolved before the project is widened out.	30/11/2007	Work in progress: Telecare project plan in place.	Second and third tranche of funding for 2007 and 2008 confirmed. Evaluation by Joint Improvement Team.	Pilot completed September 2007. Service being rolled out across Moray, staff training in progress. Evaluation continuing.	Telecare mainstreamed, additional resources to support the roll out to all areas on Moray	Sally Chisholm
	4. Roll out Care Management training to all teams	A consistently high quality of care management practice will be delivered across Moray	31/03/2008	Work in progress: Training to start in September 2007.	Training Officer recruited. Training plan in place.	Three programmes planned – one completed November/December, with further planned for January and February 2008.	Achieved	Sally Chisholm
	5. Improve the quality of case recording	Case Recording standards met	31/08/2008	Work in progress. Policy in place.	Work to improve standards is in place.	Learning disability Services have begun the checking of files at all supervision sessions.	Project officer in place, data cleansing of case record spot checking by senior managers in place	Sally Chisholm

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3.4 Addressing Inequalities	1. To establish Adult Protection processes	A Shadow Adult Protection Committee will oversee the work to support vulnerable adults in Moray	30/06/2007	Report approved by Committee to establish body. Shadow Committee had inaugural meeting July 2007.	Shadow Committee meeting bi-monthly.	On-going.	On-going, information provided to Cosla and Government for additional resources for implementation	Sally Chisholm
	2. Develop a revised strategic plan for Learning Disability	A learning Disability Strategy will be in place for 2007-2010	31/12/2007	Strategy now in place.	Achieved. To be reported to E&SS Committee, November 2007.	Approved by committee in Nov. Available on the Intranet.	Achieved	Sally Chisholm
	3. Devised a revised Carers Strategy in line with the recommendations in the Care 21 Report	A Moray Carers Strategy will be in place	31/12/2007	Work in progress. Draft out for consultation.	To be reported to E&SS Committee, November 2007.	Achieved.	Achieved	Sally Chisholm
	4. Review Palliative Care Services in Moray	A Palliative Care plan will set out the gaps in services in Moray	30/11/2007	Work in progress: Draft plan to be developed with NHS Grampian.	Draft plan in place to go out for consultation in November 2007.	Delay in putting out draft due to staff sickness. Draft to be submitted to E&SS Committee on 9 April 2008	Draft Revised Palliative Care plan out for consultation. To be completed by August 2008	Sally Chisholm

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	5. Review the future options for Sensory Impairment services in Moray	A plan will be put in place for the future of Sensory Impairment services in Moray	31/03/2008	Service Manager (Physical & Sensory Disability) is working with Peter Fidgett to consider future options for the services.	On-going.	Reported to E&SS Committee, November 2007. Quality Impact Assessments and consultations to be undertaken with stakeholders by March 2008	Process of assessments and consultations still on-going. Detailed work in relation to likely specification for a more integrated service at an advanced stage	Sally Chisholm

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3.5 Improving Workforce, Standards & Infrastructure	1. Establish an Integrated Training Plan	A Training Plan with set out the priorities for staff training for 2007-8	30/06/2007	Work is progressing and meetings have taken place re-updating the plan for 2007-2008 purposes	On-going.	Themed areas identified December 2007 to progress. Aim for integrated training plan for these themes March 2008. Currently care management training underway (see 3.3.4). Adult and child protection training On-going. Plan to link with the work to review the extended local Partnership Agreement	Organisation development plan being developed for the Moray Management Group (MMG). Care Management training completed. Vulnerable Adult training in place.	Sally Chisholm

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	2. Establish an Integrated Communication Plan	There will be a clear framework for communication in the MCHSCP	31/08/2007	The MCHSCP Communication Strategy and Action Plan were completed In April 2007.	Achieved.	Achieved.	Achieved	Sally Chisholm
	3. Develop an Integrated Performance Management Framework	A Performance management Framework will be in place	30/06/2007	Community Care Performance Management framework developed and in place. Revised MCHSCP Performance Framework implemented on target in June 2007.	In place.	In place.	In place	Sally Chisholm
	4. Establish robust preparation for inspection	Teams will be prepared for SWIA/Care Commission/QIS inspections	31/03/2008	Teams will be prepared. SWIA fieldwork Inspection completed 29 June 2007. Headline feedback received 20 July. Draft report due by 17 September and final report due in December 2007. On going/work in progress.	Report to be published December 2007.	SWIA report published 14 December 2007. Action plan to E&SS Committee on 13 February 2008.	Achieved	Sally Chisholm

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	5. Improve the quality of management information	Management information will be available to Managers	31/03/2008	Work in progress: Carefirst teams established to take this work forward.	On-going.	Data cleansers employed to ensure Carefirst record accurately.	Senior Community Care Officer in place to manage the improvements across all teams.	Sally Chisholm
	6. To collaborate in the development of Data Sharing/ICT Solutions for staff.	A procedure will be in place for the sharing of client information	31/03/2008	Work in progress: Moray Members of the Grampian Data Sharing Board.	On-going.	Local forum to be established with the involvement of the General Manager of MCHSCP.	On-going	Sally Chisholm
	7. To where possible co-locate staff with NHS Colleagues.	Staff will be co-located in as many settings as possible.	31/03/2008	Work in progress: Plans are in place for the first phase (Lossiemouth Practice)	Planning staff moved to MCHSCP HQ, Spynie. Health Centre proposals on course.	Lossiemouth practice premises first phase complete by 28 January 2008.	On-going	Sally Chisholm