

People Directorate Improvement Plan 2015/16 – 2017/18

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VISION, STRATEGIC OBJECTIVES AND LOCAL OUTCOMES

The vision of Angus Council is that:

'Angus is a place where a first class quality of life can be enjoyed by all'

Behind this vision is a set of core values, attitudes and behaviours that underpin the work of the People Directorate.

To ensure that we maximise our contribution to the Council's vision, we will have an unrelenting and ambitious focus on improving outcomes for all of those who use our services. This will directly benefit the recipients of our services, but will also have a wider impact on families and communities throughout Angus.

We will maximise **opportunities** for all by adopting preventative approaches, intervening as early as possible, and in all situations personalising services to meet the needs of each individual.

We will ensure that our processes are conducive to improving outcomes by listening attentively to all feedback that we receive; by continuously improving the quality of our services and systems; and by reviewing, challenging and streamlining our practices and procedures.

We will encourage - and hold each other accountable for - the following values and behaviours:

- Ambition and continuous improvement
- Honesty and integrity
- Open-ness, trust and respect
- Pride in our work, responsibility and accountability

We expect these values and behaviours to be evident in the way that we engage with service recipients, colleagues, partners and the communities and citizens of Angus.

The People Directorate improvement plan will continue to focus on the Council's priorities to support the achievement of that vision. It will also contribute to the achievement of the Angus Community Planning Partnership priorities that our communities are:

- **Prosperous and Fair**
- **Learning and Supportive**
- **Safe and Strong**
- **Caring and Healthy**
- **Sustainable**

The increasing demand and expectations for services along with the significant reduction in resources we are facing requires us to be innovative and creative in our approach. We will continue to work collaboratively with our partners to deliver quality services.

We have a clear focus on prevention and early intervention in line with the Scottish Government Programme for Government and the Government's Public Sector Reform Programme. This is clearly demonstrated by our commitment to and implementation of 'GIRFEC', the national programme to improve outcomes for all children and the enablement approach in adult care.

We will continue to implement the Children and Young Peoples (Scotland) Act 2014, including identifying a named person for all children, and enhancing our role as corporate parents.

We will continue to foster a culture of ambition and enhanced expectations for the attainment and achievement of all children and young people. This will be underpinned by supporting learners in all schools to gain the skills and attributes they require to develop into responsible citizens, effective contributors, confident individuals and successful learners. This will include fully implementing the new qualifications in our secondary schools.

We will implement the new integrated health and social care service and work constructively with our partners to improve care services for adults in Angus.

We will resume responsibility for planning and operation of Criminal Justice Services (CJS) from April 2017. In order to support this transition, representatives from CJS, the Community Planning Partnership and Tayside Criminal Justice Authority will commence regular planning meetings.

This year we have seven priorities. These are:

1. Raise the attainment and achievement of all of our pupils.
2. Provide positive, nurturing and inclusive environments to support learning and development
3. Shift the balance of care to enable adults to remain in their own homes or in a homely setting where this is appropriate and safe.
4. Fully implement Self Directed Support, ensuring the focus on outcomes and personalisation.
5. Move to embed integrated teams to deliver seamless pathways of care.
6. Restructure Criminal Justice Services in line with national policy.
7. Ensure that our priorities, ambitions and our resources are fully aligned.

PROFILE

The People Directorate of Angus Council focuses on services in education and social work for Angus residents. The re-structuring of all services in education and social work has led to the formation of four services within the People Directorate. These are:

- Schools and learning
- Services to children and young people
- Services to adults
- Quality and performance

Schools and Learning

There are 53 primary schools and 8 secondary schools in Angus. These schools vary enormously in size: the smallest primary has under 10 primary pupils, and the largest over 400 primary pupils. The secondary schools vary in size from 600 pupils to approximately 1100. There is an expectation, however, that the quality of education will be uniformly high across all schools - affecting all 8648 primary pupils and 6477 secondary pupils (as at September 2014).

Work within this service focuses on:

- Curriculum, assessment and qualifications
- Teacher staffing
- Pupil services
- Schools leadership, standards and improvement
- Devolved School Management

What the public can expect:

- We will deliver a high quality, inclusive curriculum which meets the needs of all children and young people
- We will provide accessible information about school curriculum, pupil attainment, achievement and attendance to pupils, parents and staff through printed and electronic methods
- We will provide 2 hours of structured physical education per week for P1 to S4 pupils
- We will configure class sizes to conform with Scottish Government regulations *
- We will ensure the adult / pupil ratio in all schools meets legislative requirements **
- We will meet Health & Safety regulations and ensure all schools are fit for purpose (Estate Plans)

* – Maximum class sizes

P1 = 25

P2 = 30

P3 = 30

P4 to 7 = 33

Composite class = 25

** - adult/pupil ratios varies according to the school roll.

Services to Children and Young People

Services to support, care, and protect children and young people are delivered within a framework of statutory duties and are required to meet national standards. Where possible, services are delivered in partnership with a range of stakeholders to promote health, wellbeing and protection.

48 of our primary schools have nursery classes with an intake of 1360 – 81% of total capacity. Parents do not have a legal responsibility to send their children to nursery, but the Council has an obligation to make available pre-school education for 4 year olds and for 3 year olds, with new requirements being introduced for some groups of 2 year olds. In discharging these obligations, we work with partner providers – voluntary and private. There are currently 34 partner providers offering pre-school places in Angus, in addition to our own 48 nursery classes.

This service covers a range of statutory and non-statutory services which include:

- Supporting early learning, and care
- Supporting children and families
- Extended support services for children and young people in care including statutory responsibilities for Looked After Children
- Residential care and fostering
- Children with additional support needs and children with disabilities
- Child protection services
- Educational psychology services

What the public can expect:

- We will ensure our education provision is inclusive and appropriate for every child
- No child will be excluded from receiving an education
- We will complete child protection investigations assessments within 7 days of referral
- We will visit children on the child protection register at a minimum of every 2 weeks within their home setting
- We will visit children receiving support from the department on a minimum 4 weekly basis
- We will formally review the care of Looked After Children on a 6 monthly basis
- We will review foster carers on an annual basis
- We will formally review the care of children subject to a new supervision requirement within 3 months of their supervision requirement being imposed
- We will offer 600 hours of pre school provision per year to all 3 and 4 year olds
- We will review Individual Education Plans for children and young people at least once every school term
- We will review Coordinated Support Plans annually

Adult Services

This service has the responsibility to oversee the provision of social care services to adults and older people in anticipation of new strategic and operational management structures being further implemented with the National Health Service Tayside in 2015.

Services to support, care, and protect adults are also delivered within a framework of statutory duties which are required to meet national standards. Where possible, services are delivered in partnership with a range of stakeholders to promote health, wellbeing, protection, dignity and independence.

This service takes account of:

- Assessment and care management for all adults including older people
- Care at home services
- Residential and supported housing provision for older people
- Short stay, respite and day-care services
- Support to carers
- Learning disabilities services
- Criminal Justice services
- Drug and alcohol services
- Homelessness services
- Mental health services
- Adult Protection
- Welfare Rights
- Volunteer Services
- Occupational Therapy

What the public can expect:

- We will involve service users or their representative in the design of their support package
- We will review care plans at a minimum of once a year
- We will complete guardianship orders within the required timescale (30 days)
- We will provide support to carers to allow them to continue their caring role
- We will complete Adult Protection investigations within 14 days of referral
- We will review the care of adults subject to an Adult Protection plan on a minimum of a 6 monthly basis
- We will schedule induction for all new service users within 5 working days of being notified by the Court of them being placed on a Community Payback Order.
- We will schedule placements for new service users within 7 working days of being notified by the Court of them being placed on a Community Payback Order with a condition of unpaid work.
- We will allocate criminal justice social work reports to a named worker within 2 working days of request
- All people newly diagnosed with dementia will have a minimum of a year's work of post diagnostic support
- We will ensure individuals receive welfare rights support relevant to their personal circumstances

Quality and Performance

This service has overarching responsibility for quality and performance across the Directorate and includes a key focus on:

- Quality assurance, quality improvement and service planning
- Performance management, including key business / information systems

- Inspection, scrutiny and best value
- Management of Directorate risk and continuity planning
- Complaints monitoring and investigation (stage2)
- Support for public protection activities
- Contracting and commissioning of external providers
- Professional development of staff, including training and registration requirements
- Corporate governance
- School estate and physical resources

KEY STRENGTHS

The key strengths of the Directorate are:

- Delivery of good quality services, as assessed by our external scrutiny bodies and reflected in customer feedback;
- Clear understanding of the need to fulfil our statutory duties;
- Improving partnerships that impact on service users;

The evidence to support these key strengths is:

- over 90% of children and young people, who cannot be supported in their own home, are cared for in an alternative family setting
- we have increased the number of looked after children who have moved on to a positive school leaver destination
- consistently positive ratings from Care Inspectorate across a range of services including – Homecare; day-care; care homes; supported housing for older people; homelessness support; and supported accommodation for those with mental health problems
- we have evaluated, very positively, against national standards issued for Mental Health Officers
- we have increased the proportion of people with high care needs supported at home and the proportions receiving a service during evenings/overnight and at weekends
- a review of the prevention of admission to hospital scheme has been undertaken as part of our work to promote health and social care integration locality modelling

AREAS FOR FURTHER DEVELOPMENT

Areas requiring further development include:

- prioritisation of outcomes we are seeking to achieve;
- raising attainment in numeracy for all children in numeracy
- raising attainment for all children in literacy
- improving performance at National 5 qualifications
- developing performance frameworks to support decision-making and to demonstrate progress against outcomes;
- improving service efficiency and effectiveness across all service areas;
- ensuring consistent, robust self-evaluation across all services, including our approach to multiagency evaluation;
- developing more flexible and cost effective home care services;
- developing a rapid response service;
- expanding the role of First Contact within the context of health and social care integration to improve access to services, advice, and information;
- continuing to reduce the proportion of people with high care needs supported in residential care settings;

- increase the proportion of adults with learning disabilities supported to live in their own tenancies;
- complete the process of health and social care integration.

OUTCOMES and PRIORITIES

The People Directorate will support the delivery of the following partnership priorities and local outcomes:

Partnership Priorities and Local Outcomes	Council Priorities	People Directorate Priorities
<i>Communities that are Learning and Supportive:</i> Our children and young people are confident individuals, effective contributors, successful learners and responsible citizens	Early Years and Attainment	1. Raise the attainment and achievement of all of our pupils. 2. Provide positive, nurturing and inclusive environments to support learning and development
<i>Communities that are Caring and Healthy:</i> We have improved the health and wellbeing of our people and inequalities are reduced Individuals are supported in their own communities with good quality services	Implement Self Directed Support Integration of health and social care	3. Shift the balance of care to enable adults to remain in their own homes or in a homely setting where this is appropriate and safe. 4. Fully implement Self Directed Support, ensuring the focus on outcomes and personalisation. 5. More to embed integrated teams to deliver seamless pathways of care. 6. Restructure Criminal Justice Services in line with national policy.
<i>Managing Our Business:</i>		7. Ensure that our priorities, ambitions and our resources are fully aligned.

Priority One: Raise the achievement and attainment of all of our pupils

What the service will do:

improve achievement and attainment in primary and secondary schools

How we will do this:

- We will support and challenge schools to raise attainment at all key measures We will improve the quality of monitoring and tracking of pupil attainment in all schools
- We will analyse and learn from data gathered at each level of CfE based on CEM assessments and teachers' judgements
- We will develop and deliver a leadership programme for senior and middle managers in secondary schools
- We will raise attainment in literacy and numeracy in primary schools
- We will implement the key actions detailed in the updated Angus literacy and numeracy strategy for 2013-2016 and monitor and evaluate their impact on achievement.
- We will support schools in consolidating the pace and challenge in S1-3 broad general education and models for Senior Phase
- We will implement the national 1 & 2 modern languages strategy
- We will continue with an annual programme of proportionate Supported School review visits to Angus schools to continue to improve education provision.
- we will increase the number of young people who go on to positive participation destinations on leaving school

We will measure this by monitoring the:

- % children secure at early level by end P1
- % children secure at first level by end P4
- % children secure at second level by end P7
- % of pupils in S3 secure at third level and working on fourth level outcomes and experiences
- % pass rate of National 5 qualifications in comparison with national pass rate and virtual comparator schools
- % pass rate of New Higher qualifications in comparison with national pass rate and virtual comparator schools
- % pass rate of Advanced Higher qualifications in comparison with national pass rate and virtual comparator schools
- Proportion of Pupils Entering Positive Destinations (LGBF)
- Average tariff score of S4 leavers
- Average tariff score of S5 leavers
- Average tariff score of S6 leavers
- % of pupils gaining 5 awards at level 5 (LGBF)
- % of pupils gaining 5 awards at level 6 (LGBF)
- % of pupils from deprived areas gaining 5 awards at level 5 (LGBF)
- % of pupils from deprived areas gaining 5 awards at level 6 (LGBF)

Our assessed level of Risk:

Code	Risk	Actual Score	Appetite	Action Plan
ED.07	Low attainment levels	9	6	Y

Priority Two : Provide positive, nurturing environments to support learning and development

What the service will do:

- Enhance the culture and ethos of our learning environments
- Improve the school estate
- Fully implement the requirements of the Children and Young People (Scotland) Act 2014
- Develop our role as corporate parents

How we will do this:

- We will develop restorative approaches across all schools in Angus
- We will continue to identify emerging technologies to further improve the broadband connectivity to all rural primary schools.
- We will sustain or improve attendance and exclusion rates
- We will improve processes to promote anti-bullying
- We will improve the quality of support for children who need additional support to learn and develop
- We will improve the development of parenting skills and nurture provision to enhance prevention and intervention for our youngest citizens
- We will improve primary school provision in Arbroath
- We will open a new build campus facility on the site of Forfar Academy.
- We will open a new build campus facility on the site of Brechin High School
- We will provide enhanced community access and use of facilities
- We will complete a review of the primary school estate
- We will develop choice for parents and carers in the provision of 600 hours of pre-school learning and care.
- We will develop preschool learning and care provision for targeted children including looked after children and children entitled to free school meals.
- We will continue to implement and embed the Angus Getting It Right (GIR) process with a focus on named person, lead professional and the use of integrated assessments and the child's plan.
- Something up to date needed here about Corporate Parenting Board. We will develop the role of the newly established transformers in care corporate parenting board to focus on improving outcomes for looked after children
- We will implement supported accommodation for young care leavers at Millgate Loan, Arbroath
- We will move into the replacement for the existing Kinnaird Street Children's Unit
- We will increase resources available to respond to child protection concerns
- We will review arrangements for supporting kinship carers

We will measure this by monitoring the:

- % of Adults Satisfied with local schools (LGBF)
- No. of children excluded
- Attendance figures
- No. of anti-bullying incidents reported
- % of schools assessed as either good or satisfactory for suitability and condition
- % uptake of child care from each eligible group.
- Balance of Care for looked after children: % of children being looked after in the Community (LGBF)
- % of care leavers leaving to homeless accommodation.
- % of children engaged in looked after reviews

- % of children and young people being worked with on a voluntary basis as opposed to statutory measures of care

Our assessed level of Risk:

Code	Risk	Actual Score	Appetite	Action Plan
SWH.09	Physical Assets	9	9	N
ED.01	School Inaccessible	8	8	N

Priority Three: Shift the balance of care to enable adults to remain in their own homes where this is appropriate and safe

What the service will do:

- Extend the enablement approach to a greater proportion of service users
- Reduce the number of residential care places that are supported
- Implement recommendations of "The Keys to Life" national learning disability policy for service users with a learning disability in Angus and their carers.
- Increase the care management capacity within First Contact
- Reduce response times for occupational therapy assessment
- Extend the accommodation opportunities for those who have mental health problems and require highly supported care
- Implement a 'recovery focused' and multi-agency approach to those who experience alcohol and drug problems

How we will do this:

- Strengthen Intensive Care at Home
- Implement mental health accommodation strategy
- Implement the whole family approach in substance misuse
- Increase staff capacity and reviewing resources
- Review response times for occupational therapy

We will measure this by monitoring the:

- % of clients who have been enabled.
- % of clients completing enablement (within period) who required no personal care, home support or community meals after enablement
- % of clients completing enablement (within period) who required reduced personal care, home support or community meals after enablement
- % home care clients receiving personal care
- Percentage of people aged 65+ with intensive needs receiving care at home (LGBF)
- Number of people aged 75+ in residential care
- Proportion of service recipients aged 75+ in residential care
- Number of people aged 85+ in residential care
- Proportion of service recipients aged 85+ in residential care
- % of adults satisfied with social care or social work services (LGBF)
- personal care costs per staff contact hour
- Number of care management enquiries and referrals to First Contact
- % of occupational therapy assessments completed within identified timescales

- Number of people with drug and alcohol problems taking up volunteering opportunities, education or employment
- Number of people with mental health problems moving into supported accommodation

Our assessed level of Risk:

Code	Risk	Actual Score	Appetite	Action Plan
PEO13	No available funding to meet increasing need for learning disability accommodation.	25	8	Y
PEO14	Learning Disability hospital patients	16	9	Y
PEO4	Reduced MHO capacity with increased demand – Underserviced for the size of the Council.	16	6	Y
SWH.01	Protecting vulnerable people in the community	10	8	Y
SWH.13	Delivery of enablement agenda	10	6	Y
ED.09	Impact of demographic changes	8	6	Y
ED.14	Flu pandemic.	1	3	N

Priority Four: Fully implement Self Directed Support, ensuring the focus on outcomes and personalisation

What the service will do:

improve the quality of self-directed support and self care programmes to place the emphasis on working with individuals and communities

How we will do this:

- We will complete the phased implementation of Self-Directed Support
- We will work with service users, partners and care providers to ensure that personalisation and choice is available
- We will adapt our method of commissioning services in light of the Self-Directed Support options chosen
- We will complete a service review to identify and assess alternative service delivery models for in-house residential and community care services

We will measure this by monitoring the:

- % of current clients with an SDS assessment (at end of period)
- Analysis of SDS options chosen following assessment.
- SDS spend on adults over 18 as a % of total social work spend on adults over 18 (LGBF)

Our assessed level of Risk:

Code	Risk	Actual Score	Appetite	Action Plan
PEO16	Self-directed support - Failure to create fluid budget.	15	9	Y

Priority Five: Move to embed integrated teams to deliver seamless pathways of care**What the service will do:**

Fully and actively participate in the integration of health and social care

How we will do this:

- We will integrate Health and Social Care Services and establish a locality model in Angus
- We will revisit the business case model for the logistics hub in relation to the integration of Health and Social Care and Self-Directed Support and best value

Our assessed level of Risk:

Code	Risk	Actual Score	Appetite	Action Plan
PEO8	Health and Social Care Integration - Slippage on implementation plans	9	6	Y

Priority Six: Restructure Criminal Justice Services in line with national policy**What the service will do:**

In April 2017 the Tayside Community Justice Authority (TCJA) will be dissolved and responsibility for the delivery of social work Criminal Justice Services (CJS) will revert fully to Angus Council

How we will do this:

- We will establish a transition planning group to manage the transition from TCJA to Community Planning/ Council services
- We will revisit the need for premises in Forfar for CJS near to the Sheriff Court
- We will review the current ratio of qualified to unqualified staff in the service
- We will revise management arrangements for unpaid work
- We will review the need for the continuation of the Glen Isla Project for women offenders

Our assessed level of Risk:

Code	Risk	Actual Score	Appetite	Action Plan
SWH.17	Managing potentially dangerous service users in the community	10	5	Y

Priority Seven: Ensure that our ambitions and our resources are fully aligned.

What the service will do:

- We will undertake a programme of service reviews
- We will develop a performance management framework that links outcomes and outputs with financial information
- We will implement a consistent, robust process of self-evaluation for all services.

How we will do this:

- We will carry out an evaluative audit across the Directorate to provide a baseline to support future improvement
- We will review service level agreements on a prioritised basis.
- We will monitor unit costs for services and begin benchmarking exercises
- We will prepare an integrated asset management plan which will inform our long-term investment planning

We will measure this by monitoring the:

- External scrutiny of services within the directorate will validate our processes for self-evaluation.
- Cost per Primary School Pupil (LGBF)
- Cost per Secondary School Pupil (LGBF)
- Cost per Pre-School Education Registration (LGBF)
- The Gross Cost of "Children Looked After" in a Community Setting per Child per Week (LGBF)
- The Gross Cost of "Children Looked After" in Residential based Services per Child per Week (LGBF)
- Older Persons(Over 65) Home Care Costs per Hour (LGBF)
- Residential Care Costs per Adult per Week for Older Persons (Over 65) (LGBF)