

GOWM Herefordshire Improvement Board

Action Plan

| LEGEND | |
|---------------------|---------------------|
| Com | Completed |
| On track | On track |
| Not on track | Not on track |
| No progress | No progress |

GOWM HEREFORDSHIRE IMPROVEMENT BOARD ACTION PLAN

| Success Criteria and Milestones | Due date | On track | Probability | Impact | Risk Assessment/ <i>Mitigation</i> | Progress to date/Pis/evidence improved outcomes | Lead Officer |
|--|-------------------------|----------|-------------|--------|---------------------------------------|--|--------------|
| PROJECT MANAGEMENT | | | | | | | |
| Report to Board on transition from PIAP to Improvement Board Action Plan. | Dec 06 | Com | | | | Completed Dec 06 | AB |
| Production of Improvement Board Action Plan. | Dec 06 | Com | | | | Completed. Revised plan agreed by Board at Dec 06 meeting. | AB |
| Production of monthly reports to Board demonstrating progress towards delivery of milestones and Success Criteria by due date. | Monthly Dec 06 – Mar 07 | On track | | | | | ALL |
| Project report and Board Review if Success Criteria have been met. | Mar 07 | On track | | | | | AB |

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| Development of the Common Assessment Framework in Herefordshire. | | | | | | | |
| Update report – CAF pilots. | Jan 07 | Com | | | | Completed | SMc |
| CAF pilots commence. | Jan 07 | On track | | | | Pilots commenced on 22 January 2007. | SMc |
| Number of practitioners trained and using CAF – target 160. | | Com | | | | Training programme underway. 202 trained to date. | SMc |
| No of CAF's completed (Target for 2006/07 – 30 (Target for 2007/08 to be determined following pilots) | Jan | On track | | | | 5 | SMc |
| | Feb | On track | | | | | SMc |
| | Mar | On track | | | | | SMc |

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| PERFORMANCE MANAGEMENT | | | | | | | |
| IPC evaluation exercise. | Feb 07 | On track | unlikely | high | Interim Manager in post. | Initial planning meeting took place 21/12/06. Milestones agreed with manager. Interviews for permanent manager held 9/2. | GS |
| Satisfactory evaluation report from IPC to Board covering – Robustness of arrangements, Quality of plans and progress reports, Impact on operational arrangements and strategic thinking. | Mar 07 | On track | unlikely | high | Weekly supervision meetings arranged. Reports fed to Directorate Improvement Group. | 4 project plans in place and being closely monitored by C&YP Performance Group, C&YP Improvement Board and GOWM Board. Virtual team in place. | GS |
| Improved performance data collection and analysis. | Mar 07 | On track | | | Internal Directory completed now being 'embedded' with service teams. | Seconded appointed for 6 months to undertake performance management lead role supported by second seconded and IPC. Corporate (IPR) reporting requirements being met. Positive direction of travel finding by Audit Commission. Action Plan in response to Audit Commission | GS |

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| | | | | | report will be reported to GOWM Board in February. Internal Directory of PI's now produced and available on Intranet | |
| Evidence of improved outcomes for children and young people and families. | Mar 07 | | | | End December 2006 achievements list agreed. | GS |

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| Number and timeliness of initial and core assessments. | | | | Not on track | | | Insufficient qualified social workers – ongoing recruitment programme and funding bid supported by Cabinet. | As at December, current staffing is 50.32wte which meets the target for March 07. This includes 5 agency social workers. Revised targets for social worker establishment produced December 06. March 07 50 March 08 53 March 09 57 Outcome from target setting workshop for 07/08 to be reported to Board in March. Successful Focus Group held – outcome to inform review of Recruitment & Retention Strategy. | SMc |
| DIS1704 C64 | Target 75% 80% | Forecast 65% 70% | Mar 07 | | | | | | |
| HSCB Development. | | | | | | | | | |
| Appointment of HSCB Development Manager. | | | Dec 06 | Com | | | Board ineffective and higher risk to C&YP – Interim arrangements in place. | PCT secondee appointed to role of Business Manager. Now in post – 22/01/07. | SMc |
| Appointment of HSCB Training Officer. | | | Feb 07 | Not on track | | | Practitioners not adequately trained – Interim appointment made. Multi-agency training pool in place. | Interim appointment made pending re advertisement in New Year. Post successfully re-evaluated. To be advertised February 2007. | SMc |

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| Information Sharing Protocol drafted and agreed by CYPPB. | Jan 07 | On track | | | Partners cannot agree protocol – consulting all partners. | Initial draft presented to CYPPB. Progress report to CYPPB Dec 06. Concerns raised by police being addressed through negotiation. 3 rd draft considered by CYPPB 26 th . Board ready to endorse protocol but agreed to defer until March Board meeting to allow Voluntary Sector Alliance to consult its members and secure their individual Boards/Committees formal endorsement. | AB |
| Wider Workforce Strategy Development. | | | | | | | |
| Strategy Development Plan produced. | Dec 06 | Com | | | | PID approved by CYPPB 30 th November. Progress report to GOWM Board December 06. Draft Strategy to be presented to Board scheduled for March 07. | SMc |
| Draft Strategy developed. | Dec 06 Feb 07 | On track | | | | Framework prepared. | SMc |
| GOWM to evaluate project management skills/capacity | Mar 07 | On track | | | | Evaluation meetings for Workforce and Disabilities scheduled for 23 rd February 2007. | RW |

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| Consultation event. | Mar 07 | On track | | | | Will take place on 27 th March 2007. | SMc |
| Strategy and Implementation Plan approved by CYPPB. | May 06 | On track | | | | | SMc |
| Delivery of key milestones (to be confirmed following agreement of strategy). | TBC | On track | Low | high | Delay would impact on service capacity, integration and Improvement/Implementation Plan will be produced and closely monitored by C&YP Improvement Board. | | SMc |

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| Improve housing provision for both single young people and families | | | | | | | |
| Provide 6-10 units of additional accommodation for care leavers. Targets - | | On track | | | | | SMc |
| Purchase of 6 units | Apr 07 | Com | | | | The purchase of 6 properties has been completed. 4 are currently occupied and 3 are being prepared for occupation. | SMc |
| Secure nomination rights to 4 additional units with support provided by SHYP. | Apr 07 | On track | | | | Negotiation with SHYP progressing well. Agreed in principle. | SMc |
| All vulnerable children and young people to be in satisfactory accommodation. | Apr 07 | On track | | | | Wider range of options has avoided the need to place young people in B&B or other unsuitable accommodation. | SMc |

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| Affordable housing targets met. | | | | | | | |
| New affordable housing provision. Target 161 units. | Apr 07 | On track | | | | Ahead of schedule 155 units provided by end January 07. | RG |
| Reduction in the use of B&B accommodation. | | | | | | | |
| Families housed in B&B – Target – nil | Apr 07 | On track | | | | Reduced from 40 to 5 (4) at the 31st January 07. (Figure in brackets show the position at 4 th January 07). | RG |
| Families housed in B&B for more than 6wks – Target – nil | Apr 07 | On track | | | | Reduced from 28 to 3 (2) at the 31st January 07. (Figure in brackets show the position at 4 th January 07). | RG |

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| Improve co-ordination of consultation with children and young people to support their participation in strategic planning and review. | | | | | | | |
| Produce framework for the involvement of all children and young people and families. | Mar 07 | On track | | | | | AH |
| Parents and carers representatives attending CYPFB. | TBC | | | | | Proposals from Children's Fund and Children's Centres considered by CYPFB on 26 th January 2007. | AH |
| Undertake 6 monthly reviews of effective engagement. | 07/08 & beyond | On track | | | | Good evidence from Youth Council, Funding Panel and Shadow Board minutes and activities. | AH |
| Implement Hear by Rights Standard | | | | | | | |
| CYPFB members to carry out audit. | 07/08 | On track | | | | CYPFB at Dec 06 Board meeting agreed to carry out Audit during early 2007. | AH |

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| Report on findings of audit to CYPPB | 07/08 | On track | | | | Post summer 07. | AH |
| Achieve level 1 of Hear by Right Standard. | 07/08 | On track | | | | Post summer 07. | AH |
| Shadow Partnership Board to discuss and feedback to CYPPB. | Jan 07 | On track | | | Declining attendance – being addressed through recruitment drive in schools. | SPB has been revitalised this term. Away day proved successful. Priority areas identified as Play Strategy and Extended Schools Strategy. SPB views reported to CYPPB at January Board. Further report by senior officers to SPB to follow. | AH |

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| Children's Services Directory | | | | | | | |
| Re launch of Directory with PDF file. | Mar 07 | On track | | | | Awaiting technical input from ICT. Promotional literature sent to schools. | AH |
| Undertake bi-annual update of existing services. | Apr 07 Oct 07 | On track | | | | Update scheduled. | AH |
| Quarterly additions to list of services. | Jan 07 Apr 07 Jun 07 Sept 07 Dec 07 | On track | | | | Quarterly update completed. | AH |

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| Ensure appropriate social care support for the families of children with learning difficulties and disabilities. | | | | | Managerial secondments restrict capacity/ <i>appropriate secondment appointments scheduled.</i> | | |
| Commission new short breaks service. | Mar 07 | On track | | | | SLA being prepared with independent supplier Support for Family Strategy funding increased to £120K in 07/08 rising to £200K over 5 years. | MP |
| Increase number of short breaks provided. March 06 (baseline) 63 06/07 target 70 07/08 target 77 08/09 target 85 | | OT OT OT OT | | | Delay in commissioning new service impacting on service capacity and provision/ <i>interim extension of existing arrangements.</i> | Recruitment to new short breaks service to commence during February | MP |

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| Put in place care pathways linked to CAF processes - Epilepsy – launch 06 - Downs Syndrome - Social Communication Disorders | 06 Refine Jan – Mar 07 Launch Apr 07 | Com On track | | | | Launched 06 Drafts developed | MP |
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| Ensure better co-ordinated transition planning for all children with learning difficulties and disabilities. | | | | | Managerial secondments restrict capacity to deliver/appropriate secondment appointments scheduled. | 75% target being consistently met. | |
| Determine cohort for 06/07 academic year number of transition plans in place. | Dec 06 | Com | | | | Completed | MP |
| Draft transitions protocol produced and out for consultation. | Dec 06 | Com | | | | Completed | MP |
| Conduct study on transitions pathways to the various adult social care teams – | | On track | | | | Internal meetings in Adult teams to look at processes commencing with Autism and Aspergers Syndrome. | MP |
| Commences | Feb 07 | OT | | | | | |
| Completed | Jun 07 | OT | | | | | |
| Transitions protocol agreed and issued to relevant professionals. | July 07 | On track | | | | | MP |

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| Improve communication with parents and young people with learning difficulties and disabilities in terms of both the assessment of need and planning of provision. | | | | | | | MP |
| Hold disability workshops with support of Council for Disabled Children to obtain service users views. | Jan 07 | On track | | | Poor attendance by service users/review approach. | Workshops booked for 22.2.07 and 23.2.07 with Phillipa Russell. | MP |
| Produce analysis of questionnaires sent to parents and carers in October. | Jan 07 | On track | | | | 78 out of 100 questionnaires issued have been returned. Initial draft analysis produced and being reviewed before being issued. | MP |
| Production of draft standards informed by workshop and questionnaire. | Mar 07 | On track | | | | | MP |

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| Improve access to hospital in patient provision to meet children and young people's mental health needs (tier 4 CAMHS). | | | | | | | MP |
| PFI bid approved (decision date to be confirmed by DOH) | tbc | Not on track | | | PFI bid refused/ <i>identify alternative accommodation.</i> | PFI bid rejected Jan 07. All tier 4 CAMHS commissioning will happen from the centralised specialist services agency team from April 07. Further detail awaited on operational procedures. Routine progress review meeting between Herefordshire Council, PCT and GOWM scheduled for 19 th February 2007 to discuss regional strategy. | MP |
| Workshop with OPM 30 th January 07 will be used to consult on draft CAMHS Strategy. | Jan 07 | Com | | | | Workshop completed. | MP |
| Approval of strategy by CYPBB. | Mar 07 | On track | | | | Draft strategy produced. | MP |

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| Identify all resources for children in the area and consider options for joint and pooled budget arrangements. | | | | | | | GS |
| Increase level of expenditure from pooled budgets. | | | | | | | GS |
| 05/06 baseline £2,939K 06/07 £3,086K | Mar 07 | On track | | | | Progress on track to exceed target. | GS |
| Jointly funded Family Support Strategy – contract with independent sector provider in place. | Mar 07 | On track | | | | Funding will be £120K in 07/08 rising to £200K over 5 years. Expenditure across agencies on Family Support now identified. | GS |
| Identification of CAMHS Strategy pooled budget. | Apr 07 | On track | | | | | GS |
| CAMHS Strategy S31 agreement in place. | Apr 08 | On track | | | | | GS |
| Improving, employment opportunities for young people – establish project group within 14-19 Strategy Group. | Dec 06 | Com | | | | Group in place. | GS |

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| Council, LSC and Connexions. Define and determine deployment of resources to support LAC progression in education and training. | Mar 07 | On track | | | | | GS |
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