

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

Success Criteria and Milestones	Due date	On track	Probability	Impact	Risk Assessment/ <i>Mitigation</i>	Progress to date/PIs/evidence improved outcomes	Lead Officer
Development of the Common Assessment Framework in Herefordshire.							
Update report – CAF pilots.	Jan 07	Com				Completed	SMc
CAF pilots commence.	Jan 07	Com				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	Com				5 to 31 Jan 07.	SMc
	Feb	On track					SMc
	Mar	On track					SMc

Success Criteria and Milestones	Due date	On track	Probability	Impact	Risk Assessment/ <i>Mitigation</i>	Progress to date/PIs/evidence improved outcomes	Lead Officer
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. Philip Provenzano to present evaluation report to RW, SF and GS on 19 th March 07.	GS
Improved performance data collection and analysis.	Mar 07	On track			Internal Directory completed now being 'embedded' with service teams.	Secondee appointed for 6 months to undertake performance management lead role supported by second secondee and IPC. Corporate (IPR) reporting requirements being met. Positive direction of travel finding by Audit Commission. Action Plan in response to Audit Commission	GS

					report was 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	On track			End December 2006 achievements list agreed.	GS

Success Criteria and Milestones			Due date	On track	Probability	Impact	Risk Assessment/ <i>Mitigation</i>	Progress to date/PIs/evidence improved outcomes	Lead Officer
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. Position maintained during January. 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 re-advertised March 2007.	SMc

Success Criteria and Milestones	Due date	On track	Probability	Impact	Risk Assessment/ Mitigation	Progress to date/PIs/evidence improved outcomes	Lead Officer
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. Initial and second draft strategies considered by C&YP Improvement Board on 14 th and 28 th Feb 07.	SMc

GOWM to evaluate project management skills/capacity	Mar 07	On track				Evaluation meetings for Workforce and Disabilities took place on for 23 rd February 2007.	RW
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/ <i>Implementation Plan will be produced and closely monitored by C&YP Improvement Board.</i>		SMc

Success Criteria and Milestones	Due date	On track	Probability	Impact	Risk Assessment/ <i>Mitigation</i>	Progress to date/PIs/evidence improved outcomes	Lead Officer
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 2 are being prepared for occupation. Possibility of acquiring a 7 th property is being pursued within existing funds.	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

Success Criteria and Milestones	Due date	On track	Probability	Impact	Risk Assessment/ Mitigation	Progress to date/PIs/evidence improved outcomes	Lead Officer
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

Success Criteria and Milestones	Due date	On track	Probability	Impact	Risk Assessment/ <i>Mitigation</i>	Progress to date/PIs/evidence improved outcomes	Lead Officer
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				A paper is being drafted on the arrangements for involving children and young people in decision making process in the county. National Association of Children's Information Services Quality Award highlighted – thorough planning of service development based on feedback from users and good evaluation and monitoring systems in place.	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							
CYPPB members to carry out audit.	07/08	On track				CYPPB at Dec 06 Board meeting agreed to carry out Audit during early 2007.	AH
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

Success Criteria and Milestones	Due date	On track	Probability	Impact	Risk Assessment/ <i>Mitigation</i>	Progress to date/PIs/evidence improved outcomes	Lead Officer
Children's Services Directory							
Re launch of Directory with PDF file.	Mar 07	On track				Promotional literature sent to schools. ICT technical and design work in progress. Herefordshire Children's Information Service has achieved the Ministerially endorsed NACIS Quality Award in a recent assessment.	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	Com				Quarterly update completed.	AH
	Apr 07	On track					
	Jun 07	On track					
	Sept 07	On track					
	Dec 07	On track					

Success Criteria and Milestones	Due date	On track	Probability	Impact	Risk Assessment/ <i>Mitigation</i>	Progress to date/PIs/evidence improved outcomes	Lead Officer
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

Put in place care pathways linked to CAF processes	- Epilepsy – launch 06	06	Com				Launched 06 Drafts developed	MP
		- Downs Syndrome	Refine Jan – Mar 07	On track				
	- Social Communication Disorders	Launch Apr 07						

Success Criteria and Milestones	Due date	On track	Probability	Impact	Risk Assessment/ <i>Mitigation</i>	Progress to date/PIs/evidence improved outcomes	Lead Officer
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	Apr 07	OT					
Completed	Jun 07	OT					
Transitions protocol agreed and issued to relevant professionals.	July 07	On track					MP

Success Criteria and Milestones	Due date	On track	Probability	Impact	Risk Assessment/ <i>Mitigation</i>	Progress to date/PIs/evidence improved outcomes	Lead Officer
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	Not on track			Poor attendance by service users/review approach.	Workshops booked for 22.2.07 and 23.2.07 with Phillipa Russell. Workshop for parents of younger children held 23.02.07 – Workshops successful. Workshop on transition cancelled as no take up by parents. Philipa Russell (National Council for Disabled Children) will undertake 10 structured telephone interviews to pick up on transitions.	MP
Produce analysis of questionnaires sent to parents and carers in October.	Jan 07	Not on track				78 out of 100 questionnaires issued have been returned. Initial draft analysis produced and being reviewed before being issued. NCD working on parent friendly version.	MP

Production of draft standards informed by workshop and questionnaire.	Mar 07	On track					MP
---	--------	----------	--	--	--	--	----

Success Criteria and Milestones	Due date	On track	Probability	Impact	Risk Assessment/ <i>Mitigation</i>	Progress to date/PIs/evidence improved outcomes	Lead Officer
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 took place on 19 th February 2007 to discuss regional strategy. Workshop took place. Results of regional review not now expected until Apr 07.	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 CYPPB.	Mar 07	On track				Draft strategy produced.	MP

Success Criteria and Milestones	Due date	On track	Probability	Impact	Risk Assessment/ <i>Mitigation</i>	Progress to date/PIs/evidence improved outcomes	Lead Officer
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				Additional funding will be £120K in 07/08 plus 2 social work posts rising to £200K over 5 years. This is in addition to the core funding. Final sum cannot be determined pending approval of the LDP. 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
Council, LSC and Connexions. Define and determine deployment of resources to support LAC progression in education and training.	Mar 07	On track					GS