



Moray Council

Tuesday, 17 December 2019

NOTICE IS HEREBY GIVEN that a **Special Meeting** of the **Moray Council** is to be held at **Council Chambers, Council Office, High Street, Elgin, IV30 1BX** on **Tuesday, 17 December 2019 at 14:00.**

BUSINESS

1 Sederunt

Declaration of Group Decisions and Members Interests

Withdrawal of Item 8 “Proposed Restructure of Property Services and Building Services (DLO)”

2 Declaration of Group Decisions and Members Interests *

3 Resolution

Consider, and if so decide, adopt the following resolution:
"That under Section 50A (4) and (5) of the Local Government (Scotland) Act 1973, as amended, the public and media representatives be excluded from the meeting for Items 7, 8 and 9 of business on the grounds that it involves the likely disclosure of exempt information of the class described in the relevant Paragraphs of Part 1 of Schedule 7A of the Act."

4 Replacement of the Bridge from Lossiemouth to East Beach **5 - 32**

Report by Depute Chief Executive (Economy, Environment and Finance)

5 Moray Leisure Centre **33 - 38**

Report by Depute Chief Executive (Education, Communities and Organisational Development)

6 Annual Report of the Chief Social Work Officer 2018-2019

39 - 70

Report by Chief Executive

Item(s) which the Committee may wish to consider with the Press and Public excluded

7 Review of Moray's Leisure and Libraries Service Update [Para 11]

- Information relating to any consultations or negotiations in connection with any labour relations;

8 Proposed Restructure of Property Services and Building Services (DLO) [Para 1]

- Information relating to staffing matters;

9 Coastal Communities Fund [Para 9]

- Information on proposed terms and/or expenditure to be incurred by the Authority;

Any person attending the meeting who requires access assistance should contact customer services on 01343 563217 in advance of the meeting.

GUIDANCE NOTES

- * **Declaration of Group Decisions and Members Interests** - The Chair of the meeting shall seek declarations from any individual or political group at the beginning of a meeting whether any prior decision has been reached on how the individual or members of the group will vote on any item(s) of business on the Agenda, and if so on which item(s). A prior decision shall be one that the individual or the group deems to be mandatory on the individual or the group members such that the individual or the group members will be subject to sanctions should they not vote in accordance with the prior decision. Any such prior decisions will be recorded in the Minute of the meeting.

THE MORAY COUNCIL

Moray Council

SEDERUNT

Councillor Shona Morrison (Chair)
Councillor Graham Leadbitter (Depute Chair)
Councillor George Alexander (Member)
Councillor James Allan (Member)
Councillor David Bremner (Member)
Councillor Frank Brown (Member)
Councillor Theresa Coull (Member)
Councillor John Cowe (Member)
Councillor Gordon Cowie (Member)
Councillor Paula Coy (Member)
Councillor Lorna Creswell (Member)
Councillor John Divers (Member)
Councillor Tim Eagle (Member)
Councillor Ryan Edwards (Member)
Councillor Claire Feaver (Member)
Councillor Donald Gatt (Member)
Councillor Louise Laing (Member)
Councillor Marc Macrae (Member)
Councillor Aaron McLean (Member)
Councillor Maria McLean (Member)
Councillor Ray McLean (Member)
Councillor Laura Powell (Member)
Councillor Derek Ross (Member)
Councillor Amy Taylor (Member)
Councillor Sonya Warren (Member)
Councillor Walter Wilson (Member)

Clerk Name:

Clerk Telephone: 01343 563016

Clerk Email: committee.services@moray.gov.uk



REPORT TO: SPECIAL MEETING OF MORAY COUNCIL ON 17 DECEMBER 2019

SUBJECT: REPLACEMENT OF THE BRIDGE FROM LOSSIEMOUTH TO EAST BEACH

BY: DEPUTE CHIEF EXECUTIVE (ECONOMY, ENVIRONMENT AND FINANCE)

1. REASON FOR REPORT

- 1.1 To inform the Council of proposals to replace the bridge between Lossiemouth and East Beach.
- 1.2 This report is submitted to Council in terms of paragraph II (20) of the Scheme of Administration relating to matters which currently do not fall within the terms of reference of any Committee

2. RECOMMENDATION

2.1 It is recommended that the Council:-

- (i) consider whether to agree in principle that the Council will take ownership of the new or refurbished bridge on completion of construction, as this is a necessary precondition to the project progressing;
- (ii) subject to agreement to (i) above:
 - (a) agree to the Council providing staff resources to progress to option appraisal, phase 1 subject to tenders being within the existing funding package outlined in paragraph 3.5 (bullet point 2) and;
 - (b) submit a report to Council on the outcome of the option appraisal, which will detail whether there is a viable option to progress to phase 2 (Design and Build) that can be fully funded by the Scottish Government.

3. **BACKGROUND**

- 3.1 The original bridge linking Lossiemouth to East Beach was constructed by the railhead in 1906 by Lossiemouth Town Council. In 1918 the bridge was relocated to its current position by the Old Harbour Commission, to make it easier for boats to come in and out of the old harbour. The Lossiemouth Old Harbour Commission ceased to exist when the harbour closed, at which point the bridge became ownerless.
- 3.2 In recent years concern has been raised about the condition of the bridge. On 24 July 2019 a span of the bridge failed causing it to become dangerous and the bridge was closed by the Council's Building Control Section. Since this time there has been no safe access from the town to East Beach.
- 3.3 The bridge linking the town to East Beach is an important amenity asset to the Lossiemouth community and its loss is likely to have a significant impact on the local economy, particularly during the summer season.
- 3.4 In September 2019, Scottish Government's Culture Secretary committed to funding the work required to reopen this bridge.
- 3.5 On 14 November 2019 a workshop was held in Lossiemouth Town Hall to discuss the need for a replacement bridge and how this could be delivered. The workshop was facilitated by Architect Design Scotland and was attended by a number of stakeholders, including Moray Council, Scottish Government, Highlands and Islands Enterprise, Lossiemouth Community Development Trust, Lossiemouth Business Association, Friendly Access, Surf School, Moray Speyside Tourism, Visit Scotland, SEPA and Scotland Town Partnership. The key points that came out of this workshop are listed below.
- Following an appraisal of options to provide a bridge, a business case must be submitted to and approved by Scottish Government before funding is provided by them.
 - Funding to enable preparation of the business case will come from the Lossiemouth Community Development Trust and Highlands and Islands Enterprise (HIE). The total budget currently available for the business case is £100k. £25k of this will be paid by HIE. The Lossiemouth Development Trust has raised £50k from the Beatrice Funding via Scottish and Southern Energy and £25k from public donations. The trust will make £50k available but wish to retain the £25k raised through public donations as a contingency, i.e. this money would only be made available if the cost to prepare the business case is greater than £75k.
 - The community do not wish to take ownership of the new bridge.
 - The preference is that the Council progress the project to deliver the new bridge and then take ownership.
- 3.6 A full report on the points raised and discussed at the workshop has been drafted by Architect Design Scotland, and is provided in **APPENDIX 1**.
- 3.7 If the community will not take ownership of the new bridge, the only other alternative would be for the Council to take ownership, given that both the

Scottish Government and HIE have indicated that they would not be in a position to take ownership. The Scottish Government would only consider owning an asset if it was of strategic importance e.g. a bridge over a trunk road. While HIE do own assets, this would normally require a business case where their investment would result in a return in income. Bridge replacement and maintenance however is part of the Council's core business and is therefore seen as the most obvious body to deliver this project.

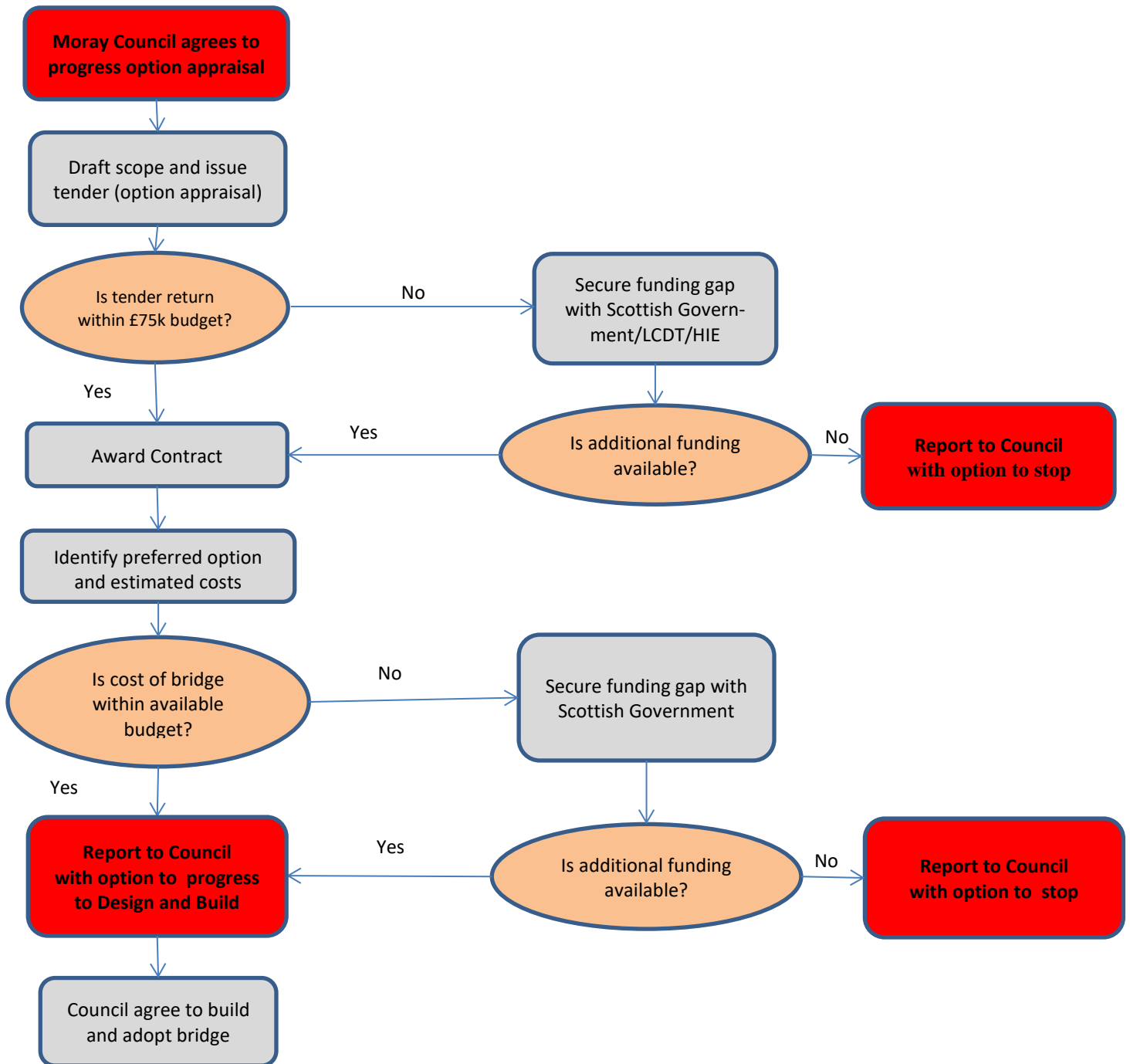
4 PROCESS

- 4.1 If the Council agrees to deliver and take ownership of a new bridge at Lossiemouth, the process for achieving this is set out below.
- 4.2 The project to provide a bridge from Lossiemouth to East Beach will be split into two phases, Phase 1 will consist of an option appraisal and Phase 2 will involve the design and construction of the bridge.
- **Phase 1** will include an option appraisal and development of a business case that will be submitted to Scottish Government. Funding for this phase is held by the Lossiemouth Community Development Trust and includes money raised by the community as well as contributions by Highlands and Islands Enterprise and Scottish and Southern Energy. (This is outlined in **APPENDIX 2**, Paragraph 6.4)
 - **Phase 2** will be the design and construction of the new bridge. Funding for this phase will be provided by Scottish Government, based on the outcome of the option appraisal and business case.
- 4.3 The Council's Consultancy Section will undertake all of the pre-tender work, which will include drafting and finalising the tender documents required, including contract documents, a detailed scope of work and site information. The team will also determine the most appropriate procurement method and this decision will be based on efficiency and minimising risk to Moray Council. Regardless of which procurement method is adopted the option to stop the project at the end of Phase 1 will apply. Stopping the project at this stage would only be necessary if sufficient funding for Phase 2 is not available. In parallel with the pre-tender work and Phase 1, the Council's Legal Services Section will carry out any preparatory land acquisition with costs to be allocated against the Phase 1 costs. This would involve negotiation on land purchase and/ or progress of Compulsory Purchase Orders as appropriate. The actual land purchase or completion of the CPO process would not be undertaken until Phase 2 had been approved and the land confirmed as required.
- 4.4 The staff resource required to progress the pre-tender work, Phase 1 and Phase 2 will be 1 FTE engineer for a duration of approximately two years. The Council would be expected to absorb the cost of this resource for the pre-tender work and Phase 1 but the external funding will cover the costs for Phase 2. This resource can be accommodated by re-prioritising the Consultancy programme of work during the pre-tender stage and Phase 1 and employing a temporary member of staff to cover the additional workload in Phase 2.

- 4.4 A draft of the scope is shown in **APPENDIX 2**. It should be noted that this could be subject to change following any discussions with community representatives and Scottish Government.
- 4.5 A flow chart of the decision making process is shown in Diagram 1.

Diagram 1

Decision Making Process



5 COMMUNICATION

- 5.1 It will be important to engage with the community during the development of this project. As well as holding public consultation events, the project team will consult with community representatives at key milestones in the delivery of the new bridge. This is likely to involve setting up a steering group with representatives from the Council, the Lossiemouth Community Development Trust, the Community Council, the Lossiemouth Business Association and Architect Design Scotland and/or Scottish Government. The project will also require a communications plan to disseminate information to the wider community.

6 MAINTENANCE

- 6.1 On completion of the bridge construction, if this is agreed by the Council when phase 1 is completed, the Council would take ownership of the bridge and responsibility for its ongoing inspection and maintenance. The cost of maintaining the bridge will be dependent on the design specification, i.e. if the bridge is designed to a high specification, the ongoing maintenance costs will be reduced. However, it should be noted that if the bridge is designed to a higher specification the construction costs will increase. The average cost of general maintenance for the bridge over a twenty year period is estimated at £300 per year. This cost does not include reactive works, e.g. to repair acts of vandalism or weather damage, or major maintenance works. Depending on the specification, major maintenance works such as repainting may be required twenty years after construction at a cost of £200,000 and bearing replacement after forty years at a cost of £100,000. These costs are based on a generic bridge and would be subject to change depending on the preferred option. The cost implications regarding maintenance will be clearer at the end of Phase 1 and this will be included in the report to members, before progressing to Phase 2.

6 SUMMARY OF IMPLICATIONS

(a) Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP))

A thriving and well connected place, where more people live well in their communities.

(b) Policy and Legal

The Council will need to acquire land or the existing bridge to progress this project.

(c) Financial implications

It is currently unclear how any increase in budget costs will be covered. If this position is not clarified, the Council, as the organisation awarding the contract could be liable for these costs. As the principle funder for this project the Scottish Government would need to commit to any

increased costs associated with the option appraisal and Design and Build stages of the project. Failure to do so would result in the project being effectively stalled. The intention would be made clear to stakeholders that the Council would not be in a position to make up the difference should costs go above available budgets. The critical cost risks being, tender returns exceeding the £100K maximum available for the option appraisal and the cost of the preferred option for the Design and Build stage exceeding the available funding from Scottish Government. At this point the Scottish Government has not committed to a specific level of funding available for the design and build phase, which will be informed by the option appraisal and business case.

The average cost of general maintenance for the bridge over a twenty year period is estimated at £300 per year, not including reactive maintenance to address damage caused by vandalism or weather damage.

(d) Risk Implications

Funding for both phases of this project will be provided by external organisations, the Lossiemouth Community Development Trust and Scottish Government. Neither organisation has confirmed that it will underwrite any cost increases that may occur during the delivery of the new bridge. This risk is highest for the construction phase of the project as the location of the new bridge is subject to extreme weather conditions that could potentially cause delay and increased costs. Without a guarantee that increased costs will be underwritten by Scottish Government, the Council, as the organisation awarding the contract, would be exposed to this risk. This will be a matter for consideration in the next report to Council before phase 2. The legal process to secure any land required could cause significant delay in delivering the bridge.

Public expectations with regard to timescales are likely to be high and pressure is likely to be put on the Council throughout the duration of this project. In that respect the Council would be assuming a service pressure which is entirely discretionary.

(e) Staffing Implications

The cost of staff resources to undertake the preparatory work and project management of Phase 1 would need to be absorbed by the Council as there are no funds offered to cover this. This may be viewed as an in kind contribution towards the project development. Staff costs during design and build phases of the project will be funded externally. The staff resource required to deliver this project is likely to be in the region of 1 FTE for the duration of the project.

(f) Property

The property implications are set out in the report.

(g) Equalities/Socio Economic Impact

There are no equalities implications related to the recommendations in this report because they do not affect groups of people in different ways.

(h) Consultations

Depute Chief Executive (Economy Environment & Finance), Head of Economic Growth & Development, Chief Financial Officer, Legal Services Manager and Lissa Rowan, Committee Services Officer have been consulted and their comments incorporated into the report.

7. CONCLUSION

- 7.1 The bridge linking Lossiemouth to East Beach is an important asset and if it is not replaced the economic and amenity impact on the town is likely to be significant.**
- 7.2 While the Scottish Government has agreed to fund the cost of replacing the bridge the extent of that funding will not be confirmed until an assessment is carried out following the outcome of the option appraisal. This will determine if there is a viable option to progress.**
- 7.3 The community does not wish to take ownership of the bridge after it has been replaced.**
- 7.4 If the Council does not deliver and take ownership of the replacement bridge, it is unlikely that the project will go ahead, hence this is a pre-condition of the project progressing.**

Author of Report: Debbie Halliday
Background Papers:
Ref:

A &
D S



Lossiemouth Connects Design Priorities Workshop

14th of November 2019

Workshop Summary

Introduction

In September 2019 Architecture and Design Scotland (ADS) were asked to assist Moray Council to facilitate a community conversation regarding the future of the recently closed Lossiemouth Seatown Bridge.

The conversation took place on the afternoon of 14th November, 2019 at Lossiemouth Town Hall. The Council and Scottish Government took part. This is a report of the key priorities as expressed on the day.

Place, Parts, Process approach to Priorities

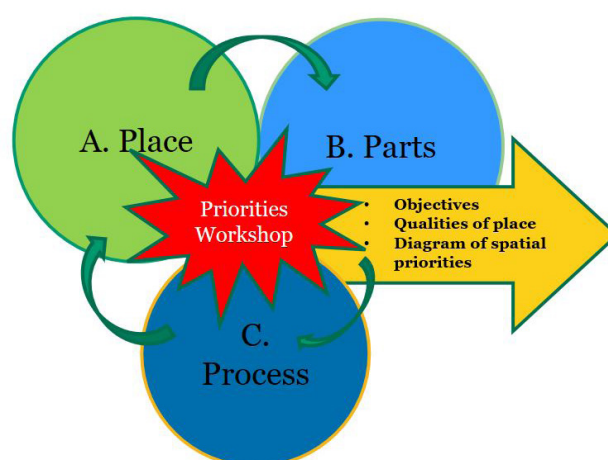
At this event, we brought together local people and organisations to explore the power of collaboration in shaping places. We looked at what's happening in Lossiemouth and identified community priorities and opportunities associated with the footbridge link.

We explored the potential to further connect people, projects and assets and to develop shared sense of place through a collaborative approach.

During this workshop session, we invited participants to share their views on what is already happening and what is missing in the area. ADS facilitated a discussion to help stakeholders to prioritise the actions required to maximise the benefits of a re-instated footbridge. They shared ideas for new projects and ways to connect local energy and resources in Lossiemouth and the wider area.

The workshop told us about how local actions and assets link to the physical qualities of the Moray shoreline, and the ways they come together to make Lossiemouth a great place to live, work and play.

Methodology



From our work across Scotland, we advocate the importance of stakeholders agreeing their priorities as early as possible. We use a PPP (Place, Parts, Process) approach:

- Place relates to vision, status, and role of the investment.
- Parts includes the physical elements or 'hardware' necessary.
- Process is everything from governance to consultation, from briefing to design, from maintenance to promotion.

Three tables of mixed stakeholders went through a sequential discussion of their Place Priorities as follows.





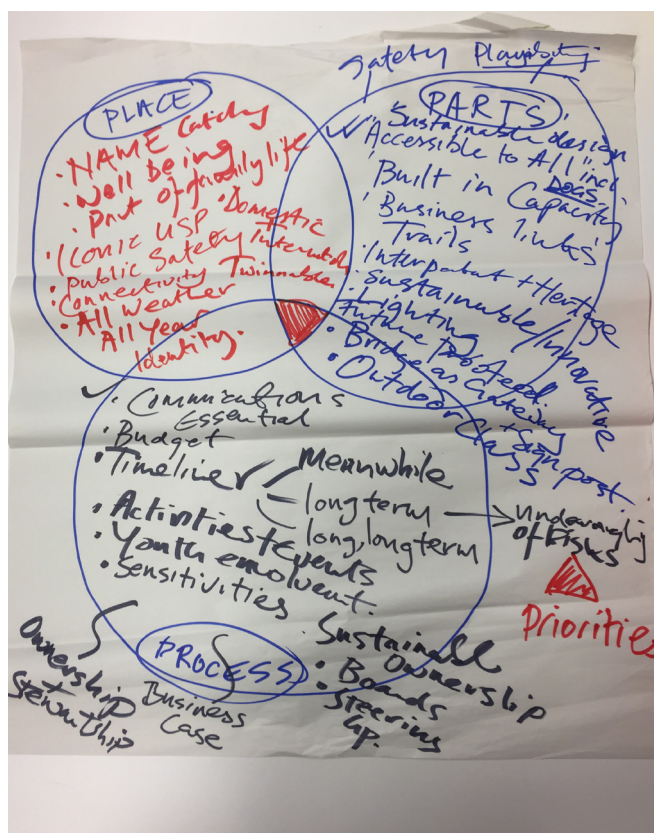
Process Discussion

The process part of the workshop focused on how the project should be delivered. Looking at, amongst many other things:

- Governance
- Procurement and delivery
- Maintenance and Management
- Community and Business Models

Given local concerns regarding timescales, ownership, and stewardship we allowed a little more time for our discussion around processes. What became very clear, from a wide ranging set of considerations, was that 'certainty' was lacking and that this was causing real concern to both Moray Council and the wider community. We asked what things 'need' to be done to take control of the current situation. Beyond the bridge itself, there was considerable interest in engaging as many people as possible in the process, in a wide variety of associated activities.

In short, what are the processes needed to 're-make' the place? As the wordcloud (above) shows, communication with the community was key, as was certainty in the timescales. But more crucially, the community needed involvement from the very beginning in the governance process to provide trust in the process.



Process Review

Key 'process' elements were seen as:

- Communications strategy
- Budget
- Timeline-'meanwhile' uses, long-term, and long, long term
- Underwriting of risk
- Activities and events calendar
- Youth involvement
- Embrace sensitivities
- Clear business case
- Ownership and stewardship clearly established
- Sustainable ownership and management
- Board and steering group required



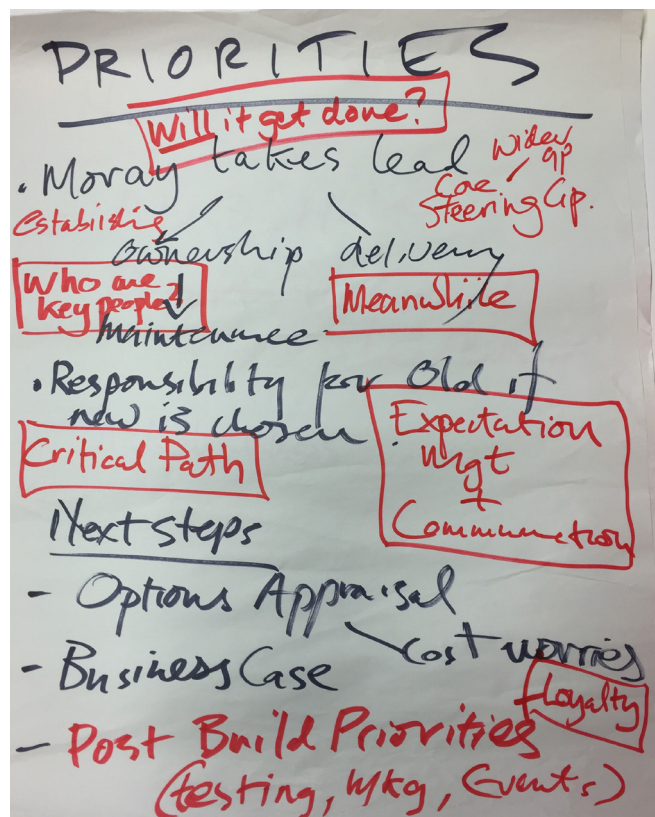


Priorities Discussion

Taking into account the outputs from the Place, Parts, and Process discussions the workshop then focused on what were the key priorities and tasks in the short, medium and longer term and including consideration of:

- Roles
- Timelines
- 'Non-negotiables'

There is a strong desire to set out a 'route map' of allocated tasks and actions based on the priorities emerging from the Place Parts Process discussion. These are the key 'must dos', 'must haves', and 'must knows'. This ensures that stakeholders and those charged with delivering the project will be 'singing from the same hymn sheet' and will have a firm foundation to progress through the various stages of project delivery, engendering community and business confidence, as well as clear success criteria.



Key tasks and Next steps

Wrapping up the workshop the priorities seem to fall into the following:

- Answer 'will this get done?'
- Moray Council to take the lead in terms of ownership and delivery. Proposal to be submitted to council in December 2019.
- Who are key people? Core steering Group and wider Stakeholders group to be established in early 2020.
- Critical path to be developed.
- Meanwhile-uses plan
- Management and communication
- Options appraisal - Spring 2020.
- Business case
- Post-build priorities (testing, marketing, and events). Build the loyalty
- Responsibility for old if new is chosen as part of Council decision.
- A realistic understanding of timescales (years *not* months)



Concluding Thoughts

Stephen Cooper, Head of Direct Services, Moray Council

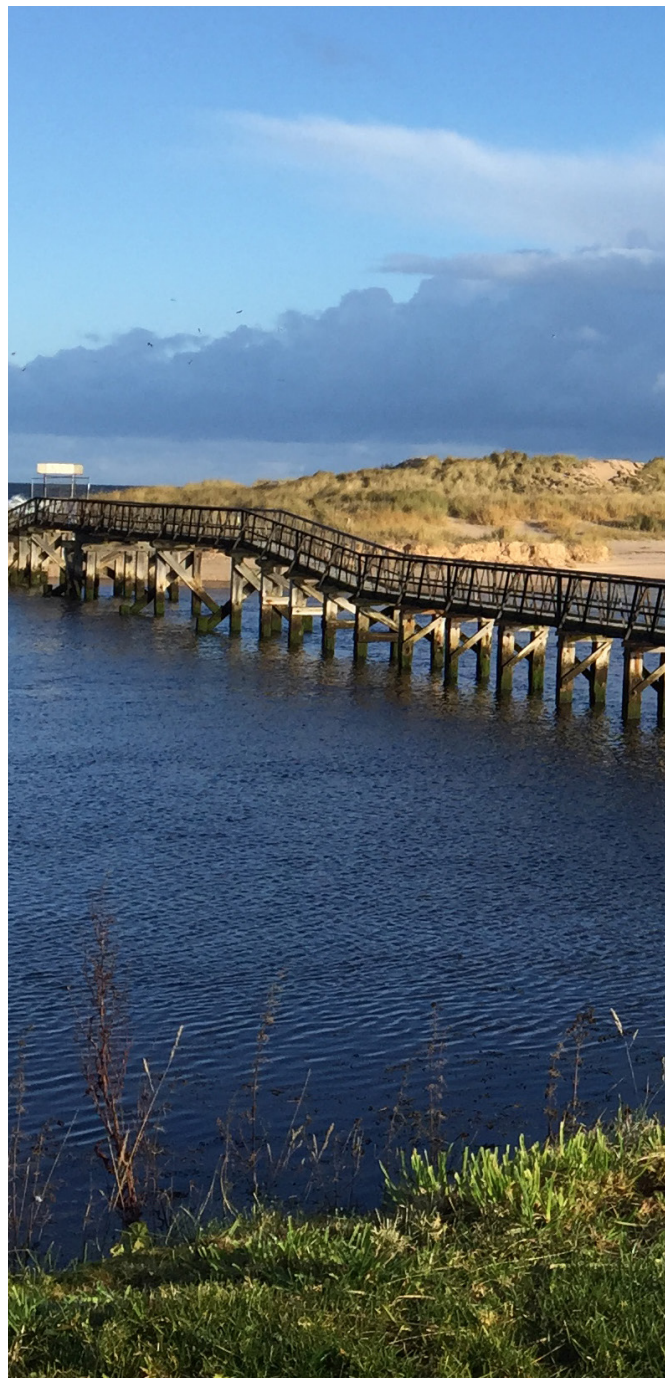
“The workshop builds a good foundation for moving forward. The key elements for me were as follows: Ownership position now defined; Output from the workshop will support content of committee report to Moray Council; Expectation of community engagement (critical for shared ownership/stewardship of the project); Realistic timescales embraced; The 3 Ps approach (Place, Parts, and Process leading to Priorities) will provide a reference document for influencing project specification and future community engagement”

David Cowan, Head of Regeneration, Scottish Government

“A good workshop in my view and general consensus on ownership and wider ‘place’ approach and next steps. Some acceptance too of the timeframe although that will continue to be an issue.”

Iain Morrison, Tourism, Scottish Government.

“The key element from my perspective was an acceptance of the potential timescale (and work that can be done in that period to support/build on Lossiemouth’s tourism offer).”



We believe in the power of
design to improve people's lives

Architecture & Design Scotland

Ailtearachd is Dealbhadh na h-Alba
Bakehouse Close, 146 Canongate,
Edinburgh EH8 8DD

The Lighthouse,
Level 2, 11 Mitchell Lane,
Glasgow G1 3NU

T: 0131 556 6699
E: info@ads.org.uk
@: ArcDesSco

Lossiemouth East Beach Footbridge - Appendix 2

LOSSIEMOUTH SEATOWN FOOTBRIDGE
DEBBIE HALLIDAY

Lossiemouth East Beach Footbridge

Document Control

Version	Author	Reviewed by	Approved	Notes
1.0	Debbie Halliday			

Contents

Document Control.....	2
1 Introduction	4
2 Background	4
3 Governance.....	5
3.1 Principles.....	5
3.2 Structure	5
4 Procurement	5
5 Bridge Replacement Process.....	6
6 Stage 1.....	6
6.1 Site Investigation.....	6
6.2 Statutory Consultees / Environmental Constraints	7
6.3 Land Purchase / CPO	7
6.4 Option Appraisal	7
7 Stage 2.....	9
7.1 Detailed Design	9
7.2 Construction.....	9
8 Stage 3.....	10
8.1 Operation and Maintenance.....	10
9 Risks	10
10 Conclusions	10

1 Introduction

This report provides details of the recent closure of the wooden footbridge that links the Lossiemouth Seatown area to East Beach. The report will set out what would be required if Moray Council was to take on the project management of repairing or replacing the bridge on behalf of the Lossiemouth Community Development Trust (LCDT), and will identify the risks associated with this course of action.

2 Background

The original bridge linking the town of Lossiemouth to East Beach was constructed by the railhead in 1906 by Lossiemouth Town Council. In 1918 the bridge was relocated to its current position by the Old Harbour Commission, to make it easier for boats to come in and out of the old harbour. The Lossiemouth Old Harbour Commission ceased to exist when the harbour closed, at which point the bridge became ownerless. This was confirmed in 2016 by the “Queens And Lord Treasurers Remembrance” Crown.

In the last six years concern has been raised about the condition of the bridge and questions have been asked regarding responsibility for maintenance. The Council’s position has been that it does not own the bridge and does not have the resources required to maintain it. The LCDT planned to raise sufficient funds to either replace or repair the bridge. The Council agreed to help the Trust with advice on funding streams and technical advice. The Trust would then take on the new or refurbished bridge and maintain it as a community asset.

In September of this year Scottish Government’s Culture Secretary committed to funding work required to reopen this bridge. The amount of money available and any possible restrictions associated with the funding are as yet unknown.



3 Governance

Good governance of this project is important to ensure process, decisions and outcomes are clear throughout the development and on delivery of the new bridge. The governance principles and an indicative structure are provided below.

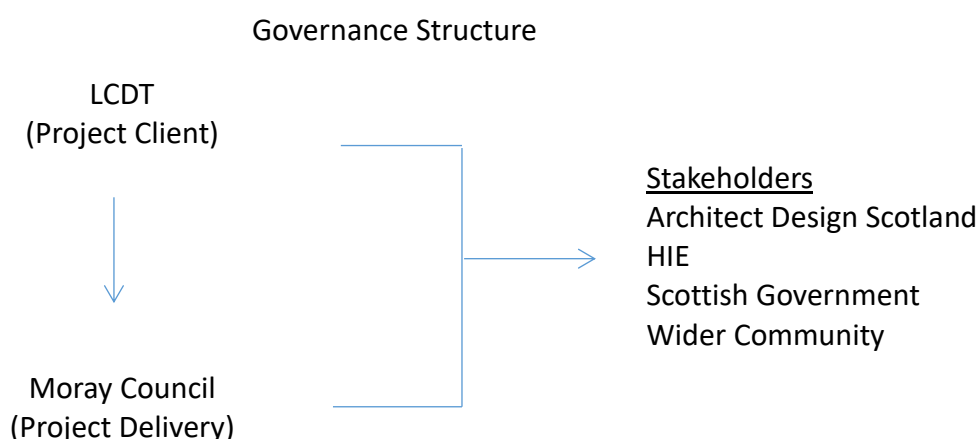
3.1 Principles

The project client will be the LCDT, and the project will be delivered for the LCDT by Moray Council. Funding for the project will be allocated in two stages.

Stage 1, the option appraisal, will be funded by the LCDT. It is understood that LCDT will provide £25k and receive £50k from SSE and £25k from HIE, resulting in a total allowance of £100k. LCDT will pay Moray Council £100k to deliver the option appraisal. If at the end of the tender assessment the cost of the option appraisal is greater than £100k, the project will be stalled until the additional funds required for this stage are confirmed.

Stage 2, design and construction, will be funded by Scottish Government. The funding required for Stage 2 will be determined by the outcome of Stage 1 and the tendering process. Details of the proposed tendering process are provided in Section 4 of this report.

3.2 Structure



Roles and responsibilities will be confirmed with each organisation before work on this project begins.

4 Procurement

Two options have been considered for procurement of the replacement bridge.

1. The option appraisal will be procured through the Scotland Excel framework and the findings of the appraisal will be used to inform the tender of a design and build contract for the new bridge.
2. A two stage design and build contract would be tendered, that will include as the first stage an option appraisal and identification of the preferred option and the second stage the design and construction of the preferred option for a new or refurbished bridge. The economic assessment for the second stage would be based on an existing bridge that would be similar in design to the proposed bridge at Lossiemouth. The contract would be set up

such that the second stage would be optional and dependent on the Council securing the required funding to undertake the second stage.

If option 1 is progressed, procurement of the option appraisal would be straight forward and the contract could be awarded reasonably quickly. There would however be less cost certainty than using option 2 where the contractor would be involved in costing the preferred option. As the funding would be secured on completion of the option appraisal stage of the bridge replacement process, the financial risk would be less if the approach set out in option 2 was adopted. Option 2 would carry less risk with regard to Planning approval and other statutory consents. Option 2 would also provide efficiencies with regard to design as there are likely to be fewer changes made in the transition from Stage 1 to Stage 2 of the project. Based on the advantages and reduced risk associated with Option 2 it is recommended that this approach is adopted when procuring this work.

5 Bridge Replacement Process

The bridge replacement has been split into three phases. The first phase will be an option appraisal to assess all of the potential options available to provide a crossing from Lossiemouth to East Beach. This stage will be progressed by Moray Council on behalf of the LCDT. The second stage will be the design and construction of the new bridge, which will be funded by Scottish Government. It is important to note that Scottish Government will not provide any funds until an option or a number of potential options have been agreed. The third stage will be the operation and maintenance of the bridge.

6 Stage 1

Stage 1 will assess potential options and identify a preferred option for a new or refurbished bridge from Lossiemouth to East Beach. The activities that will need to be undertaken to complete this stage of the project are set out below.

6.1 Site Investigation

A full site investigation will be required to inform the assessment of potential bridge replacement options. This investigation will include the following:

1. A topographic survey
 - a. The topographical survey will need to provide a detailed 3-dimensional understanding of the ground surface, including the river bed, the sand dunes and beach, the rock armour and harbour wall, and the surrounding land, roads and building perimeters. This could either take the form of a 3-dimensional CAD model, or a 2-dimensional model or plan with contours at close vertical intervals. Critical tide, storm surge and maximum wave levels would then be over-laid onto the model to inform the ongoing option development and design process.
2. Ground investigation
 - a. Derive representative geotechnical parameters in accordance with EuroCode 7 and characterise the ground for the purposes of geotechnical design.
 - b. Provide an assessment of suitable foundation types for the proposed development.
 - c. Assess the geotechnical suitability of material arising in earthworks activities for re-use on-site.
 - d. Desk study into likely sediment movement / natural alterations in river alignment which may occur over the proposed lifespan of the new crossing, and the potential effects on the proposals.

- e. Determine the contaminative status of the site.
3. Contaminated land - desktop study.
4. Utilities.

6.2 Statutory Consultees / Environmental Constraints

Early consultation with statutory consultees will inform the option appraisal and reduce the risk of abortive work. The key organisations that will need to be consulted are:

1. Marine Scotland
2. Scottish Natural Heritage
3. SEPA
4. Historic Environment Scotland
5. Moray Council Development Management

6.3 Land Purchase / CPO

It is proposed that LCDT own and maintain any new or replacement bridge.

Early identification of landowners for each of the options in 6.4 below is essential to progress the initial stage of site investigation. This exercise will help determine the most appropriate course of action for acquiring the land required to construct the bridge. Two options have been identified:

1. LCDT negotiate the acquisition of land directly from landowners. Given that:
 - parallel negotiations would be required with several landowners;;
 - landowners would need to be agreeable to a transfer ;
 - purchase price and professional fees would need to be agreed; and
 - there is uncertainty over ownership of the Old Harbour Commissioners title.

This option presents a significant time and cost risk.

2. The Moray Council assist LCDT by promoting a Compulsory Purchase Order (CPO) for the land and rights required for a new bridge, with a back to back transfer to LCDT. If unopposed a CPO could prove to be a quicker and cleaner option than option 1. From the date of final approval by Full Council the estimated timescale for determining a CPO could range from 9 to 24 months. Separate negotiation may still be required with Crown Estate Scotland for any interest they may still hold in tidal areas, if they refuse to waive their exemption from Compulsory Purchase. In such a case LCDT could negotiate purchase of any property rights required from the Crown Estate Scotland direct. It should be noted that Crown Estate Scotland may require that LCDT provide proof of a viable and funded plan for the bridges removal at the end of its life, given the long term risk of it reverting to the Crown Estate Scotland as a liability. LCDT may be unable to provide such assurances.

An allowance would need to be made for professional costs and compensation. A range of £15k to £40k is considered to be reasonable.

6.4 Option Appraisal

A number of options will be assessed to identify which option will provide best value in terms of economics, environment and amenity. A list of potential options is listed below.

1. Do nothing- this would involve maintaining the status quo, which is no safe means of access from the town to East Beach.

2. Do minimum – this would involve repairing the damaged span only. As the other remaining spans are in very poor condition, this option is not considered sustainable. This option would place a significant burden on Moray Council as the bridge would need to be inspected frequently in the interest of public safety. It is also likely when additional spans fail the bridge would be closed until such time as the funds required to repair it are raised or made available.
3. Replace the deck on the existing bridge – This would involve constructing a new deck on the existing timber piles. The condition of the piles is currently unknown and this would need to be established before any construction work is undertaken. Given the existing piles are approximately 100 years old the design life of this option is likely to be significantly less than that of a new bridge.
4. Replace the bridge in the same location as the existing bridge – This would involve demolishing the existing bridge and replacing it with a new bridge in the same location. This bridge would be approximately 140m long, with 1 or 2 main Spans, or as multiple short spans.
5. Construct a new bridge further downstream – This would involve constructing a new bridge from the esplanade to the beach. This bridge would be approximately 100m long with 1 main span, perhaps with short back-spans to ramp down to ground level at each end.

Option 5 would not require the existing bridge to be demolished, however, not demolishing this bridge would have a negative visual impact on the beach area. If this bridge was to be demolished the additional cost would be in the region of £20k.

Options 3, 4 and 5 will consider a number of influencing factors, including but not limited to those listed below.

- a) Geotechnical conditions, which may restrict the location and type of foundations.
- b) Wave and storm-surge levels and allowance for climate change, which may limit the viable structural forms.
- c) Location of the bridge, as this will define the total length required with associated cost implications.
- d) If a single span is desired to avoid foundations or piers within the river channel, which will increase the cost of the superstructure.
- e) If multiple shorter spans are desired to reduce the cost of the superstructure, this will increase the costs and risks associated with foundation installation.
- f) Whether access for service vehicles or emergency vehicles is desired, which would likely increase costs.
- g) Long term maintenance requirements and how these could be reduced through design.

The preferred option will be identified and presented to Scottish Government. If funding is agreed, the project will move to Stage 2, which is detailed design and construction.

A map showing the location of options 3, 4 and 5 is provided below.



7 Stage 2

7.1 Detailed Design

The preferred option will be designed in detail by the Contractor, in consultation with Moray Council. This process will involve:

- Preparation of details to enable Statutory Consents to be applied for and granted.
- Technical Approval of the proposals in accordance with Design Manual for Roads and Bridges (DMRB). The Technical Approval Authority (TAA) will likely be Moray Council.
- Material selection, and protective systems to suit the selected structural form and ensure minimal maintenance throughout the structure's design-life.
- Structural analysis for the selected structural form. Including evaluation of Actions from traffic and from the environment, and evaluation of the structure's resistance to these.
- Detailed foundation design for the selected structural form, taking into account the local site conditions and the Actions sustained by the superstructure.
- Preparation of construction details (drawings, specification documentation, etc.).
- Design and Check Certification.
- Supervision of the construction of the proposals.

The deliverables will be a full set of construction drawings, specification and site information.

7.2 Construction

The construction process will be dependent on the option taken forward. In general the tasks are likely to include:

1. Mobilisation and site set up, including traffic management.
2. Site clearance and demolition of existing bridge.
3. Installation of foundations.
4. Construction of superstructure.
5. Construction Compliance Certification.
6. Defect correction / maintenance period.
7. Operation and maintenance manual, including Health and Safety File.

On completion of all tasks, the bridge will be handed over to the bridge owner to maintain. The organisation that will take ownership of the bridge has not yet been confirmed. It is important that roles and responsibilities are clarified before the bridge is constructed.

8 Stage 3

8.1 Operation and Maintenance

Maintenance of the bridge will be dependent on the design, e.g. if the bridge has a high spec finish such as galvanising, the required maintenance over the life of the bridge will be significantly reduced. Required maintenance will typically include the tasks listed below:

1. Graffiti/vandalism unknown.
2. Repaint at 20 year intervals (this would only be required if the bridge is not galvanised) £200k.
3. Replace bearings at 40 year intervals £100k.
4. Replace surface at 20 year intervals £45k.
5. Reactive repairs as and when required
6. General Inspection every 2 years £0.4k.
7. Principle inspection every 12 years £1.8k.

9 Risks

A risk register will be developed at Stage 1 of this project and where possible time and cost will be allocated to each risk. Typical risks for this project are listed below. It should be noted that this list is provisional and will increase / change as the project progresses.

1. Roles and Responsibilities not clarified.
2. Insufficient funding to support tender process and for future maintenance.
3. Legal processes / land purchase is drawn out.
4. Ground conditions unknown.
5. Pressure to deliver quickly results in mistakes.
6. Site working hours restricted due to tidal environment.
7. Weather, wind, waves, surge.
8. Natura site plus other environmental designations.
9. Cheapest option would result in increased inspections and may only last a few years
10. Increased pressure on staff resources that are already stretched.
11. Any cost increases during construction will need to be covered.
12. Access to the beach for both SI and construction may be difficult.
13. Public objections to proposed solution.
14. Heritage consents.
15. Unexploded ordinance.

10 Conclusions

The replacement or refurbishment of the footbridge that connects the town of Lossiemouth to the East Beach will benefit the town in terms of amenity for local access and economically through increased / sustained tourism.

This is likely to be a high profile project and it is important to manage expectations, particularly with regard to programme, both at the start and throughout the development of the new bridge.

It is assumed that Moray Council will manage the development of the bridge. However, funding must be agreed particularly if tender returns are unable to be fully funded , and roles and responsibilities clarified before this project is started.



REPORT TO: SPECIAL MEETING OF MORAY COUNCIL ON 17 DECEMBER 2019

SUBJECT: MORAY LEISURE CENTRE

BY: DEPUTE CHIEF EXECUTIVE (EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT)

1. REASON FOR REPORT

- 1.1 To update Council regarding Moray Leisure Centre's progress and to seek approval for an extension to their leases of the Moray Leisure Centre and Rainbow Castle Nursery.
- 1.2 This report is submitted to Committee in terms of Section III (D) (15) of the Council's Scheme of Administration relating to exercising the Council's statutory powers to support activities related to the development of recreation, sport, culture and heritage.

2. RECOMMENDATION

2.1 It is recommended that the Council:-

- i) **scrutinises and notes the progress of Moray Leisure Centre over the past year;**
- ii) **approves 10 year lease extensions and other variations of the existing leases (as set out in Section 4 of this report) of the Moray Leisure Centre and Rainbow Castle Nursery with Moray Leisure Limited; and**
- iii) **note the arrangements include an improved Service Level Agreement being in place by 30 June 2020.**

3. BACKGROUND

- 3.1 At the meeting of Moray Council on 8 May 2019, Moray Council approved one year lease extensions to Moray Leisure Limited (MLL) until 30 June 2020 with monthly rolling extensions thereafter (para 11 of the Minute refers) at nominal rents in respect of the Moray Leisure Centre and adjacent Rainbow Castle Nursery.

- 3.2 Moray Leisure Centre (MLC) has experienced a dramatic uplift in memberships since launching Fit Life with a 100% increase in usage at the facility. The uptake in membership has coincided with the installation of a new 100-station fitness suite in April 2019 and additional fitness classes being added to the programme.
- 3.3 In 2018/19, 280,696 admissions to MLC were recorded covering the swimming pool, ice rink, health and wellness programme, squash and childcare provision. In the 6-month period (Apr-Sept) for 2019/20, admissions at MLC have already equated to 246,681.
- 3.4 Updates have been provided to Elected Members as part of reports to Children and Young People's Services Committee and monthly accounts have been made available via the Committee Management Site. The MLC Board and Management Team continue to develop a positive and constructive working relationship with the Council's Leisure Service.

4. PROPOSALS

Service Level Agreement

- 4.1 From the above it is evident that MLC continue to improve as an organisation and have a clear plan in place for continued development. However, the service level agreement has not been updated in recent years so this is an area that remains to be addressed. MLL are also keen to address this issue and would welcome a longer-term agreement on the funding arrangements with the Council, which takes account of the service to be provided whilst recognising the Council's challenging financial position and the need for longer-term financial sustainability. Both parties are committed to working towards concluding a Service Level Agreement by 30 June 2020.

Lease

- 4.2 From both a financial and operational perspective, MLL continues to strengthen its stability and implement their Business Plan. However due to the short term lease they are currently operating under they are unable to progress on certain aspects of this plan, for example leasing of equipment that will benefit the facility, securing funding and spreading financial commitments over a longer term and negotiating energy deals. These issues have financial implications that increase the MLL operating costs and impact on the ability to invest in the facility and operate on as cost effective a basis as possible.
- 4.3 The land is "inalienable" common good and a lease for more than 10 years would require public consultation and court approval. That process could take many months and MLL is anxious to secure a lease extension in early course. As a result, provisional agreement has been reached to extend the existing lease for 10 years from 28/7/20 to 27/7/30 at a nominal rent. This would be with a view to continuing discussions with MLL on a new longer lease – any proposals would be reported to the appropriate Committee/Council.
- 4.4 The Council has not yet resolved the future model for delivery of leisure services in Moray or the long-term aims and outcome requirements for the

service. Therefore, break options would be included in the lease extension to retain flexibility for a full range of service provision options to remain open until a decision is reached, including a Service level Agreement with MLL.

- 4.5 In addition, there would be a break option for both parties if a Service Level Agreement cannot be agreed within the identified timeline. If this were to be the case MLL would require to give the Council five months written notice.
- 4.6 It is worth noting that the Council substantially funds MLL and any future decision on funding is likely to have a significant impact on their continued operation and occupation of the facility being leased. Therefore, the benefit of providing the stability of a long-term lease is considered to outweigh the risks it might present.
- 4.7 The above proposals would allow MLL to improve the cost efficiency of its operations whilst a Service Level Agreement is put in place and longer term arrangements for the Moray Leisure Service and Moray Leisure Centre/Rainbow Castle are considered.

5. SUMMARY OF IMPLICATIONS

(a) Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP))

In relation to the LOIP, this report supports the healthier children focus within the Moray priority to build a better future for our children and young people in Moray.

In relation to the Corporate Plan, this report contributes to improving health and well-being for the people of Moray.

(b) Policy and Legal

Local Authorities have a legal duty to ensure adequate provision of facilities for recreational, sporting, cultural and social activities. Improving the health and wellbeing of the Moray community through sport, leisure and recreation is not only an integral part of the local vision, but it is also a national priority. In particular, the report aims to fulfil the aspirations of everyone having access to a network of quality places where you can get involved in sport, as identified as a key objective in sportscotland's Corporate Plan "Sport for Life". The report also links to the Scottish Government's Active Scotland Outcomes Framework, which aims to improve our active infrastructure – people and places.

Moray Leisure Centre is situated on Common Good Land therefore Council requires to administer these assets in accordance with the Community Empowerment (Scotland) Act 2015. Recommendation of a lease extension of 10 years does not trigger Section 104 of the Act, however any future longer lease will require the Council to adhere to Section 104 and seek court approval to dispose of inalienable common good land.

(c) Financial implications

MLL are aware of and committed to a more financially sustainable model for the future of their service where there would be a reduced requirement for Council financial support. They are currently considering the requirement for funding for 2020/21 in this context.

A long term lease would facilitate efficiency savings and support the reduction of Council funding for this facility.

It is also proposed to continue the leases at the existing nominal rents.

(d) Risk Implications

The risk of not progressing a long-term lease for MLC will have a negative impact on the commitment of the existing MLL Board Members and certain key developments identified within their Business Plan as suppliers are reluctant to provide leases for equipment if facility has only a short-term lease.

As noted above, it is considered that any risks to the Council from a longer term lease can be mitigated by adding appropriate notice provisions and break clauses to the lease.

Retaining the current 5 yearly rent review clauses in the leases would allow the Council to review rental arrangements on an ongoing basis.

(e) Staffing Implications

None arising directly from this report.

(f) Property

As detailed in this report.

(g) Equalities/Socio Economic Impact

None arising directly from this report.

(h) Consultations

In preparing this report, consultations have been undertaken with the Head of Governance, Strategy and Performance, Head of Financial Services, the Estates Manager and Tracey Sutherland, Committee Services Officer whose comments have been incorporated into the report. There have also been discussions with representatives from MLL.

6. CONCLUSION

- 6.1 That the Council notes the continued positive progress of Moray Leisure Centre over the past year and that Council agrees to 10 year**

**lease extensions with Moray Leisure Limited with immediate effect,
with the caveats of appropriate clauses within the lease and an
improved Service Level Agreement being in place by 30 June 2020.**

Author of Report: Kim Paterson, (Acting) Educational Resources Manager
Background Papers:
Ref: SPMAN-1108985784-171



REPORT TO: SPECIAL MEETING OF MORAY COUNCIL ON 17 DECEMBER 2019

SUBJECT: ANNUAL REPORT OF THE CHIEF SOCIAL WORK OFFICER 2018-2019

BY: CHIEF EXECUTIVE

1. REASON FOR REPORT

- 1.1 To inform the Council of the annual report of the Chief Social Work Officer on the statutory work undertaken on the Council's behalf during the period 1 April 2018 to 31 March 2019 inclusive.
- 1.2 This report is submitted to Council in term of Section II (14) of the Council's Scheme of Administration relating to exercising the functions of the Council as Social Work Authority.

2. RECOMMENDATION

- 2.1 **It is recommended that Council consider and note the contents of this report.**

3. BACKGROUND

- 3.1 In compliance with statutory functions under the Social Work (Scotland) Act 1968, all local authorities have a Chief Social Work Officer (CSWO). For a number of years CSWOs have produced Annual Reports about social work services which are provided for relevant committees, Council and Integration Joint Boards.
- 3.2 The Office of the Chief Social Work Adviser (OCSWA) in the Scottish Government collates an overview Summary Report based on the key content of the reports from all local authorities in Scotland. This summary would:
 - Be of value to CSWOs and also support the CSWA in their role of raising the profile and highlighting the value and contribution of social work services; and

- be a useful addition to the set of information available to aid understanding of quality and performance in social work services across Scotland.
- 3.3 The Council's Social Work Services require to support and protect people of all ages as well as contributing to community safety by reducing offending and managing the risk posed by known offenders. Social Work has to manage this together with the implications of significant demographic change and financial constraint whilst fulfilling a widening array of legal obligations and duties.
- 3.4 The annual report is attached at **APPENDIX 1**.

4. SUMMARY OF IMPLICATIONS

(a) Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP))

This report is in line with Moray 2026 Plan – healthier citizens, ambitious and confident young people, adults living healthier, sustainable independent lives safeguarded from harm and Council priority 4 – More of our children have a better start in life and are ready to succeed.

(b) Policy and Legal

The services referred to in this report fall within the scope of a number of important pieces of legislation including:

- Social Work (Scotland) Act 1968
- The Adult Support & Protection (Scotland) Act 2007
- The Community Care & Health (Scotland) Act 2002
- The Children (Scotland) Act 1995
- The Joint Inspection of Children's Services & Inspection of Social Work Services (Scotland) Act 2006
- Adoption and Children (Scotland) Act 2007
- Looked After Children (Scotland) Regulations 2009
- The Public Bodies (Joint Working) (Scotland) Act 2014
- Children & Young People (Scotland) Act 2014

Significant policies and white papers that relate to these services include:

- Changing Lives, the Future of Unpaid Care in Scotland (2006)
- Delivery for Health (2005)
- All our Futures: Planning for a Scotland with an Ageing Population (2007)
- Better Health, Better Care: Action Plan for a Healthier Scotland (2007)
- Better Outcomes for Older People: Framework for Joint Services (2005)
- National Guidance for Child Protection in Scotland, The Scottish Government 2014

(c) Financial implications

There are no direct financial implications arising from this report. Future priorities will be addressed within the context of the financial planning process.

(d) Risk Implications

There are no risk implications associated with or arising from this report.

(e) Staffing Implications

There are no staffing implications directly relating to this report.

(f) Property

There are no property implications arising from this report.

(g) Equalities/Socio Economic Impact

An Equality Impact Assessment is not needed because the report is to inform Council on performance.

(h) Consultations

The following have been consulted in the preparation of this report: Corporate Management Team; Chief Officer, Health & Social Care Moray, Morag Smith, Senior Solicitor; Acting Head of Housing & Property; Caroline Howie, Committee Services Officer and Head of Children's Services Social Work, who are in agreement with the content of this report relating to their area.

5. CONCLUSION

5.1 This report shows that Social Work in Moray is adapting and developing to meet current circumstances to better meet the needs of the local population.

Author of Report: Jane Mackie, Chief Social Work Officer
Background Papers: with author
Ref:

ANNUAL REPORT BY LOCAL AUTHORITY CHIEF SOCIAL WORK OFFICER

1 CSWO Summary of Performance - Key challenges, developments and improvements during the year
--

During 2018/19 the key challenges for social work in Moray continued to be around maintaining, and improving quality of social work service offered within the context of financial constraints and demographic pressure creating increasing demand, particularly in adult services. Throughout adult services a strong focus was maintained on supporting people who use services to gain or regain their maxim abilities. This is evidenced by the recovery focus in Mental Health, the progression model in Learning Disability and in reablement for Older People.

There was considerable impact from external scrutiny: In November 2018 the Care Inspectorate carried out a second Progress Review in relation to Joint Inspection of Services for Children and Young People that had taken place in 2016. During their feedback inspectors noted the improvements that had been made since the 2016 Inspection and discussed areas for ongoing improvement. Inspectors indicated that there would be no requirement for further Progress Reviews in relation to the findings of the 2016 Inspection. A full report was published in March 2019. Ongoing improvements at a Partnership level are monitored through the Executive Leadership Group and at a Social Work specific level through the Practice Governance Board and Performance Management Group.

In Adult services the thematic review of Self Directed Support occurred in October 2018 with the report received in June 2019.

Perhaps the most considerable challenges for Social Work in Moray over 2018/19, were about ensuring that we increased our local profile, explained and demonstrated the importance of Social Work in the wider economy in the context of change, scrutiny, and financial pressure.

Aligned with all these challenges was the critical need to focus on outcomes for all who use our services so that social work can build a strong agenda of improvement whilst demonstrating quality. The focus on outcomes means a shift away from a more process orientated approach and offers opportunities for social work to develop further locally.

On a practical level the role of Chief Social Work officer passed to the Head of Service Adult Services, in Moray Health and Social Care Partnership in August 2018. This move allowed for a reconsideration of governance in Social Work and in relation to Social Work in the Council, and also to reconsider the priorities and approach of social work in Moray.

2. Partnership Working - Governance and Accountability Arrangements

Social Work in Moray works in partnership across a wide range of internal and external partner groups. A key partner for social work is the partnership with people who use services. This was particularly well demonstrated in Mental Health, where the growing voice and presence of the Moray Wellbeing hub, an organisation founded by, and operated by people with lived experience of mental health demonstrated that the principles of social work, of empowerment and collaboration can be shown to have significant ability to create change and improvement. The wellbeing hub has been supported throughout its journey by social work in Moray.

In Children's Services there has been a strong partnership with young people through the Champion's Board. The voice of Care Experienced Children and Young People (CECYP) is at the heart of the actions we take.

In terms of commissioning and procurement of services for children affected by disability, in children's services we liaise with young people when appropriate and with parents, to help design the service specification. Parents are part of the procurement process, in that they support the evaluation stages: their input is valued and valuable.

In children's services where the strengthening of partnership was shown by the growing confidence and importance of the Executive Leadership Group, which is a group of senior managers across all partner agencies involved in Children's services; including Police, Health, Education, and the Third sector commissioned partners. The Chief Social Worker is part of that group, and became vice chair of the group towards end of this reporting period.

Multi-Agency Public Protection Arrangements (MAPPA) in Moray continue to work well in relation to public protection and managing the risk of serious harm posed by those convicted of a sexual offence. The largest proportion of all MAPPA offenders in Moray are managed at Level 1 (ordinary agency management). This involves the sharing of information but does not require multi-agency meetings. In 2018/19 considerable focus was on ensuring that each duty to co-operate agency, which includes the local authority and Health Board, has in place processes to ensure information sharing takes place and disclosure is considered for offenders at this level. The local authority and Health Board are represented on the Grampian Management Operational Group and the Grampian Strategic Oversight Group for MAPPA to ensure all processes comply with the Management of Offenders (Scotland) Act 2005.

The Chief Social Worker sits on the Board of the Integrated Joint Board as a non-voting member, and also attends the Clinical and Care Governance Committee of the Integrated Joint Board, and the Strategic Commissioning and Planning Group.

The Partnership with Housing is maintained and developed through a regular Housing Liaison meeting. In particular our relationship with Hanover Housing was continued and strengthened by the development of Linkwood View, a new extra-care development. This Partnership demonstrates how working across agency and disciplinary boundaries can support the practical independence and quality of life for older people and add community capacity.

Social Work also continues to have key roles in the Community Justice Partnership and Alcohol and Drug Partnership.

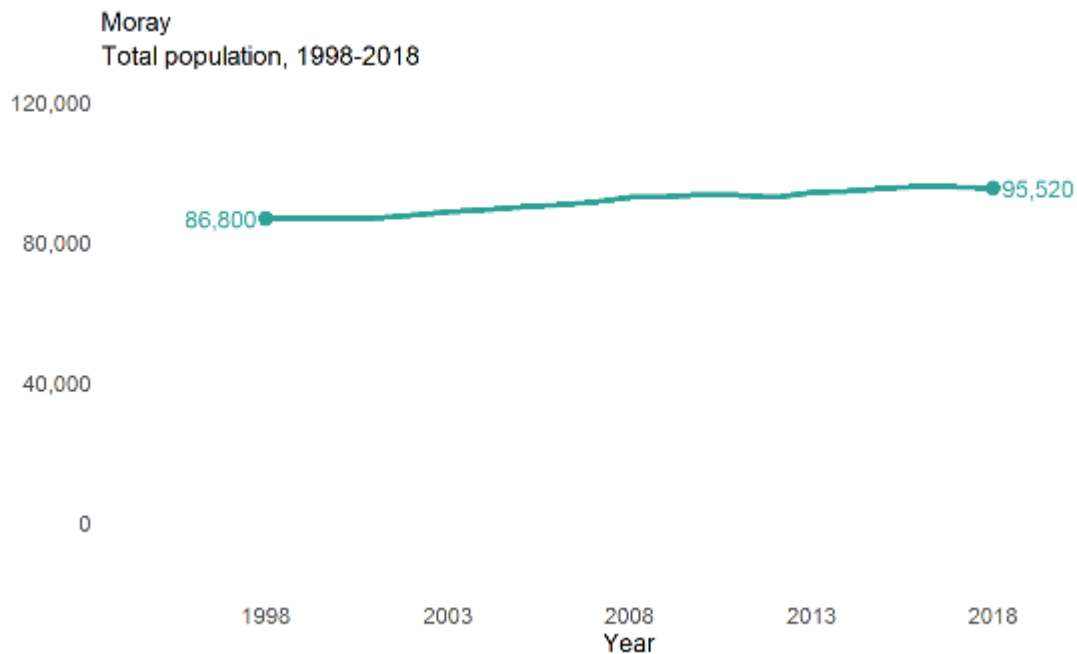
The Chief Social Worker convenes two separate Practice Governance Boards, one in Adult Services which has been operating for 9 years and a Children's service Practice Governance Board began in January 2019. The Chief Social Worker reports directly to the Chief Executive concerning any matters of Social Work and receives the agenda for Council Corporate Management Team. The Practice Governance groups consider Quality, Performance and Risk in Social Care. Practice Governance meetings are attended by senior managers, consultant practitioners and commissioners. A representative from Clinical Governance attends to pick up any relevant issues for the Health Clinical Governance group. Relevant cross cutting issues are escalated to the Clinical and Care Governance Committee of the Integration Joint Board, or the Executive Leadership Group, or the Child Protection Committee in Children's Services.

Strong professional practice and governance is in place through the professional leadership of consultant practitioners who report to the Chief Social Worker, attend Practice Governance and provide professional support to Social Workers and Advanced Practitioners. Consultant Practitioners support managers in complex social care situations, can provide advice and guidance to first line managers and audit the quality of social care work undertaken as requested by practice governance.

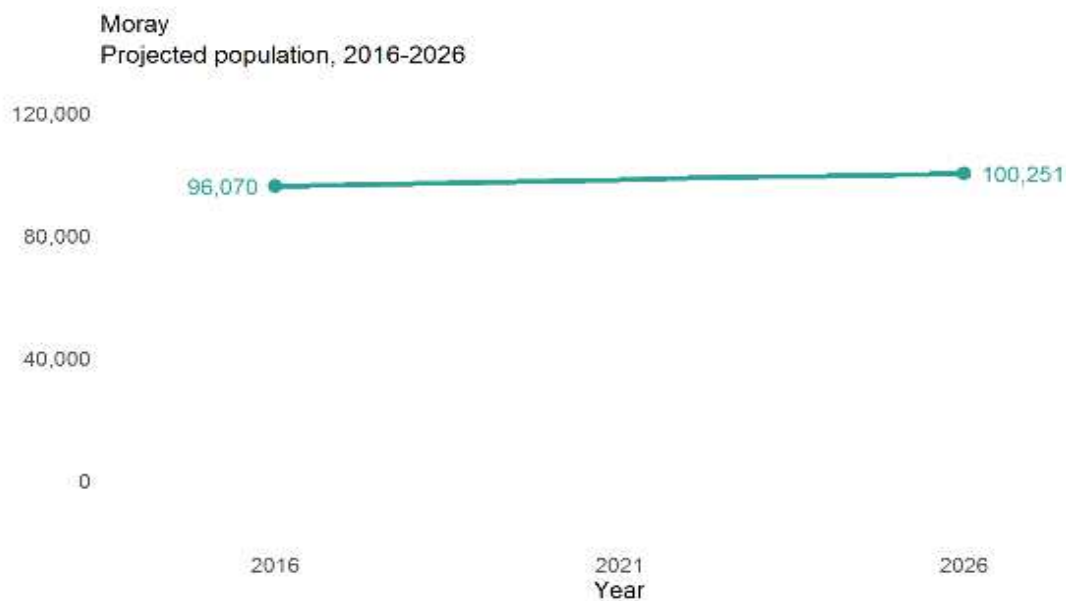
People with lived experience are included in any commissioning change process and during 2018/19 were involved in recommissioning of a mental health and wellbeing service provider.

3. Social Services Delivery Landscape

On 30 June 2018 the Moray population was 95,520. This is a decrease of 0.3% from 95,780 in 2017. Over the same period the population of Scotland increased by 0.2%.



Between 2016 and 2026 the population of Moray is projected to increase from 96,070 to 100,251. This is an increase of 4.4% which compares to a projected increase of 3.2% for Scotland as a whole.



The population changes manifests in recruitment challenges particularly for domiciliary and residential care providers. Moray Council has no internal provision of residential care for older people. There are 13 care homes within Moray that provide 583 places. The number of residential places required in Moray has been kept stable through the use of care at home and the development of extra care housing in partnership with Hanover Housing and Moray Housing Department.

One extra care development of 30 tenancies opened in September 2017 and a further one of 30 tenancies is due to open in November 2019.

A revised market position statement was produced in 2018/19 that focused only on Learning Disability as opposed to the wider landscape as this was an area where particular change and development was sought.

During 2018/19 a group of 5 people with Learning Disability were successfully provided with new housing through partnership working with a Housing Association. The progression model work has identified that a further 73 people with Learning Disability will need alternative housing over the next year to five years, in order to fulfil their progression goals.

Adult Services have a commissioning team comprised of, 1 senior manager, and 4 commissioning officers, with 2 assistants, who lead on all commissioning work within the Integrated Joint Board. This team work with procurement in Moray Council during the procurement phase of work.

Children's service commissioning responsibility has been integrated into overall management responsibilities which has limited time available for redesign. This will be an area of development in the coming year.

Commissioners lead meetings with providers, attended by relevant service managers, which aim to maintain good communication and exchange of information. Meetings are held regularly with care home owners and separately with care home managers. Meetings with Domiciliary Care providers has been more operationally focussed and aimed at achieving maximum capacity of care through cooperative working across the Council area. The pressures on domiciliary care providers in Moray were especially evident this reporting year, with all having difficulty in maintaining their workforce at sufficient levels to meet demand. This impacted upon the sector's ability across Moray. In this reporting period Allied Healthcare, a domiciliary care provider, created concern nationally as insolvency threatened. This had no major impact locally despite Allied being a contracted provider but demonstrates the fragility in this market sector.

Care home provision in Moray is stable and delivered largely by local small to medium providers. In this reporting year a large scale investigation was conducted in one local

provider due to Adult Support and Protection concerns. Following this, an improvement plan was agreed with commissioners and monitoring meetings held at regular intervals.

Mental Health provisions in Moray is delivered by two large national providers and both support the recovery agenda very closely. As part of the continued change and development in mental health there was a retendering of some mental health services during 2018/19 to further embed recovery in service design.

4. Resources

There are three significant pressure areas, Learning Disability Provision, Domiciliary care of Older People, children's out of area and in area residential care.

The pressure from Learning Disability demand is being managed through the progression model programme that seeks to ensure that support facilitates increased independence. Use of this model however can only be anticipated to restrict growth pressures to approximately 5% annually and not create cashable savings.

The pressure from care of Older People being supported at home is a major cost pressure for the Integrated Joint Board. We continue to grow the Shared Lives service in Moray. Moray has the largest shared lives service in Scotland and the Moray Chief Social Work Officer chairs the National Champions Network group for Shared Lives Plus in Scotland. This cost effective and high quality service allows people to experience support and care in the home of a shared lives carer rather than an institution. Shared Lives has replaced or reduced the traditional day service attendance in Moray and the growth target in 2018/19 was to expand services of shared lives for people with a learning disability.

Moray directly recruits and supports volunteers. In 2018/19 there were 78 new volunteers recruited during this period, 67 became Buddies (7 of which also took on the role of alarm responder) and 7 more became alarm responders. 5 volunteers are involved in activities in Day Services, 2 in Greenfingers service, 3 in group activities within sheltered housing and 1 to support staff in admin tasks within the department.

We currently support 180 volunteers in the matching process, reviewing of their volunteering roles and organising relevant training. Training figures for this period:

- Adult protection and scam awareness – 35
- Dementia Friendly Awareness – 34 (with Alzheimers Scotland (Moray))
- Stroke Communication – 31 (through Chest Heart and Stroke Organisation)
- Safer People Handling – 4
- Mental Health Awareness – 36 (this was new training developed by training team bespoke for volunteers and piloted by a group of volunteers for first session)
- Suicide Awareness - 8

The number of clients receiving volunteer buddy support on a weekly basis during this time was 146 and the number of clients having volunteer(s) alarm responders was 119.

Moray also built community capacity in 2018/19 by supporting the development of Men's Sheds with over 201 "shedders" accessing Moray's 5 Men's Sheds. Be Active Life Long (BALL) community groups continue to prove popular as an alternative way to improve health and wellbeing with 790 participants taking part each week in the volunteer led groups. Two daytime health and wellbeing discos attracted over 150 people with each event building community capacity on the benefits of physical activity in older age.

The direct recruitment of volunteers and community capacity building demonstrates the commitment of social care in Moray to prevention in adult services. In children's services a locality network approach has been taken with social workers involved in local community network groups to identify what resources would best meet local needs at an early intervention and prevention level. Additionally, in 2018/19 work was taken forward to begin the establishment of Signs of Safety and Family Group Conferencing.

Social Work contributes to the preventative agenda ensuring that social work assessments and plans of support utilising principles of self-directed support are independence, and reablement focused. The voice of people who use services and their risk enablement will be of increased significance going forward.

There were 41 residential placements in Children's services during 2018/19 of which 23 were out of area. Of the out of area with education placements 7 are for children who have significant learning disability needs and will transition to adult services. During 2019/20 a workstream of improvement and change will be established.

5. Service Quality and Performance including delivery of statutory functions

Social work in Moray is performing well in many areas. The involvement in the thematic review of self-directed support demonstrated a confidence and ability in taking this agenda forward. The principles of self-directed support were adopted from inception by the Moray Health and Social Care Partnership through the Partners in Care Policy, and have influenced the approach taken with in the Integrated Joint Board. The Care Inspectorate carried out the thematic review across six Partnership areas, using seven quality indicators. The report highlighted that social work staff had a solid understanding of the values and principles which underpin the legislation with most individuals experiencing choice and control in how their personalised budgets were utilised. The principles and values of SDS will continue to be embedded in line with the recommendations from the review and the national implementation plan for 2019-2021.

Within children's services contract monitoring alongside statutory review requirements is a feature of reviewing the services delivered to the children, young people and families using those services in Moray. Given financial pressures and constraints noted above, as a service and acting in partnership with others, we are seeking to achieve a holding position at this time while the key processes associated with Realigning Children's Service progress. This, together with an audit of commissioning of children services, will inform developments to be made for children on the edge of care and for children who need a "step down" service. The work being undertaken through this programme will inform the Moray Children's Service Plan and identify more effectively where resources need to be targeted. Children's services remain active, engaged and supportive of Scotland Excel processes. .

New statutory responsibilities were implemented in this reporting period. An initial implementation plan delegated the formal assessment of carers to our commissioned carer support partner. In line with the Carers (Scotland) Act 2016, Adult Carers Support Plans replaced Carers Assessments, with our commissioned partner undertaking the majority of this work. Processes required to implement the legislation were reviewed after six months, involving all key stakeholders and amendments made in line with the ongoing evaluation. A local eligibility criteria has been developed and implemented along with clear information and advice relating to Self-Directed Support for Carers. Further requirements within the Act made it necessary for us to waive charges for carers, develop a short breaks statement and to involve carers in hospital discharge planning; where initial work has been undertaken in collaboration with Ward 7 at Dr Gray's Hospital. A holistic review took place toward the end of this reporting period with key recommendations to move forward.

The Mental Health Officer (MHO) Service

There are 14.3 FTE practising MHOs in Moray. All MHOs practice on top of their substantive social work post and there is no specialist team of MHOs. There are 2 FTE MHOs covering out of hours MHO duties when they are on shift and there is a 0.77 FTE deficit in the team for MHO cover.

There are currently 8.3 FTE MHOs on the Mental Health (Care and Treatment) Act duty day time rota. There are 11.3 FTE MHOs who write MHO reports for guardianship and intervention order applications. The out of hours MHOs do not complete guardianship reports.

Workload and capacity of the service

Guardianship and intervention orders MHO report allocations reduced slightly from the previous year. In 2018-2019 there were 56 allocations which included 46 private applications and 10 local authority applications, whereas in the previous year 2017-2018 there were 61 allocations in total. MHOs typically write 5-6 reports each per year pro rata.

Moray does not operate an MHO waiting list for guardianship reports; an MHO is allocated upon receipt of a request in the case of a private application and for Local authority guardianships an MHO is allocated at point of notification to the council's legal services that an intervention under the 2000 Act is required.

In 2018-2019 there were 13 emergency detentions and 62 short term detentions; 19 of these went on to compulsory treatment orders or interim orders. While the number of short term detentions is a slight increase on previous year (57) there was an increase of 88% in CTO applications (19) on previous year (11).

Due to retirement of MHO qualified Out of Hours social worker and their replacement by a non-MHO qualified social worker there were three occasions in 2018-19 where an MHO was not available out of hours.

Social Workers leaving and joining the MHO service in 2018-19

There are 1.8FTE candidates on track for qualifying as an MHO and will be on both AWI and MH Act rotas in Autumn 2019 increasing the numbers of practising MHOs to 16.1 FTE should there be no leavers in the meantime.

Corporate Parenting

Further in children's services there has been engagement with Permanence and Care Excellence (PACE) and there are 4 aims with which we are making progress. These are:

- Aim 1 - By 30 September 2018, 100% of children looked after at home for more than 2 years from 1 June 2018, will undergo a peer review that will be reported to the Service & Team Managers. This timescale was met and this area of activity is ongoing and a programme for flagging timing and reporting thereafter has been established.
- Aim 2 - By 1 July 2019, 90% of looked after & accommodated children, accommodated on or after 1 June 2018, will have a recommendation for permanence within 30 weeks.
- Aim 3 - By 1 July 2019, 60% of children who have had a recommendation for permanence away from home from 1 June 2018, will be presented to the Fostering & Adoption Panel within 15 weeks.
- Aim 4 - By 1 July 2019, 60% of children from 1 June 2018, who have an agency approved permanence plan to be secured via a Permanence Order, will have the order lodged within 16 weeks of the agency decision date.

Our Champion's Board is developing in strength and we have had recent confirmation of extended Life Changes Trust funding for years 2020/21 and 2021/22. The activities within the Champions Board are consistent with a number of the "stop" "go" activities being promoted by the Care Review. Those for Moray having been based on the "asks" of a number of our CEC&YP: the "asks" are consistent with the pillars of the Care Leaver Covenant. The concept of "stop" "go" will be more fully endorsed at a future Board meeting.

The statistics for Moray in relation to Looked After and Accommodated Children are of concern. We have more children in residential care: 30th out of 32 local authorities in Scotland. We also have a higher than average number of children in foster care and less children in kinship care. The commissioning activity to be concluded in 2019/20 includes the outcome of Realigning Children's Services which will help identify where we might better prevent children becoming looked after and accommodated, especially in residential provision.

We reviewed and redesigned our foster scheme. The new scheme is designed to support relationships; and limit numbers of changes in placements. Carers at assessment are being introduced to the concept of continuing care. The new scheme should support the matching of foster carers to specific children so potentially enabling more to remain in Moray.

Acting together with housing and the third sector a scatter flat initiative has been developed. This means young people are supported in Scottish Short Assured Tenancies in an area of their choosing. When there is confidence that the young person can manage their tenancy this is converted to a full tenancy, given they will have developed links and friends in that community.

To coordinate and lead on all the various social care developments, initiatives and requirements in both children and adult services within an integrated environment the Chief Social Work officer established a Social Work Leaders Group. This group has written a Development Plan that is monitored by the Social Work Leaders. An early initiative of the Social Work Leaders Group was to set up workshops for all registered social work staff to ask them what they thought were the strengths and areas of practice to be developed. The output of these workshops was incorporated in the Development Plan. The development plan was shared with Moray Chief Officer Group. The Plan is attached at **Appendix A**.

Moray has three consultant Social Work Practitioners posts in Adult Services which have been in place for over 5 years. Consultant practitioners demonstrate excellent practice, lead by example, advise and support social workers and managers of social workers. Consultant practitioners attend practice governance meetings, design and undertake practice audits and staff briefing or learning events.

Social Work staff in Moray attend relevant Social Work Scotland groups and network across many areas, including commissioning, Self-Directed Support, Community Care and Learning Disability. Commissioning staff have developed good relationships with Scotland Excel.

6. Workforce

a) Planning

b) Development

There are 163 qualified Social Work staff in Moray across both adult and children's services, including those in management positions. Recruitment of qualified staff is at present not problematic, primarily because retention is relatively high so recruitment requirements are relatively low.

We have 537.4 social care staff in direct Moray Council service provision. Recruitment here can be challenging.

An extensive training programme was offered specifically to Newly Qualified Social Workers (NQSW) and Social Workers in Training over the year. Some were visits from other services to help their understanding of what's available in Moray. This included themes of child protection, alcohol and drugs, self-directed support, professional boundaries, youth justice, dementia, child Sexual Exploitation, child and adolescent brain development, Adverse Childhoods Experiences, and taking care of their own health and wellbeing.

In terms of succession for CSWO role the current Acting Head of Children's Social Work has completed the CSWO Post Graduate Diploma qualification and a senior manager has also expressed interest in this.

To strengthen social work development the CSWO has created a social work leaders group that takes responsibility for the social work development plan and the improvement and development of social care in Moray. The potential to include third sector in this has been discussed and by agreement their inclusion deferred for further discussion. Social work leaders maintain active involvement in national Social Work Scotland Networks and other working groups. The Social Work Leaders group has met with SSSC representatives and promoted the role of Social Work in Moray across the Council area. The Social Work Leaders group convened an open event for all social workers in December 2018. The output of this was used to inform the Social Work development plan.

Conclusion

The 50th anniversary of the Social Work (Scotland) Act 1968 has provided us with the opportunity to reaffirm the identity of Social Work in Moray, particularly in respect of tackling inequalities and poverty. As a profession it continues to grow in strength and confidence, which is crucial in ensuring partnership working is the best it can be to improve outcomes for children, families and communities.

Social Work Development Plan**06.02.2019****1.0 Purpose**

To implement the first year of a 5 year project plan that will affirm the identity of social work as a single profession across all Council Departments and Sections as well as Health & Social Care Moray.

2.0 Background

Throughout Moray Council, Social Workers operate in a diverse range of different settings which include working with children, the elderly and people experiencing particular challenges in life such as mental health and/or substance misuse or who have a disability.

While it is an organisational necessity that Social Workers are firmly embedded in multi-disciplinary teams and are confident working across a wide range of different professional boundaries, it is also right and proper that we collectively identify ourselves as part of one single profession; social work.

3.0 Underpinning Ethos

Affirming this collective professional identity, which entails sharing a set of underpinning values and theoretical propositions, is important at a time when all local authorities are facing some of the most significant fiscal challenges and upheavals in a generation.

In light of the high levels of inequality and poverty that social workers have to contend with on a daily basis, it is more important than ever that social workers challenge themselves and ask what does it mean to be part of a profession which the International Federation of Social Workers defines as:-

“a practice based profession and an academic discipline that promotes social change and development, social cohesion and the empowerment and liberation of people.”

This definition is also consistent with the British Association of Social Workers (BASW), which since 1975 have adopted a code of practice based on human rights, social justice and professional integrity. At a more focused operational level, the underpinning humanitarian values of BASW are reflected in the Scottish Social Services Council (SSSC) code of conduct.

These 6 SSSC standards state “As a social service worker, I must... protect and promote the rights and interests of people who use services and carers; create and maintain the trust and confidence of people who use services and carers; promote the independence of people who use services while protecting them, as far as possible, from danger and harm; respect the rights of people who use services, whilst striving to make sure that their behaviour does not harm themselves or other people; uphold public trust and confidence in social services; and be accountable for the quality of my work and will take responsibility for maintaining and improving my knowledge and skills.”

If we are to uphold the International Federation of Social Workers definition of social work practice and the BASW and SSSC codes of conduct, what does this mean for our professional practice in Moray?

Moreover, if all Social Workers are leaders, how can we collectively go about shaping our own profession In Moray? To this end, the underpinning premise of this project plan is an invitation for all social workers to consider this question.

4.0 Aim

Consequently, the aim of this project plan is to reflect on this international definition of social work and codes of practice with the intention to:-

- affirm the identity of social work as a single profession across all Council Departments and Sections through a continuous professional development approach, practice care governance and peer professional support.

This aim will be achieved through the delivery of a project plan.

5.0 Milestones

Aligned to this aim, the project plan will outline a range of tasks that will achieve the following project milestones.

The project milestones have been informed by the feedback from participants who took part in the first two workshops in a series of Social Work Practitioner Forums. The workshops were facilitated by the Social Work Training Team and held in December 2018.

These milestones are as follows:-

	Theme	Milestone	Description
1.	Governance	Boards are established in both Adult Services and Children Services that provides quality assurance for Social Care and Social Work. This will also include agreeing quality measures for social work in both Integrated Children's Services & Adult Services & a related risk register.	Social Workers/Social Care staff are aware of and are involved in the Governance Board. Improve governance structures across all Social Work Service areas. The Governance Board takes responsibility for the quality of Social Work/Social Care in Moray. The Practitioner Workshops highlighted the importance of creating structures that would give social workers the opportunity to be informed in decisions and to be involved in the solutions.
2.	Self-Evaluation	Implement a structured approach to self-evaluation for all Council Social Workers	Self-evaluation at individual, team, service levels is conducted managerially but not professionally. The approach will consider how to utilise the 'Continuous Learning Framework' and SSSC standards. The feedback from the Practitioner Forums was that social workers also wanted the time to reflect on the continuous improvement process. A self-evaluation approach would assist with this. The workshop participants also noted the importance of establishing a baseline understanding of practitioner knowledge. This activity will also underpin the 'continuous professional development', 'supporting the broader role of Social Work' and 'developing a Social Work

			Training Plan' milestones.
3.	Communication	Support the professional development of social workers through regular communication and engagement.	<p>Develop a communication strategy that will support the professional development of social work staff through a range of communication activities (e.g. newsletter and journals). Ensure that this approach is congruent with professional values and practice (i.e. inclusive and empowering).</p> <p>Participants at the Practitioner Forum also identified the need to find ways of improving the trust in professional decision making, enhancing the corporate reputation and improving communication links with senior management. Delivering this milestone will mean that the project plan will need to consider how resources (people, time, budget) is fully utilised.</p>
4.	Continuing Professional Development	To deliver a range of activities that will support the learning and development of social workers.	<p>Facilitated by the Social Work Training Team and linking in with the above milestone, Social Workers/Social Care staff in Moray are supported to develop their professional skills and knowledge to progress in their career.</p> <p>There are mechanisms in place to support professional development such as Practitioner Forums and learning opportunities. Professional debate and discussion is promoted in specific Social work approaches and techniques.</p> <p>CPD – Continuing Professional Development/of Social Work/of Social Care skills is embedded in the organisational structure where Social Work/Social Care staff work in Moray.</p> <p>As part of the Practitioner Workshop Forums, social workers also saw stronger links with the NHS Training Team as an opportunity to breakdown professional barriers and further enhance integrated working.</p>

5.	Supporting the broader role of Social Work	To develop social workers who are able to support their professional practice through an in-depth understanding of current developments in social work thinking.	<p>To operate effectively, Social Workers need to have a thorough understanding of the evolving social policy context – at both national and a local government levels- and how this impacts on their professional practice. Social policy is about causes of social problems and the underpinning theoretical and the ideological perspectives adopted as a means to address these issues. Consequently knowledge of the policy context is essential for all social workers if they are to operate effectively.</p> <p>The feedback from the social work practitioner forums was that there was a need to provide more support in relation to positive risk taking and recording positive risk.</p>
6.	Develop a Social Work Training Plan	To further develop social work professional practice through training and personal development. There are legislative requirements that are specific only to social work (e.g. SDS). This would be reflected in a training plan that would focus on a range of social work development professional issues.	<p>A formal Social Work Training Plan will help support the key themes identified as part of this initiative. It will also be informed by the Care Inspectorate's SDS thematic for adult services and Care Inspectorate's Children's Services Inspection.</p> <p>The Training Plan links well with many of the comments made at the Practitioner Forum in that it will identify the resources needed to deliver training and how this can be undertaken in a co-ordinated way.</p>
7.	Personal Outcomes	To further embed a personal outcomes approach in terms of professional practice.	<p>A personal outcomes approach is a key part of social work professional practice. This milestone will focus on how qualitative data can be used in a meaningful way to support professional social work practice.</p> <p>This milestone also links in with the feedback from the Practitioner Forums, in that 'investing in-house knowledge'</p>








			was identified as one of the areas for future development.
8.	Social Work Leadership	To explore the impact of management and leadership styles and its impact on professional social work practice.	<p>Social Workers who are managers need to be aware of the impact their managerial leadership and managerial style has on the delivery of services for vulnerable people and on the context in which social work is delivered.</p> <p>Practitioners also need to identify themselves as practitioner leaders, to uphold the values and standards of social work practice, especially in multi-disciplinary teams. Practitioner leaders must also take responsibility for promoting their professional values and standards, and managing the tensions between individual demand and available resources, which is inherent in the social work role.</p> <p>The relationship between social work and social care should be constructive. All social care staff should feel able to contribute equally to leadership and development in social care.</p>

6.0 Timeline

Ultimately, to achieve the above aim it is anticipated that this will be a 5 year initiative.

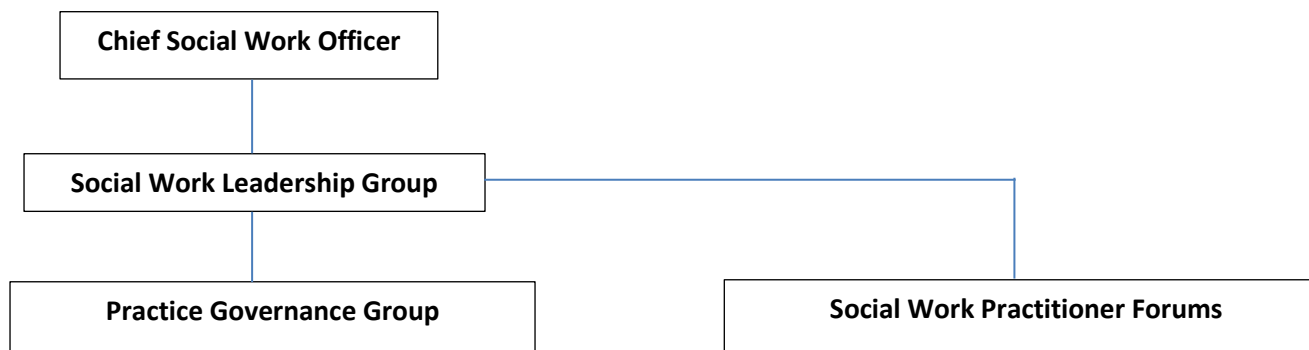
Each year will represent a project phase. The following project plan timeline is therefor for the first 12 months. A project plan will be developed for each of the following years of this initiative.

As noted below, it is proposed that the phase 1 of the project plan will run from January to December 2019.

Month		2019											
		Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec
Milestone	1. Boards are established in both Adult Services and Children Services that provides quality assurance for Social Care and Social Work.					Implement 							
	2. Implement a structured approach to self-evaluation for all Council Social Workers.							Implement 					
	3. Support the professional development of social workers through regular communication and engagement.							Implement 					
	4. To deliver a range of activities that will support the learning and development of social workers.					Implement 							
	5. To develop social workers who are able to support their professional practice through an in-depth understanding of current developments in social work thinking.					Implement 							
	6. Develop a Social Work Training Plan				Implement 								
	7. Personal Outcomes					Implement 							

The project sponsor for this plan will be Jane Mackie, Chief Social Work Officer, and the operational implementation of the project plan will be overseen by a Social Work Leadership Group. This Group will work closely with existing practice governance arrangements across all related council departments and sections.

The Social Work Leadership Group will meet on a quarterly basis and will be chaired by the Chief Social Work Officer. The following is an outline of the governance and reporting arrangements:-



It should be noted that the Social Work Leadership Group will have representation from all social work associated service areas (names to be confirmed) and will include the following milestone leads-

Milestone	Lead
1. Boards are established in both Adult Services and Children Services that provides quality assurance for Social Care and Social Work.	Social Work Leadership Group
2. Implement a structured approach to self-evaluation for all Council Social Workers.	Social Work Leadership Group
3. Support the professional development of social workers through regular communication and engagement.	Social Work Leadership Group
4. To deliver a range of activities that will support the learning and development of social workers.	Social Work Leadership Group
5. To develop social workers who are able to support their professional practice through an in-depth understanding of current developments in social work thinking.	Social Work Leadership Group
6. To further develop social work professional practice through a Social Work Training Plan.	Social Work Leadership Group
7. To further embed a personal outcomes approach in terms of professional practice.	Social Work Leadership Group

Following a project management methodology, the Social Work Development Project Management Group Meetings will have 2 standing agenda items. These are:-

- Progress Against Project Plan Up-date; and
- Risk & Issues Log

The Senior Project Officer will support the monitoring and review of these documents by this group.

Furthermore, at the end of each phase, the Social Work Development Project Management Group will also consider the outcome of the end of phase learning review. This activity will help to inform the project plan for the next phase of this initiative.

The Social Work Practitioner Forum will also be an essential part of the development approach through allowing social workers the opportunity to shape and influence how the milestones and aim will be realised.

8.0 The Project Plan

Key-add names

Task	Risk Status	% Progress	Activity Name	Who	Start	Finish	Predecessors	Comment
1.0 Milestone: Boards are established in both Adult and Children Services that provides quality assurance for Social Care and Social Work. Lead: tbc (January to April)								
1.1			Task: Develop remit and rationale for Boards that are aligned to existing structures					
1.2			Task: Consult internally on proposed rationale and remit					
1.3			Task: Revise original proposal					
1.4			Task: Submit paper to the Social Work Leadership Group for approval					
1.5			Task: Board meetings and a schedule of meetings is agreed					
1.6			Task: A suite of quality measures is drafted across all service areas					
1.7			Task: The draft quality measures are consulted internally					
1.8			Task: Based on the internal consultation, the draft quality measures are consideration by the Social Work					

Task	Risk Status	% Progress	Activity Name	Who	Start	Finish	Predecessors	Comment
			Leadership Group					
1.9			Task: The draft quality measures are approved by the Boards and a schedule and process for reporting is confirmed.					
1.10			Task: Develop a Social Work specific risk register.					
1.11			Task: Format of risk register and the process of completion is agreed at the Board Meeting.					
2.0 Milestone: Implement a structured approach to self-evaluation for all Council Social Workers. Lead: (April to December)								
2.1			Task: Scope all self-evaluation and continuous improvement options.					
2.2			Task: Determine 'best fit' approach.					
2.3			Task: Interim progress report submitted to the Social Work Leadership Group (refine approach)					
2.4			Task: Consult internally on the proposed approach					
2.5			Task Revise proposal and submit to the Social Work Leadership Group for approval					
2.6			Task: Submit self-evaluation approach to Practice Governance Boards for approval.					
2.7			Task: Implement the self-evaluation approach					
3.0 Milestone: Support the professional development of social workers through regular communication and engagement. Lead: (April to June)								

Task	Risk Status	% Progress	Activity Name	Who	Start	Finish	Predecessors	Comment
3.1			Task: Write a short brief for a Communication & Engagement Plan					
3.2			Task: Develop a Communication & Engagement Plan					
3.3			Task: Agree the Communication & Engagement Plan at the Social Work Leadership Group					
3.4			Task: Implement the Communication & Engagement Plan					
4.0 Milestone: To deliver a range of activities that will support the learning and development of social workers. Lead: (January to April)								
4.1			Task: Implement a programme of social work practitioner forums and determine the most effective approach to continuing professional development		30 11 18 & 3 12 18	Ongoing		
4.2			Task: Develop a proposal for continuing professional development based on the above workshops					
4.3			Task: Interim report submitted to the Social Work Leadership Group for initial consideration					
4.4			Task: The proposal is submitted to the Practitioner Forum for further debate and refinement					
4.5			Task: The final proposal is submitted to the Social Work Leadership for approval					
4.6			Task: The final proposal is submitted to the Boards for approval.					
4.7			Task: The approach to continuing professional					

Task	Risk Status	% Progress	Activity Name	Who	Start	Finish	Predecessors	Comment
			development is implemented					
5.0 Milestone: To develop social workers who are able to support their professional practice through an in-depth understanding of current developments in social work thinking. Lead: (January to April)								
5.1			Task: Through the practitioner forums consider how this milestone could be best achieved		30 11 18 & 3 12 18	Ongoing		
5.2			Task: Develop a proposal based on the views of the practitioner forum participants					
5.3			Task: Interim report submitted to the Social Work Leadership Group for initial consideration					
5.4			Task: The proposal is submitted to the Practitioner Forum for further debate and refinement					
5.5			Task: The final proposal is submitted to the Social Work Leadership for approval					
5.6			Task: The final proposal is submitted to the Boards for approval.					
6.0 Milestone: To develop a Social Work Training Plan Lead: (February to March)								
6.1			Task: The Social Work Leadership Group will reflect on the key findings of the Care Inspectorates thematic review of SDS in Adult Community Care Services					
6.2			Task: Informed by this discussion, develop a brief remit for the plan including the scope					

Task	Risk Status	% Progress	Activity Name	Who	Start	Finish	Predecessors	Comment
6.3			Task: Draft the Social Work Training Plan					
6.4			Task: The Social Work Leadership Group gives initial consideration to the draft plan					
6.5			Task: The draft plan is submitted for internal consultation, including the Practitioner Forums					
6.6			Task: Based on the outcome of the internal consultation, the Social Work Training Plan is approved by the Social Work Leadership Group					
6.7			Task: The Social Work Training Plan is approved by the Board					
6.8			Task: The Social Work Training Plan is submitted for consideration and comment to the Care Inspectorate					
7.0 Milestone: Personal Outcomes Lead: (April to May)								
7.1			Task: Develop a proposal to establish a short-life working group that will help embed the use of qualitative data in relation to implementing a personal outcomes approach					
7.2			Task: Discuss and refine the proposal at the Social Work Practitioner Forum					
7.3			Task: Agree membership of the short-life working group					
7.4			Task: Agree proposal at the Social Work Leadership					

Task	Risk Status	% Progress	Activity Name	Who	Start	Finish	Predecessors	Comment
			Group					
7.5			Task: Implement proposal					
8.0 Milestone: Social Work Leadership Lead: (April to June)								
8.1			Task: Develop a baseline leadership questionnaire across all SW areas					
8.2			Task: Project Board agree questionnaire					
8.3			Task: Circulate questionnaire across all SW areas					
8.4			Task: Analyse findings and identify emerging themes					
8.5			Task: Conduct practitioner led focus groups that further explore the key themes identified in the questionnaire					
8.6			Task: Present and test the findings and key recommendations at the Social Work Practitioner Forum					
8.7			Task: Develop a Social Work Leadership Strategy					
8.8			Task: Present Draft Strategy to the Social Work Practitioner Forum and further develop					
8.9			Task: Consult on the further draft Social Work Leadership Strategy					
8.10			Task: Refine and present for final approval Social Work Leadership Strategy to the Project Board					
8.11			Task: Implement Social Work Leadership Strategy					

Task	Risk Status	% Progress	Activity Name	Who	Start	Finish	Predecessors	Comment
8.12			Task: Implement a Strategy to facilitate Practitioners as leaders					
8.13			Task: Provide forums for social work and social care staff to collaborate and develop relationships.					

