

Appendix 4

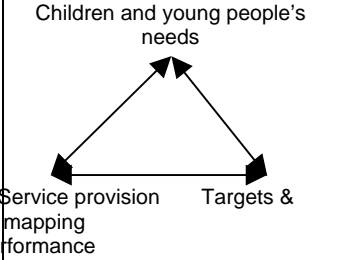
'From Planning to Action' Transition Plan 2006-2007

1. Introduction

Oldham's Children and Young People's Partnership is currently in a transition period in terms of the development of the children's trust arrangements required to deliver the Change for Children agenda. Initial planning has clearly identified the priority outcomes on both a borough wide and locality basis and the mechanisms and processes that will enable these outcomes to be effectively achieved. "From Planning to Action" builds on this platform detailing more clearly the steps that we need to take to ensure that these mechanisms and processes become embedded across the partnership and that we are moving forward collectively to deliver positive outcomes for our children, young people, families and communities.

2. Governance and Accountability

Position Statement: Children and Young People's Partnership operational since November 2003, chaired by the Chief Executive and consisting of an Executive board and five outcome based sub groups. Lead Member and Executive Director for Children's Services in place. Children's Services Directorate restructure is underway

Priority	Action	Timescale For completion
<p>To strengthen the governance, accountability and management of the Children and Young People's Partnership</p> <p>Ongoing triangulation of data</p> 	<ol style="list-style-type: none"> 1. Develop structures to ensure improved outcomes for children and young people utilising the triangulation of data. 2. Review structure of the Partnership to ensure inclusivity and correct representation, particularly for schools, colleges and the Voluntary Community and Faith Sector. 3. Implement and monitor Oldham's Children's and Young People's Services Improvement Cycle (following diagram) 4. Implement a 12 month work plan underpinned by the Annual Performance Assessment (APA) actions, Joint Area Review (JAR) plan and expressed needs of children and young people. 5. Develop and implement an overarching evaluation framework against the five Every Child Matters outcomes. 6. Develop an of effective Integrated Commissioning Strategy. 7. Accountability through formal partnership agreements using Health Act S.31 and/or Children Act 2004. 	<p>Ongoing</p> <p>August 2006</p> <p>December 2006</p> <p>September 2006</p> <p>September 2006</p> <p>October 2006</p> <p>Ongoing</p>

3. Integrated Processes

Position Statement:

Joint Commissioning The integrated commissioning group has been established, reporting directly to the Children and Young People's Partnership. This is facilitated by the Joint Commissioning Manager.

The **Local Safeguarding Children Board** went live in April 2006, with sub group areas identified and a draft work plan in place. A recruitment process for an independent chair is underway. A dedicated officer is in place to support and co-ordinate the development of the LSCB.

A dedicated officer is in place to support and co-ordinate the development of the **Common Assessment Framework**. A multi-agency CAF Strategic board has been established. Change Agents have been recruited and are engaged in developing an Oldham model. E-enabled CAF processes are being developed utilising the social care database. Oldham is also well connected to regional and national development networks.

Preparation work is underway on the **Information Sharing Index**. A data matching pilot is underway with Health, Education and Social Care Data. Which will inform the Readiness Assessment to be undertaken by the DfES.

PREVENTATIVE STRATEGY the current Preventative Strategy is being reviewed in light of an audit and a new plan is being developed through an established multi-agency group.

Priority	Action	Timescale
The effective joint commissioning of services for children and Young People	<ol style="list-style-type: none"> 1. Create a comprehensive strategic commissioning framework 2. Create an Integrated Commissioning Strategy which reflects Oldham's priorities based on the Children and Young People's Plan, LAA and reflects the changing needs of children and young people. 3. Work towards the development of aligned and pooled budgets in order to improve outcomes for children and young people. 	<p>October 2006</p> <p>October 2006</p> <p>April 2007</p>
The Local Safeguarding Children Board to work effectively to safeguard children	<ol style="list-style-type: none"> 1. Budget finalised 2. COMPACT and Terms of Reference agreed 3. Sub group membership finalised 4. Work programs prioritised 5. Sub groups implement work program 	<p>June 2006</p> <p>June 2006</p> <p>Sept 2006</p> <p>July 2006</p> <p>Aug 2006</p>
Establish and implement the Oldham Common Assessment Framework as an approach to working with children young people and families	<ol style="list-style-type: none"> 1. Deliver multi agency developmental workshops to determine CAF processes and Lead Professional roles and functions 2. Establish a core team of multi agency CAF trainers through train the trainers sessions 3. Establish a CAF database 4. Rollout CAF processes and systems by Area Committee and locality 	<p>July 2006</p> <p>July 2006</p> <p>Sept 2006</p> <p>April 2007</p>

<p>Establish the Information Sharing Index</p>	<ol style="list-style-type: none"> 1. Establish a Strategic Board to manage the project and an implementation team to deliver the action plan 2. Assess current data readiness in relation to matching data across systems by undertaking a test match of data 3. Develop and begin to implement an action plan to achieve data readiness 	<p>July 2006</p> <p>August 2006</p> <p>Sept 2006</p>
<p>Preventative Strategy</p>	<ol style="list-style-type: none"> 1. Develop a revised preventative strategy in light of the Change for Children agenda. 2. Multi agency group to develop and monitor the strategy 	<p>September 2006</p> <p>Ongoing</p>

4. Locality Delivery

Position Statement: Responsibility for locality delivery is clearly identified within the Partnership structure and the Partnership is now aligning to area committee boundaries. Networking structures that enable locality need to influence borough wide need and vice versa has been developed through Extended Services and underpinned by a Joint Strategy for the Delivery of Extended Schools and Children's Centres. The partnership has produced a Workforce Development Strategy detailing how we will continue to integrate services delivering to children, young people and families, including an audit of the existing workforce and analysis of future need.

Priority	Action	Timescale
Universal and targeted services are delivered and accessible on a locality basis, where appropriate	<ol style="list-style-type: none"> 1. Develop locality service delivery underpinned by needs of children, young people, families and communities. 2. Utilise the Extended Services Locality Framework to further develop locality based work e.g. the Common Assessment Framework (CAF). 3. Develop locality integrated management and delivery structures 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
Development and delivery of multi agency, multi disciplinary, co-located and integrated teams and budgets	<ol style="list-style-type: none"> 1. Implement the Workforce Development Strategy through <ul style="list-style-type: none"> • Awareness raising, • Roll out of the National Common Core of skills and knowledge • An integrated approach to recruitment, • Staff development 2. Strengthening the partnership with the voluntary, community and faith sector with a view to developing a more diverse workforce 3. Mapping of community resources tied into the roll out locality delivery 4. Establish and strengthen infrastructures for ICT and resource allocation that enables integrated working on a locality basis 	<p>September 2006</p> <p>Ongoing</p> <p>April 2007</p> <p>April 2007</p>

5. Active involvement of children, Young People, Families and Communities

Position Statement: Oldham has adopted the Hear By Rights framework as a standard for the active involvement of children, young people, families and communities. This underpins the Active Involvement Strategy, which is currently under development by the Partnership. A needs analysis was undertaken with 3000 children, young people, parents and carers that ascertained need by age, locality and special interest group. A wide variety of mechanisms and opportunities are in place across schools, community settings and residential settings to enable children, young people, families and communities to have their voices heard.

Priority	Action	Timescale
To ensure that children young people and families have a real say about their futures at all levels of influence and decision-making.	1. Complete the development of the Active Involvement Strategy and implement, ensuring consistency and quality	December 2006
	2. Undertake further work with children, young people and their families to inform the Integrated Commissioning Strategy, change strategies, service planning and locality delivery	July 2006
	3. Develop the role of children and young people, families and communities as Evaluators	December 2006
	4. Increase the participation of Looked After Children (LAC) in review meetings	As detailed in the Local Area Agreement (LAA)

6. Cultural Change

Position Statement: Change Agents were identified and established as a team early on in the development of the Children and Young People's Partnership. Extended Services are being developed on a locality basis using change management tools to bring about better communication and developments towards integrated service delivery. Two partnership visioning conferences have been successfully delivered and evaluated.

Priority	Action	Timescale
To create systems, approaches and opportunities, that facilitate the process of cultural change and build leadership capacity across the partnership.	1. Develop effective communication systems and processes across the partnership	Ongoing
	2. Increase the delivery of Extended Services using change management approaches enabling sustainable cultural change on a locality basis.	Ongoing
	3. Develop leadership networks	Start September 2006
	4. Develop opportunities for joint training	
	5. Exploit opportunities for cultural change in terms of co-located teams	Ongoing