

## Leadership

Ref	Action	Targeted outcome	Officers responsible	Completion date	Progress
SL1	Establish a governance structure to oversee the action plan and manage the change process	Change is effectively planned and managed	JME MW	April 2007	☺ Completed; Change Team and Change Coordination Group in place and meeting.
SL2	Consult on the vision and strategy and Change Plan with stakeholders	Achieve stability and a sense of clear direction; commence the change process	JME MW CL BN NH AC	June 2007, with 6 monthly reviews	☺ Mostly completed; communication taking place through various mechanisms.
SL2a	Create an internal communications strategy and ensure staff are informed and able to contribute news and ideas	Staff are well informed e.g. about progress on Change Plan and have interactive opportunities for feedback	As above	June 2007	☺ As above.
SL3	Ensure that managers are accountable for financial and service performance	Performance targets to improve services are met and services are delivered within budgets	JME MW	March 2009	☺ Service plans in place. Performance showing significant improvement. Appraisals and scheme of delegation to be completed.
SL4	Reconfigure services	Departmental structures enable demand to be met	MW CL	March 2008	☺ Interviews for Director arranged. Future structure to be determined.

## Budget

Ref	Action	Targeted outcome	Officers responsible	Completion date	Progress
SB1	Budget is set having analysed reasons for overspends	Causes of overspending are addressed and budget setting is accurate	SD AJ CL SK MW	April 2007 and weekly analysis	☺ Analysis completed.

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SB2	Set budgets and systems for ensuring tight budget control	Spending is kept within budget limits	MW CL SK	June 2007	☺ Systems are in place to monitor and control spending. Spending being reduced in Children's Services. ☹ Savings within Adult Services less predictable with issues around home care and care homes.
SB2a	Recruitment to vacant posts to be undertaken within budget limits	Staff establishment is maintained	As above All O/Ms	April 2007	☺ Being achieved within budget limits
SB3	Develop financial management skills of managers	Managers are able to achieve targets within allocated budgets	AJ SS CL	March 2008	☺ Dedicated accountant now based in Social Services. One-to-one coaching taking place. Training programme to be piloted October 2007.
SB4	Predict future demand and needs based on demographic evidence	Service provision and configuration is based on predicted demand	MW RW AWa SJ IB JA	March 2009	☺ Data analysis taking place.
SB5	Establish a multi-agency panel (Education, Social Care & Health) for planning and managing out of County Placements for Children and Young People	Resources are used effectively. Targets are set to achieve the best outcomes for Children and Young People.	MW IB HN JF SS SKel	June 2007	☹ First draft of panel structure developed for discussion with key partners, especially Health. Out-of-county placement numbers already showing a downturn.
SB5a	Establish contracts with out of county providers to include expected outcomes for each pupil	As above	As above	As above	☺ Pan-Wales contract for all residential children's homes providers being established; being extended to independent foster carers (end January 2008).
SB5b	Develop a joint commissioning approach between the agencies to commission out of county placements and challenge excessive fee increases.	As above	As above	As above	☺ Dialogue is taking place with providers regarding fees. Fee reductions agreed with all providers.

Ref	Action	Targeted outcome	Officers responsible	Completion date	Progress
SB6	Review levels of sickness absence	Increased productivity and reduced stress for staff in work	SR HM HJ CL JB	April 2008	☺ Outstanding long-term sickness absences identified with action plans developed for all cases.
SB6a	Review outstanding situations of long term sickness and identify actions to be taken in each case	A resolution outcome to the situations of staff on long term sickness leave	As above	June 2007	☺ Completed.
SB7	Ensure that charges are consistently applied and reviewed	Charges are fairly applied and help to fund service delivery	CL BM CT SS MB	June 2007	☺ All clients in receipt of non-residential support have received new financial assessments. Work has commenced on implementing a more robust debt recovery system. New schedule for charging being implemented October 2007.
SB8	Review and revise the children's placement strategy	Reduce out-of-county placements and using local interventions	MW HN IB JF SS	June 2007	☺ Strategy has been reviewed and revised, to be finalised October 2007. All individual external placements have been reviewed.
SB9	Develop and implement a sustainable medium term financial plan for social care	Services are delivered within an agreed budget	SD AJ CL	July 2007	☺ Completed. Financial plan agreed.
SB10	Review and amalgamate the number of offices from which services are delivered	Optimise the number and location of service outlets to reduce costs	SD CT PC CL KL	March 2008	☹ Report presented to Cabinet in July 2007 (minute C3138). Work on Barry Hostel commenced.
SB11	Integrate CIC and VCAS into the Contact Centre	Deliver better advice and information to members of the public and efficiency savings	TC AL NH PSD	December 2007	☺ Co-location of CIC and VCAS into contact centre mid-November. BPR will take place in October 2007 to map processes. CIC will be fully integrated at the end of December 2007. VCAS by end January 2008.
SB12	Review joint working between Housing and Social Services	Reduction in costs of adapting more properties and making better use of resources.	AB AL JHa SB	September 2007	☹ Meetings established regarding service delivery and strategy.

Ref	Action	Targeted outcome	Officers responsible	Completion date	Progress
SB13	Improve the processes to reduce Delayed Transfers of Care (DTC) in partnership with Health	Understanding and agreement with Health on the responsibilities for funding community care packages - keeping DTC situations to a minimum	AL LH JW	March 2008	☺ Exceeding target for reduction of dtoc. Final draft of Patient Choice Directive Framework to be signed off by Timely Discharge Board October 2007.

## Performance

Ref	Action	Targeted outcome	Officers responsible	Completion date	Progress
SP1	Develop performance management skills of managers	Performance is improved across the board	BN JWo	September 2008	☺ Training taking place; managers more actively engaged in performance management.
SP2	Use corporate risk management methodology to assess risks and identify effective counter-measures.	Risks are effectively managed within cost parameters	AJ BN SJ SS	April 2007	☺ Risks from Change Plan identified.
SP3	Produce service and team plans that clearly show how and when priorities will be delivered	Plans set targets to improve service delivery	BN CL SJ/JA/HM All OMs	September 2007	☺ Service plans completed. Training for team plans has taken place. Team plans to be completed by end October 2007.
SP3a	Each OM to produce separate Service Plans and to link together in agreeing shared objectives and targets	Each service has a Plan which is joined up with colleagues' Plans.	BN All OMs	July 2007	☺ Completed.
SP4	Reduce the numbers of unallocated cases in adult services by 50%	Reduce unallocated cases from 140 to 70. Less delay in assessing the needs of clients	AL PH BW JM SL SP GL	September 2008	☺ Numbers of unallocated cases decreasing.
SP5	Introduce an effective system for first contact and referral	Reduced numbers of Looked After Children	HN KH	September 2007	☺ Performance showing improvement – more decisions are being made within 24 hours. Team restructured with permanent duty manager. Action plan in place.

<b>Ref</b>	<b>Action</b>	<b>Targeted outcome</b>	<b>Officers responsible</b>	<b>Completion date</b>	<b>Progress</b>
SP6	Review Directorate support systems	Effective Directorate operational support systems	<b>HM</b> LR <b>AB</b> JWi	June 2007	☹️ Performance has improved in responding to MP/AM letters. A new system has been established for scrutiny and cabinet reports. Office systems reviewed and improvement made. Some systems still need to be developed.
SP7	Relationships management and marketing skills are improved	The profile of the Department and presentation of the work are improved	<b>HM</b> All OMs <b>AB</b> <b>LR</b> <b>JWi</b>	March 2008	☺️ Performance has improved in responding to MP/AM letters. Some proactive media work taking place.
SP8	Design a three year programme for business process re-engineering for social care	Deliver better advice and information to members of the public and efficiency savings	<b>PSD</b>	September 2007	☹️ Project plan developed to integrate contact and information centre and VCAS into Contact Onevale. Integration of Children's Services to be considered in the new year.
SP9	Restructure complaints handling	Deal effectively with complaints	<b>BN</b> <b>JA</b> <b>EC</b> <b>SS</b>	September 2007	☹️ Restructuring completed. Complaints procedure finalised. Complaints training taking place. Recording process in place.
SP10	Develop and implement a workforce strategy for social care	The departments have the staff with the right skill mix, both now and in the future	<b>CL</b> <b>SR</b> <b>AWi</b> <b>SJ</b> <b>HJ</b>	March 2008	☺️ Recruitment taking place and secondments being ended. Broad training programme in place to support and qualify staff.
SP10a	Create post qualification employment opportunities for Directorate staff accessing social work training	As above	As above	As above	☺️ As above.
SP11	Undertake a review of all existing secondments; "act-ups" and honoraria	Staffing establishments are stabilised and spending remains within budget	<b>CL</b> All OMs	July 2007	☺️ Completed.
SP12	Develop strategy to comply with Inspection Care Standards requirements in residential homes by the end of 2007.	The Council meets the statutory requirements for staffing levels and environmental standards	<b>KL</b> <b>BS</b> <b>CL</b> <b>AWa</b>	December 2007	☹️ Meetings held with senior managers, regulators, housing associations and LHB on developing a joint approach to promoting independence.

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SP13	Develop strategy for the provision of residential care for older people with mental illness	The re-provision of residential beds for older people with mental illness	<b>KL</b> BS PH JM SS	December 2007	☺ Extra care unit being developed. Telecare launch held.
SP14	Review the home care services around the reablement agenda in partnership with Health Services	A reconfiguration of the services in Home Care Teams to increase the services from the Short Term and Reablement Teams	<b>KL</b> JC AM	August 2007	☺ Restructuring is well underway and savings to the base budget are on target.
SP15	Increase uptake of welfare benefits (including the Independent Living Fund)	Enhance prevention, independence and choice	<b>CT</b> CL AL SS BM CS	July 2007	☺ Review completed of current uptake of benefits, including ILF. Advice being given to clients at time of assessment. Benefits awareness training is being provided to Social Services and Housing staff.
SP16	Establish quarterly performance boards	Management information is used to the full to drive service improvement	<b>BN</b> JWo	June 2008	☺ Performance Board established; performance showing improvement.
SP17	Management Information Reports to be reviewed with key performance indicator information and data included	Management Information is focused on key areas for monitoring and improvement	<b>JWo</b> AL PH IB	May 2007	☺ Completed.
SP18	Review targets with partners and use the agreed targets to drive service delivery	Service delivery improvements are achieved	<b>BN</b> CL SS AJ	March 2009	☹ New contracts for provision of services being developed.
SP19	Ensure that all staff are using SWIFT and recording all information directly onto the system in line with the new ICS and UA procedures	Improved management information and greater efficiency	<b>PSD</b> JWo AL HN	March 2008	☺ Training programme being implemented. Pilot of ICS Integrated Children's System taking place in the Vale. Evidence that more managers are using the system.
SP20	Ensure that all staff have access to and training in the use of IT equipment	Improved management information and greater efficiency	<b>DV</b> JWo	April 2007	☺ Completed; all frontline staff have access to IT.

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SP21	Prepare and deliver a campaign to increase fostering and adoption	Reduced dependence on out-of-county placements	JF BN AC SRu	June 2008	☺ Recruitment strategy in place and assessment of foster carers underway. New campaign being planned. New foster carer pack developed.
SP22	Develop a business case for the introduction of tele-care services/assistive technology	More responsive service; increased efficiency	CL TC DC NH	March 2008	☺ Cabinet approved the introduction of telecare services. Launch completed.
SP23	Introduce electronic document and records management	Improved management information and greater efficiency	PSD AWa JWo	December 2010	☺ Council has tendered for provider of content management system. Project plan developed.
SP24	Undertake a pilot in the use of mobile technology and remote working in the Fostering Team	More flexible ways of working and greater efficiency	DV PSD JWo JF SRu	December 2007	☺ Awareness sessions held. Assessment of where new technology would provide added value has been completed. Options will be explored in October 2007.
SP25	Ensure carers` assessments are offered in a consistent and systematic manner	Carers assessments are undertaken and recorded according to good practice	AL PH AWa NH	September 2007	☹ Carers assessment process updated, to be implemented in December 2007. Practice manual being updated. Number of carers assessments increasing.
SP26	Find solutions to reduce the Occupational Therapy waiting list	Reduced wait for people with moderate and low level needs	AL BW SB JW AM	March 2008	☹ Audit of waiting list commenced. Vacancies for OT posts being filled.

## Quality

Ref	Action	Targeted outcome	Officers responsible	Completion date	Progress
SQ1	Involve Councillors in the change process through regular briefings	Councillors have the full range of information required to make strategic decisions	CL BN	When Change Plan completed	☺ Member briefings being held regularly.

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SQ2	Review all out-of-county / agency placements and identify strategies to bring children back in county where this is safe and appropriate	Reduce out-of-county placements using local interventions	HN JF IB	June 2007	☺ All placements reviewed. External placements reducing; the majority are back in county (with the exception of education placements).
SQ2a	Establish criteria for placing children and young people in the care of the Council and apply consistently	There is consistency in the decisions about placing children and best use made of in-house service provision	As above	As above	☺ New requirements for placements of children out-of-county are in place. New panel arrangements being developed.
SQ3	Develop and implement commissioning strategies for all services	Delivering services more cost effectively and decommissioning services which fail to meet priorities	MW CL All OMs	April 2008	☹ Some good commissioning in individual services, but not across the whole of the directorate.
SQ4	Establish a system for Cabinet and Scrutiny Reports to be seen and checked by the Interim Manager / Head of Service prior to submission to the Cabinet Office	Senior Managers are informed about reports being submitted and able to contribute to the content of reports	HM ABO LR JWi	June 2007	☺ A new process has been developed, coordinated by the Director's Secretary.
SQ5	Training and mentoring on writing skills to be undertaken by all OMs and TMs	Improvements in writing Committee Reports and correspondence	BN AWa AWi All OMs/TMs	December 2007	☺ Training sessions arranged, first phase completed.
SQ6	Review working arrangements with the NHS Trusts and LHB	Reduced delayed transfers of care; greater independence and choice	MW AL SS	July 2007	☹ Discussions taking place. Some gains in CHC and transitions.
SQ7	Review all existing care packages beginning with outstanding reviews	Care packages meet eligibility criteria and the service is appropriate to meet a clients needs	MW PH AL KL	March 2008	☹ Difficulties experienced in continuing care packages. Now a high priority in teams.
SQ7a	Develop a procedure for maintaining regular reviews	As above	MW PH AL KL	As above	☺ Review process developed.
SQ7b	Review all out of county adult placements and consider alternative provision	Placements meet assessed need in a cost effective way	MW PH AL KL	As above	☹ Discussions held with team managers on how reviews will be undertaken.

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SQ8	Review all Day Services	Buildings are being used for day services which are 'fit for purpose'.	<b>KL</b> <b>BS</b> <b>CJ</b> <b>SR</b>	December 2009	☺ A feasibility study has been undertaken to consider options for Woodlands. Refurbishment of Rondel House and Gardenhurst completed. Revision of Meals on Wheels completed. Plans for partnership options for Hen Goleg being developed October 2007.
SQ9	Review placements of young people with disabilities taking account of adults` eligibility criteria.	Enable smooth transition for young people with disabilities into adult services	<b>IB</b> <b>PH</b> <b>AL</b> <b>CS</b>	September 2007	☺ Inter-agency protocol developed. Current care arrangements reviewed and costed.
SQ10	Review eligibility criteria for all client groups in adult services	Targeted resources at the most vulnerable	<b>MW</b> <b>PH</b> AWa	June 2007	☹ Some work completed, but further work needed.
SQ11	Ensure that eligibility criteria are being consistently applied in adult services	The most vulnerable people are able to access the support they need	<b>MW</b> <b>PH</b> <b>AL</b>	March 2008	☺ DART meeting regularly and being used as the management control mechanism.
SQ12	Review working arrangements with the voluntary sector and introduce effective contracts with performance targets and monitoring	Grants support corporate aims and identified need; funding is based on performance	<b>BN</b> <b>AJ</b> <b>CL</b> <b>SS</b> <b>IB</b>	March 2009	☺ Good progress with Children's Services. Priorities for developing contracts agreed. Discussions taking place with providers. Information collected on all funded organisations.  ☹ Limited progress in adult services.
SQ13	Develop internal partnering arrangements with RSLs, and work with external providers.	Housing for vulnerable people is available and appropriate	<b>ABi</b> <b>PH</b> SJ <b>MI</b> IB <b>AL</b>	January 2008	☹ Limited progress. New Head of Service in post.
SQ14	Produce a plan to improve project management skills	Improved project management skills; projects are delivered on time and within budget	<b>BN</b> <b>JA</b> <b>SS</b>	March 2008	☹ Revised project management leaflet and guidance for project commissioners.
SQ15	Produce a project plan to improve procurement skills	Greater efficiency; projects are delivered on time and within budget	<b>AJ</b> <b>JA</b> <b>SS</b>	March 2008	☹ Proposed training programme agreed. Policy documents reviewed. I-procurement module to be in place by March 2008.

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SQ16	Introduce a system to ensure CRB checks are undertaken as appropriate and re-checked on a 3 yearly basis.	All relevant staff have an up to date CRB check and CRB safeguards are in place	<b>AU</b> <b>JB</b> <b>SS</b> <b>LJ</b> <b>RT</b>	June 2007	☺ All Social Services personnel files reviewed. Review of posts completed. CRB checks commenced on staff outstanding.
SQ17	Introduce quality assurance systems across the Directorate	Quality Assurance systems are in place	<b>MW</b> <b>CL</b> All OMs	March 2008	☺ List of systems in place. Gap analysis underway.
SQ18	Establish a system for creating a Joint Equipment Store	The most efficient and effective method of issuing equipment to service users and carers.	<b>AL</b> <b>CL</b> <b>SK</b> <b>SB</b>	March 2008	☺ On target to join April 2008.

## Officers Responsible

<b>ABi</b>	<b>Alan Billinghamurst</b>	<b>HJ</b>	<b>Hywel Jones</b>	<b>MW</b>	<b>Mark Wheeler</b>
<b>ABo</b>	<b>Angela Bobbett</b>	<b>HM</b>	<b>Helen Moses</b>	<b>NH</b>	<b>Nicola Hale</b>
<b>AC</b>	<b>Alison Cummins</b>	<b>HN</b>	<b>Haydn Nelson</b>	<b>PC</b>	<b>Patrick Carroll</b>
<b>AJ</b>	<b>Alan Jenkins</b>	<b>IB</b>	<b>Irene Banfield</b>	<b>PH</b>	<b>Paul Horridge</b>
<b>AL</b>	<b>Anne Lintern</b>	<b>JA</b>	<b>Julia Archampong</b>	<b>PSD</b>	<b>Simon Davies</b>
<b>AM</b>	<b>Angela Medina</b>	<b>JB</b>	<b>Janice Ballantine</b>	<b>RT</b>	<b>Rachel Talbot</b>
<b>AU</b>	<b>Adrian Unsworth</b>	<b>JC</b>	<b>James Crinion</b>	<b>RW</b>	<b>Russell Watts</b>
<b>AWa</b>	<b>Alison Walker</b>	<b>JF</b>	<b>Joe Frearson</b>	<b>SB</b>	<b>Sonja Booy</b>
<b>AWi</b>	<b>Allan Williams</b>	<b>JHa</b>	<b>John Hardy</b>	<b>SD</b>	<b>Sian Davies</b>
<b>BM</b>	<b>Brenda Maurer</b>	<b>JHo</b>	<b>Jane Hoey</b>	<b>SJ</b>	<b>Sarah Jeffery</b>
<b>BN</b>	<b>Bev Noon</b>	<b>JM</b>	<b>Janey Morgan</b>	<b>SK</b>	<b>Sian Keen</b>
<b>BS</b>	<b>Barbara Scandrett</b>	<b>JME</b>	<b>John Maitland Evans</b>	<b>SKel</b>	<b>Sheila Kelly</b>
<b>BW</b>	<b>Barbara Williams</b>	<b>JW</b>	<b>Jane Williams</b>	<b>SL</b>	<b>Sue Lewis</b>
<b>CJ</b>	<b>Chris James</b>	<b>JWi</b>	<b>Jeanette Winter</b>	<b>SP</b>	<b>Sue Power</b>
<b>CL</b>	<b>Carys Lord</b>	<b>JWo</b>	<b>Julie Wordley</b>	<b>SRa</b>	<b>Steve Ralph</b>
<b>CS</b>	<b>Ceri Spence</b>	<b>KH</b>	<b>Kim Herniman</b>	<b>SRu</b>	<b>Scott Ruddock</b>
<b>CT</b>	<b>Clive Teague</b>	<b>KL</b>	<b>Keith Lewis</b>	<b>SRy</b>	<b>Sue Ryder</b>
<b>DC</b>	<b>David Craig</b>	<b>LH</b>	<b>Lynn Hyde</b>	<b>SS</b>	<b>Simon Salter</b>
<b>DV</b>	<b>Dave Vining</b>	<b>LJ</b>	<b>Lynette Jones</b>	<b>TC</b>	<b>Tony Curliss</b>
<b>EC</b>	<b>Eira Carroll</b>	<b>LR</b>	<b>Lesley Robson</b>	<b>TH</b>	<b>Terry Hacking</b>
<b>GW</b>	<b>Gill Williams</b>	<b>MB</b>	<b>Mary Bell</b>		
<b>HI</b>	<b>Huw Isaac</b>	<b>MI</b>	<b>Mike Ingram</b>		