

**CSCI OLDER PEOPLES SERVICES INSPECTION MAY 2006 – ACTION PLAN  
PROGRESS REPORT AS AT 30 JUNE 2007**

Delayed – exception report triggered	Work in progress - behind schedule	Work in progress - on schedule	Not yet scheduled to start
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ITEM	START DATE	END DATE	LEAD OFFICER/S → indicates change of postholder: <i>from</i> → <i>to</i>	STATUS	COMMENTS
<b>STANDARD 1</b>					
<b>1.1 local targets</b>					
Develop and agree a set of local indicators that supplement and add value to existing statutory PAF indicators.	02.10.06	30.11.06	Amy Jones <i>Sue Darnbrook</i> → Paul Stanley Lloyd Brodrick	<b>Completed</b> - later than scheduled	Best practice benchmarked with 3 star SSDs. Existing indicators reviewed and will remain. New local indicators drafted. Completed 22 December 2006.
Develop local Indicator targets in consultation with managers and front line staff (and service users as appropriate).	04.12.06	was 29.12.06 will be 31.05.07	Amy Jones <i>Sue Darnbrook</i> → Paul Stanley Lloyd Brodrick	<b>Work in progress</b> – behind schedule	Local PIs are going to consultation with the over 50's forum on 9 <sup>th</sup> July to select the 3 PIs to take forward for monitoring – these will be operational for July.
Implement monitoring and reporting arrangements on agreed indicators and targets.	02.04.07	was 02.04.07 will be 31.05.07	Amy Jones <i>Sue Darnbrook</i> → Paul Stanley Lloyd Brodrick	<b>Work in progress</b> – behind schedule	Will be reported on from July (to take to OP PIG on July 24 <sup>th</sup> )
<b>1.2 Business Plans</b>					
<b>2006/07 Service Plans</b>					
Additions / adjustments to 2006/07 plans at quarterly or half-year review, and use review to forward plan 2007/08 objectives and targets.	01.11.06	28.11.06	<i>Sue Darnbrook</i> → Paul Stanley Lloyd Brodrick	<b>Completed</b> on schedule	Half year review of 2006/07 service plans used to forward plan targets that will go into 2007/08 service plans by March 2007.
<b>2007/08 Service Plans</b>					
Issue 2007/08 corporate service planning guidance.	02.10.06	27.10.06	Anne Doyle	<b>Completed</b> on schedule	Evidence available.
Hold annual service planning workshops with specific input on inclusion of clear, detailed and measurable objectives with	02.01.07	29.01.07	Anne Doyle <i>Sue Darnbrook</i> → Paul Stanley Lloyd Brodrick	<b>Completed</b> on schedule	Workshop held 23 January 2007. Further meeting to be held 14 March to finalise plan after 2007/08 budget approved by full Council.

SMART targets.					
Produce 2007/08 older people's service plans.	22.01.07	30.03.07	Sue Darnbrook → Paul Stanley Lloyd Brodrick	<b>Completed</b> – on schedule	Older People's service plans 2007/08 produced on time and posted on public folders. Local targets and BME targets to be added at 1 <sup>st</sup> quarter review July 2007 [see 1.1 and 5.2]
Produce 2007/08 older people's service plans.	22.01.07	30.03.07	Sue Darnbrook → Paul Stanley Lloyd Brodrick	<b>Work in progress</b> – on schedule	On target to complete relevant service plans by due date of 30 March 2007
Monitor delivery of 2007/08 service plans and their measurable objectives through quarterly review, with corrective action as necessary.	02.07.07	28.09.07	Sue Darnbrook → Paul Stanley Lloyd Brodrick	<b>Not yet scheduled to start</b>	
<b>1.3 User Involvement Strategy</b>					
Re-visit user involvement strategy and identify gaps and deficits.	01.06.06	29.06.06	Emma Palmer	<b>Completed</b> on schedule	Evidence available.
Ensure that 100% of actions have completion date.	01.06.06	29.06.06	Emma Palmer	<b>Completed</b> on schedule	Evidence available.
Determine and agree monitoring arrangements that enable managers to judge the effectiveness of the strategy, using quantitative and qualitative measures.	02.10.06	27.10.06	Anet Baker	<b>Completed</b> but later than scheduled	Consultation from all projects is now forwarded to user involvement manager for inclusion in database. Quarter reports on consultation activity produced for OP Performance & Development Board.
Test the arrangements against 2006/07 3 <sup>rd</sup> quarter activity.	30.11.06	29.12.06	Emma Palmer	<b>Completed</b> on schedule	Detailed report on consultation activity published. Evidence available. Resources in place for future quarterly reports.
Adjust and refine for use against 2006/07 4 <sup>th</sup> quarter activity and quarterly thereafter.	02.04.07	28.09.07	Emma Palmer	<b>Completed on schedule</b>	Completed monitoring arrangements now in place and tested. Will continue quarterly in line with service planning cycle and linked to performance board reporting on outcomes.

## STANDARD 2

### 2.1 Commissioning Plans

Further development of the joint commissioning plans for all adult services to clearly set out the vision for the overall shape of re-commissioned services and including detail and financial commitments.	01.06.06	30.03.07	Pat Collins → Elaine Carolan Anet Baker	Completed on schedule	Joint Commissioning Plan in place – review to be tabled at OPPB in July.
Ensure joint commissioning plans include commissioning plan for specific social care services, health services and integrated services. Joint commissioning plans will be published under a single cover to make it explicit represent the cross-cutting adult service.	01.06.06	Was 30.03.07 now 31.08.07	Pat Collins → Elaine Carolan Anet Baker	Work in progress – behind schedule	

### 2.2 Procurement

New approved Social Care Procurement Plan	01.06.06	31.10.06	Sharon Wright	Completed on schedule	Evidence available.
Within social care cost and quality elements will be included in new contracts and on re-commissioning of existing contracts, when and where best practice demonstrates improved outcomes/best value.	02.04.07	28.09.07	Sharon Wright	Work in progress	
Updated Walsall Council Procurement Policy.	01.06.06	Was 29.12.06 Now 29.06.07	Tom McNeil / Lawrence Brazier	Delayed	Delayed by re-prioritisation of workstreams within the procurement component of the corporate transformation programme. Corporate Interim Assistant Director for Procurement appointed and now in post, providing leadership and focus. Further additional procurement capacity now secured allowing resource to be allocated to this activity, and revised target date of 29 June 2007 set for completion.

The corporate transformation programme includes production of a VFM framework and a consistent approach to procurement across all council services.	02.01.07	28.09.07	Tom McNeil / Lawrence Brazier	<b>Work in progress</b> – on schedule	Procurement capacity now secured allowing resource to be allocated to this activity, and despite delay above, original target date for completion, 28 September 2007, should be achieved.
<b>2.3 Partnership working with the independent sector</b>					
Review existing forums. Set up new forums where gaps identified.	01.06.06	31.10.06	<i>Heather Osborne</i> → Anet Baker	<b>Completed</b> on schedule	Evidence available.
Review terms of reference and membership of forums.	01.11.06	30.11.06	<i>Heather Osborne</i> → Anet Baker	<b>Completed</b> on schedule	
Identify levers to promote buy-in to forums and their activity.	01.11.06	30.11.06	<i>Heather Osborne</i> → Anet Baker	<b>Completed</b> but later than scheduled	
Achieve more meaningful dialogue with the independent social care sector to cover cost, quality, value and service development through bi-monthly forum meetings.	01.12.06	29.03.07	<i>Heather Osborne</i> → Anet Baker	<b>Work in progress</b> – behind schedule	Procurement/purchasing plan completed in draft – document requires editing in response to SMT comments – re-table for next SMT for sign off. The document will then be placed on WMBC website.

<b>2.4 Joint Commissioning Plan</b>					
Revised Joint Commissioning Plan which sets out the shared vision of a modernised service with an action plan giving details of investment, disinvestment and resultant development of the service	13.07.06	29.12.06 now 31.08.07	Anet Baker Bill Henwood Sarah Smith <i>Pat Collins</i> → Elaine Carolan Andrea Bigmore	<b>Work in progress – behind schedule</b>	
Making a Difference (Joint Improvement Plan)	01.08.06	was 30.03.07 now 31.05.07	Anet Baker Bill Henwood Sarah Smith <i>Pat Collins</i> → Elaine Carolan Andrea Bigmore	<b>Work in progress</b>  <b>- behind schedule</b>	December saw handover to new strategic development manager. The Joint Improvement Plan will not duplicate strategy and plan content, focusing instead (in plain English) on the improved user and carer experience at all stages of their 'journey' following delivery of the projects and programmes. Outline shared with and endorsed by inter-agency Partnership Executive Group. All projects and work streams will be captured by strategic development manager, followed by drafting of "Making a Difference". Final draft to the PEG for approval. <i>Will not be achieved by end of May 2007.</i>
<b>STANDARD 3</b>					
<b>3.1 BME COMMUNITIES</b>					
Further work on Steps to Excellence identified key deficit: understanding and meeting BME needs.	01.06.06	30.03.07	<i>Heather Osborne</i> → <i>Anet Baker</i> → <i>Ben Cook</i> → <i>Anet Baker</i>	<b>Work in progress</b>	Discussions with Manchester City and their development and currently looking at commissioning Voluntary Organisations to undertake research into needs of BME elders in Walsall. Report on outcomes to SMT in December 2007.

Dialogue and needs analysis with BME elders, their families and communities.	02.01.07	29.06.07	Heather Osborne → Anet Baker → Ben Cook → Anet Baker	<b>Work in progress</b>	Initial consultation not productive therefore as above.
Commissioning of increased culturally appropriate day opportunities and an appropriate meals service to the level of assessed need.	02.07.07	28.09.07	Heather Osborne → Anet Baker → Ben Cook → Anet Baker	<b>Work in progress</b>	Commissioning of culturally appropriate Community meals service due to start September 2007.  Day Care tender December 2007.
Develop specific local targets and indicators to monitor take up of new and existing services.	01.11.06	30.03.07	Heather Osborne → Anet Baker → Ben Cook → Anet Baker	<b>Work in progress – behind schedule</b>	
<b>3.2 Specialist Mental Health Services</b>					
Full integration of community services, establishing 3 CMHTs for older people.	01.09.06	28.09.06	Margaret Willcox	<b>Completed on schedule</b>	
Extension of primary care MH service to OP with mental health needs.	01.06.06	29.09.06	Margaret Willcox	<b>Completed on schedule</b>	
Extension of carers' support service to OP with mental health needs	01.06.06	29.09.06	Margaret Willcox	<b>Completed on schedule</b>	

Establishment of care pathways and shared protocols for access, assessment, treatment and support for OP.	01.06.06	was 29.12.06 now <i>01.07.07</i>	Margaret Willcox	<b>Work in progress</b> – on schedule (as amended)	Initial pathways agreed and operating. Primary Care services for older people with mental health problems now fully operational.  Shared protocols between OP services and MHSOP CMHTs in final draft.  Care pathways and shared protocols to be in operation by 1 July 2007. These to be formally ratified by end August 2007.  Generic care pathway for CPA completed. Protocols out for consultation. On target.
Review of caseloads in OP services and realignment with MH services.	01.06.06	was 29.12.06 now <i>30.09.07</i>	Margaret Willcox	<b>Work in progress</b> – on schedule (as amended)	<i>Initial caseload audits revealed variances in practice. Review of caseloads will now be completed by September 2007.</i>  Transfer of cases initially delayed due to lack of capacity but recovery plan now in place with mental health services for older people to lead on realignment of allocations. Realignment and transfer of cases will now start June 2007 (time to completion depends on outcome of review of caseloads). <i>Locality and OPMH managers meeting monthly and working together, exchanging information to ensure access to the most effective service that will meet individual need.</i>  Reviews ongoing and effective monthly meetings assisting the process. On target.
Review arrangements for advocacy.	01.06.06	30.03.07	Margaret Willcox	<b>Completed</b> on schedule	Advocacy review completed and procurement resource arranged for re-tendering of service.
Expansion of specialist CMHTs for OP.	02.07.07	29.09.08	Margaret Willcox	<b>Not yet scheduled</b> to start	Recruitment commenced. Ahead of target.

Establish performance indicators for expanded CMHTs for OP	02.07.07	29.09.07	Margaret Willcox	Not yet scheduled to start	KPI's agreed which reflect required performance targets. Ahead of target.
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<b>3.3 Adult Protection</b>					
Implement approved revised AP procedures.	02.10.06	27.10.06	Julie Metcalf, Steve James	<b>Completed</b> on schedule	Evidence available.
Devise and introduce compliance audit as a component of professional supervision	01.11.06	31.05.07	Julie Metcalf, Steve James	<b>Work in progress</b> - on schedule	Compliance audit framework piloted in OP services October 2006 – January 2007. Approved 20 February that this now be refined and then rolled out across adult services
Review operation of AP unit and make recommendations.	01.06.06	31.10.06	Julie Metcalf, Steve James	<b>Completed</b> on schedule	Review completed on schedule October 2006, with recommendations. Approved by Adults SMT 20 February 2007.
Implement recommendations	01.11.06	30.03.07	Julie Metcalf, Steve James	<b>Work in progress</b>	Recommendations endorsed, but consideration now being given to establishment of a wider Safeguarding Unit, hosted by WM Police, and encompassing Child Protection, Adult Protection and Domestic Violence, complying with all relevant statutes and providing enhanced joined-up services.
<b>3.4 Carers Strategy</b>					
Refine 2006/07 action plan with SMART targets	01.06.06	31.10.06	Andie Oliver / Anne Doyle	<b>Completed</b> but later than scheduled	2006/07 action plan completed, refined and published 30 <sup>th</sup> November 2006. Agreed that delivery of targets is operational responsibility, so targets will be put in 2007/08 operational service plans by March 2007.
Carers information event to inform priorities for use of 2007/08 grant and translate into 2007/08 action plan with SMART targets	01.06.07	26.07.07	Andie Oliver	<b>Work in progress</b> – on target	Carers event on 25.4.07 shared information on, and discussed, grant spend for last and coming year – and focussed on preparatory work for New Deal for Carers funding. Annual action plan planned for October 2007.
<b>STANDARD 4</b>					
<b>4.1 Quality Assurance</b>					
Development of a quality strategy for Older People's services including Care Management processes	01.06.06	29.06.06	Amy Jones	<b>Completed</b> but later than scheduled	Measurers detailed within the strategy are either in operation or are currently being rolled out/piloted.
Carry out pilot of Compliance Audit framework	02.10.06	30.11.06	Colin Teasdale	<b>Completed</b> but later than scheduled	In operation

Review pilot	01.12.06	31.01.07	Colin Teasdale	<b>Completed</b> but later than scheduled	Pilot reviewed and recommendations agreed by Adults SMT 20 February 2007. Learning and refinements being applied, with input from disability services in anticipation of wider use of tools across adult services. Evidence available.
Compliance Audit framework rolled out over OP services – a 3 tier audit framework (i.e. Director, Independent and ‘Grandparent’ auditing structure) closely scrutinising application of eligibility criteria, and the quality of assessments, care plans and reviews.	01.02.07	30.03.07	Colin Teasdale	<b>Completed</b> - on schedule	Compliance audit framework, including case file audit tool, fully operational in older people’s services at 1 April 2007.  Staff briefing and training undertaken.  Second director and independent level audit cycle to begin 1 June 2007. Grandparent auditing is continuous in operational teams.
<b>4.2 Single Assessment Process</b>					
Delivery of Advanced Assessment Skills training on outcome focused care planning (negotiated outcomes) for all practitioners.	27.09.06	01.11.06	<i>Pat Collins</i> → Elaine Carolan	<b>Completed</b> on schedule	
Put in place arrangements to ensure refreshment and delivery of this training to new practitioners.	02.11.06	was 30.03.07 now 30.06.07	<i>Pat Collins</i> → Elaine Carolan	<b>Work in progress</b> – behind schedule  <b>Now in place</b>	Further events held March 2007 across health and social care, and programme of 1.5 day events now timetabled, bringing together social care, tPCT and Hospital practitioners to focus on embedding person centred care. <i>Community Practice Teacher for social work has devised programmes. Refresher training now happening. Induction training for new practitioners to commence in June 2007.</i>  Monthly inter-agency locality forums (social care, tPCT and Hospitals Trust) operative from May 2007 to consider and learn from individual cases.

### 4.3 Specialist Assessments and Services

<p>1<sup>st</sup> task of assessment and care co-ordination management group to review process to date and develop pathways and protocols for specialist assessments</p>	<p>01.09.06</p>	<p>Was 29.12.06 Now 30.06.07</p> <p>Now 30.9.07</p>	<p><i>Pat Collins</i> → <i>Elaine Carolan</i> (→ <i>Paul Stanley / Maggie Williams – tPCT</i>) → <i>Elaine Carolan</i></p>	<p><b>Work in progress - behind schedule</b></p>	<p>Senior practitioner working with strategic development manager to end June. SAP working group for social care established, with sub-group looking at specialist assessments - approval of pathways and protocols for specialist assessments by end June 2007. <i>Also, specialist assessments directory to be produced by end June. Protocols with tPCT needed for referrals to Health Services e.g. physiotherapy, psychiatry.</i></p> <p>Project plan for implementation of PARIS care planning module being produced.</p> <p>As interim solution, checklist being used by operational staff to trigger specialist assessments and signpost routes to them. Further consideration being given by A&amp;CCMG on how to embed the necessary information and thinking at practitioner level.</p>
<p>Review of continuing care processes and new procedures will focus on protocols for comprehensive assessments including SW, nurse and cont care assessment.</p>	<p>01.11.06</p>	<p>Was 02.04.07 Now 30.06.07</p> <p>Now 30.9.07</p>	<p><i>Sue Darnbrook</i> → <i>Paul Stanley</i> → <i>Peter Davies</i> → <i>Elaine Carolan</i></p>	<p><b>Work in progress - behind schedule</b></p>	<p>Handover to new manager December 2006. Workshop held 14 March. Agreed with tPCT that joint training is preferable. Nurses have been trained on use of tool by tPCT leading to greater consistency. <i>Joint training to begin July 2007.</i></p> <p>Existing guidance and definitions have been re-circulated to relevant staff. These include Strategic Health Authority criteria for CHC. Specialist assessments list and contacts given to all care managers. In anticipation of new DH guidance on CHC, joint post of commission manager for CHC appointed to by tPCT, with social care involvement. Question on CHC included in Overview Assessment, triggering CHC assessment.</p>

Establish and embed the QA processes to monitor compliance and initiate corrective action when needed.	01.06.06	Was 02.04.07 Now 30.06.07	<i>Sue Darnbrook</i> → <i>Paul Stanley</i> ( <i>Elaine Carolan on specialist assessments</i> ) → Brandon Scott-Omenka / Amy Jones	<b>Work in progress</b> - behind schedule	QA processes either in operation or are currently being rolled out/piloted.
<b>4.4 Hospital Discharge Arrangements</b>					
Establishment of regular monitoring of any failure to comply with agreed hospital discharge arrangements, under the auspices of the Hospital Discharge Strategic Partnership Group.	02.10.06	Was 31.01.07 Now 30.04.07  Now 30.9.07	<i>Sue Darnbrook</i> → <i>Paul Stanley</i> → Elaine Carolan	<b>Work in progress</b> - behind schedule	Good practice examples being sought from high performing family group authorities. Agenda item on next meeting of Hospital Discharge Strategic Partnership Group (April 2007) to propose protocol and system for monitoring variances from existing agreed discharge arrangements.  Good practice examples informing local protocol and system, this to be agreed and established by end April 2007.
Develop shared understanding of reasons for failure, through quarterly reports to the Hospital Discharge Strategic Partnership Group.	01.02.07	Was 30.03.07 Now 31.07.07  Now 30.9.07	<i>Sue Darnbrook</i> → <i>Paul Stanley</i> → Elaine Carolan	<b>Work in progress</b> – behind schedule	To follow agreement on protocol and system for monitoring variances from existing agreed discharge arrangements – see item above.  Shared understanding through quarterly reports, first cycle by end July 2007.
Address training needs and ensure compliance.	01.02.07	Was 30.03.07 Now 30.09.07	<i>Sue Darnbrook</i> → <i>Paul Stanley</i> → Elaine Carolan	<b>Work in progress</b> – behind schedule	To follow agreement on protocol and system for monitoring variances from existing agreed discharge arrangements – see item above. Proposal for integrated discharge service bringing together Hospital Social Work Team and Discharge Liaison Team also being factored in.  Training for compliance to be linked to reconfiguration of teams in summer 2007. Completion by end September 2007.

Review and strengthen procedure as required in the light of learning.	02.04.07	30.01.08	<i>Sue Darnbrook</i> → Paul Stanley	<b>Work in progress</b>	
<b>STANDARD 5</b>					
<b>5.1 Out of Hours Service</b>					
Development of action plan.	01.06.06	29.09.06	Karen Reilly → Elaine Carolan	<b>Completed</b> but later than scheduled	December saw handover to new strategic development manager.
Approval of action plan	02.10.06	27.10.06	Karen Reilly → Elaine Carolan	<b>Completed</b> but later than scheduled	December saw handover to new strategic development manager.
Implementation of action plan.	02.10.06	28.09.07	<i>Pat Collins</i> → Elaine Carolan	<b>Work in progress</b> – on schedule	Interim solution under way. Management of existing Emergency Response Team to transfer from children's services to adult social care by 1 May 2007. Then (1) ERT, (2) hospital social work team, (3) hospital discharge team and (4) out-of-hours ASW to become co-located in stages (as numbered above) at Manor Hospital as the new Out of Hours Team by June 2007.  With a single telephone number they will provide an expanded and more consistent response, including undertaking initial assessments by phone. Long term solution remains the development of joint health and social care urgent care centre.
<b>5.2 BME Communities - Equal Access</b>					
Establishment of monitoring system of take-up by BME older people.	01.11.06	28.11.06	<i>Sue Darnbrook</i> → Paul Stanley	<b>Completed</b> but later than scheduled	Completed 11 January 2007. Monitoring system in place through PARIS monthly reports as agreed with the Paris Project Team.
Targets set with partners for higher access levels by BME older people	29.11.06	was 26.12.06 now 31.8.07	<i>Sue Darnbrook</i> → <i>Paul Stanley</i> → Ben Cook	<b>Work in progress</b> – behind schedule	Targets now to be set based on 2006/07 out turn figures plus modelling of demography and identified needs. To be added to 2007/08 service plans at 1 <sup>st</sup> quarter review July 2007. [See 1.2]

Necessary changes to services identified and implemented.	01.12.06	was 30.03.07 now 30.09.07	Lloyd Brodrick	<b>Work in progress</b> – behind schedule	To follow setting of new targets for access levels – see item above. Council approval given 26 February to investment item in 2007/08 revenue budget, targeted at understanding and meeting the needs of BME service users.
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### 5.3 Interpreting Policy

Guidance to staff on the use of interpreters and recording of use of interpreters.	01.06.06	29.12.06	Sue Byard	<b>Completed</b> on schedule	Completed. Embedding to be tested through compliance audit framework (which see).
Implementation of a compliance monitoring tool that will include case file audits.	01.01.07	31.08.07	Sue Byard	<b>Work in progress</b> - on schedule	

### 5.4 Complaints Service

#### Information

Appropriate and accessible materials produced and maintained.	01.06.06	30.06.06	Sue Dalley	<b>Completed</b> on schedule	Evidence available.
Update to internet page following new guidance.	01.06.06	31.10.06	Sue Dalley	<b>Completed</b> but later than scheduled	New guidance finalised and endorsed by Senior Management Board 22 January 2007. Internet and Intranet sites updated further on July 2007. New form is now available on internet and is easier to access and use. Increased use of the direct e-mail link to customer care team for the submission of complaints is evident. Further development work is being undertaken on the customer care services intranet page.
Inclusion of materials in initial information to service users, and monitoring and evidencing of this.	01.06.06	31.10.06	Sue Dalley	<b>Completed</b> on schedule	Material included in Single Assessment Process (SAP) folders which are given to all new service users – evident available. Being regularly monitored (PAF D390 – evidence available).
Range of formats in place, and support available from sensory impairment service to support service users with communication problems to complain in the most accessible way for them.	01.06.06	31.10.06	Sue Dalley	<b>Completed</b> but later than scheduled	December saw handover to new strategic development manager. Role of sensory impairment service in facilitating making of complaints by relevant service users addressed by strategic development manager in January 2007. Agreement now in place with Operational Manager, Sensory Support Team, that assistance will be provided on a 1-1 basis, reflecting the diversity of support needs.

Monitoring of use of procedure including software analysing sources of complaints and methods of complaining	01.06.06	29.09.06	Sue Dalley	<b>Completed</b> on schedule	Evidence available.
<b>Timescales</b>					
Secure agreement of adult services performance board to the target that at least 75% of stage 1 complaints are resolved within timescale at all stages.	01.06.06	30.06.06	Sue Dalley	<b>Completed</b> on schedule	Target of 75% approved by adult services performance board. Actual outturn figure achieved for 2006/07 was 68%. Evidence available.
Performance monitoring of 75% target in fortnightly customer care team meetings, and quarterly in each adult services performance board.	03.07.06	28.07.06	Sue Dalley	<b>Completed</b> on schedule	Evidence available, including that of prioritisation against nature and seriousness of complaint.
Reporting to head of service on each complaint that exceeds or looks likely to exceed the timescale, triggering corrective action by head of service.	01.08.06	29.09.06	Sue Dalley	<b>Completed</b> on schedule	Evidence available.
<b>Learning</b>					
Findings from complaints analysed and integrated into performance monitoring and improvement.	01.06.06	was 30.03.07 now 30.06.07	Sue Dalley	<b>Completed within revised timescale. But later than originally scheduled.</b>	Reports to performance boards include detail of and trends in complaints activity, triggering corrective action. Evidence available. Short life task group developing process to embed learning, on policy, practice and performance related issues through supervision, IPMs and monitoring of learning from complaints action plans. Due to operational pressures within the customer care team, it was not possible to present a report to the ASMT in March 2007 for signing off and implementation. The procedure and template has now been completed, a report was presented to ASMT on 26 <sup>th</sup> June 2007, where it was agreed that implementation will commence in September 2007 and a review will be undertaken in February 2008.
Add information on attendance at stage 1 training for relevant employees to training database. - Interim system	01.06.06	30.03.07	Julian Mellor	<b>Completed</b> on schedule	Interim database established and in operation. Evidence available. Integration with Trent HR system is programmed with high priority. Estimated

- Electronic system (dependent on prioritisation within transformation programme)					completion date December 2007.
<b>Vision</b>					
Review role and positioning of complaints service within the council's customer care arrangements	02.10.06	27.10.06	Rob Flinter	<b>Completed</b> on schedule	Review completed on schedule, leading to closer alignment of adults and children's social services customer care with corporate complaints and consultation processes. Evidence available.
<b>STANDARD 6</b>					
<b>6.1 Quality Assurance Process</b>					
Completion and approval of Walsall OP service quality strategy.	04.09.06	29.09.06	Amy Jones	<b>Completed</b> but later than scheduled	Strategy approved 18 December 2006.
Design of 6 measurable quality standards, consultation on these with staff and service users. Operative from Autumn 2006.	04.10.06	30.11.06	Amy Jones	<b>Completed</b> on schedule	Evidence available.
Monitoring of compliance with standards by Q&PM.	02.04.07	28.09.07	Amy Jones	<b>Work in progress</b>	
Development of caseload management policy and procedure.	01.06.06	28.02.07	Amy Jones	<b>Completed</b> on schedule	Monitoring arrangements to be set up in August.
Development of annual service user / carer survey	01.11.06	30.04.07	Amy Jones	<b>Completed</b> ahead of schedule	Next survey will take place between September and November 2007.
<b>6.2 Training Plan</b>					
Consistent use of IPM development data to inform a robust understanding of training needs.	01.06.06	31.08.06	Monica Mendez	<b>Completed</b> on schedule	Evidence available.

Marrying IPM data with required competence, professional development and management training.	01.06.06	31.08.06	Monica Mendez	<b>Completed</b> on schedule	Evidence available.
Target setting is linked to the development of the workforce plan. See 6.3 for actions.	01.06.06	31.08.06	Monica Mendez	<b>Completed</b> but later than scheduled	Agreed 22 December 2006 that target setting will be derived from 2007/08 service plans, rather than artificially added to the 2006/07 training plan.
2006/07 training plan unambiguous about the status of mandatory training.	01.06.06	31.08.06	Monica Mendez	<b>Completed</b> on schedule	Evidence available.
<b>6.3 Workforce Development Plan</b>					
Confirm with EMT the corporate direction within financial constraints.	31.08.06	30.11.06	Lorenzo Visentin, Julian Mellor, Monica Mendez	<b>Completed</b> on schedule	
Consult with managers and stakeholders to update vision for adults' service workforce.	01.12.06	Was 31.01.07 Now 05.03.07	Lorenzo Visentin, Julian Mellor, Monica Mendez	<b>Completed</b>	
Agree workforce priorities.	01.02.07	Was 30.03.07 Now 31.05.07	Lorenzo Visentin, Julian Mellor, Monica Mendez	<b>Completed</b>	All necessary information now collated and priorities to be presented to OP management team for approval and sign off <i>by end of May</i> . Subsequent milestones achievable by due dates.
Analyse internal and external workforce data.	Was 02.04.07 Now 01.06.07	Was 31.05.07 Now 13.07.07  Now 10.08.07	Lorenzo Visentin, Julian Mellor, Monica Mendez	<b>Work in progress – behind schedule</b>	Delay in implementing new structure for HR Strategy Services, office relocation and staff sickness.

Produce 1 <sup>st</sup> draft of WDP for consultation.	Was 01.06.07 Now 16.07.07	31.08.07	Lorenzo Visentin, Julian Mellor, Monica Mendez	Not yet scheduled to start	<i>Amended start date. Completion still programmed for 31.08.07.</i>
Approval by Senior Management Board of final version of WDP	28.09.07	28.09.07	Lorenzo Visentin, Julian Mellor, Monica Mendez	Not yet scheduled to start	
<b>6.4 Employment Support Service</b>					
Manager access to real time recruitment process monitoring database.	01.09.06	Was 30.03.07 Now 30.04.07	Lisa Hemus, Diane Martin	<b><i>Original Work completed but new development planned.</i></b>	At present recruiting managers have access to Employment Support's recruitment database and managers are contacted with how to operate this system.  HRD Direct (Employee and managers' portal) has now gone live within SC&I directorate. The recruitment module which will increase ease of access to real time data for managers to recruitment and allow the ability to initiate recruitment is phase 3 (of 6) and expected around December 2007
Application packs ready for collection by managers within 1 working day of closing date.	01.09.06	30.03.07	Di Martin Function transferred following restructure of HRD 2.7.07	<b><i>Completed but CSCI target not achieved</i></b>	2006/07 target was 2 working days. 2006/07 out-turn was 1.48 working days, significantly bettering target, but 1 working day is not achievable.  2007/08 target remains 2 working days.
Reference requests to be sent within 3 working days and chased after a week.	01.09.06	30.03.07	Di Martin	<b>Completed</b>	Standard met for 100% of requests in period September 2006 – March 2007.
Correctly completed CRB forms sent to CRB within 2 days of receipt by ESS and then chased 4-weekly (as per CRB instruction).	01.09.06	30.03.07	Di Martin	<b>Completed</b>	Standard for submission to CRB met for 99.8% of forms sent in period May 2006- March 2007. 100% of forms chased after 4 weeks.

Reduce by 4 weeks the overall timeline for recruitment to posts requiring CRB check.	01.09.06	30.03.07	Di Martin	<b>Completed but 2006/07 target not achieved</b>	No data hitherto separately recorded on CRB posts. For <u>all</u> posts, 2004/05 average was 14 weeks, reduced to 12 weeks in 2005/06 and 11.8 weeks in 2006/07. 2006/07 target of 10 weeks was not achieved. Achieving target is dependent on CRB adhering to service targets (4 weeks).  HRD Direct phase 2 (structure maintenance) will enable managers to separately capture data on posts subject to CRB checks <i>by October 2007</i> .
Conditional offers and pre-employment paperwork sent to successful candidates within 3 working days of receipt by ESS, candidates chased after a week re pre-employment paperwork.	01.09.06	30.03.07	Di Martin	<b>Completed</b>	Standard met for 95% of offers made and paperwork sent in period September-December 2006, and 100% January – March 2007.
<b>6.5 Supervision and Appraisal</b>					
<b>Supervision</b>					
Re-visit existing policy and test awareness, understanding and application.	01.06.06	14.06.06	Sue Darnbrook → Paul Stanley Lloyd Brodrick	<b>Completed on schedule</b>	
Introduce monitoring and audit system to ensure compliance with existing policy.	01.06.06	28.06.06	Sue Darnbrook → Paul Stanley Lloyd Brodrick	<b>Completed on schedule</b>	Evidence available.
<b>IPM</b>					
Re-visit existing policy and test awareness, understanding and application.	01.06.06	31.08.06	Colin Teasdale Jas Viridi Anne Doyle	<b>Completed on schedule</b>	
Introduce additional directorate monitoring system to supplement / strengthen existing corporate system	01.06.06	29.09.06	Colin Teasdale Jas Viridi Anne Doyle	<b>Completed on schedule</b>	Evidence available.

**Andrew Cross**  
**Head of Service – Older People**  
**30 JUNE 2007**