

A G E N D A

Children's Services Scrutiny Committee

Date: **Wednesday, 31st May, 2006**

Time: **10.00 a.m.**

Place: **The Council Chamber,
Brockington, 35 Hafod Road,
Hereford**

Notes: Please note the **time, date** and **venue** of
the meeting.

For any further information please contact:

*Paul James, Members' Services Tel: 01432
260460 Fax: 01432 260286*

e-mail: pjames@herefordshire.gov.uk

**County of Herefordshire
District Council**

AGENDA

for the Meeting of the Children's Services Scrutiny Committee

To:	Councillor	B.F. Ashton (Chairman)
	Councillor	J.P. Thomas (Vice-Chairman)
	Councillors	N.J.J. Davies, G. Lucas, R.M. Manning, Mrs. J.E. Pemberton, Mrs. S.J. Robertson, D.C. Taylor, Mrs E.A. Taylor, Ms. A.M. Toon and W.J. Walling
	Church Members	Mr. A. Geach (Church of England) and J.D. Griffin (Roman Catholic Church)
	Parent Governor Members	Ms K. Fitch (Primary School Parent Governor Member) and Mrs. C. Woolley (Secondary School Parent Governors)
	Teacher Representatives	C. Lewandowski (Secondary School teachers)
	Headteacher Representatives	A Marson (Secondary Headteachers) and Miss S. Peate (Primary Sector Headteachers)

	Pages
1. APOLOGIES FOR ABSENCE	
To receive apologies for absence.	
2. NAMED SUBSTITUTES	
To receive details any details of Members nominated to attend the meeting in place of a Member of the Committee.	
3. DECLARATIONS OF INTEREST	
To receive any declarations of interest by Members in respect of items on the Agenda.	
4. MINUTES	1 - 6
To approve and sign the Minutes of the meeting held on 13th March 2006.	
5. SUGGESTIONS FROM MEMBERS OF THE PUBLIC ON ISSUES FOR FUTURE SCRUTINY	
To consider suggestions from members of the public on issues the Committee could scrutinise in the future.	

6. BRIEFING ON REVISED MANAGEMENT ARRANGEMENTS AND STRUCTURE IN CHILDREN AND YOUNG PEOPLE'S DIRECTORATE	7 - 10
To brief the Committee on the purpose and details of the arrangements and progress to date.	
7. SAFEGUARDING CHILDREN IN HEREFORDSHIRE	11 - 56
To update the Committee on "Staying Safe" improvements since the Joint Area Review and to advise on the criminal record policy and practice locally; and	
To provide an opportunity for checking on progress on the Joint Area Review (JAR) Improvement Plan and to confirm best practice on criminal record checks.	
8. TO CONSIDER A SCRUTINY REVIEW OF BEHAVIOUR AND DISCIPLINE MANAGEMENT IN SCHOOLS	57 - 62
To propose a draft scoping statement to ensure that the outcomes from a review are robust and that the arrangements are clear and deliverable.	

PUBLIC INFORMATION

HEREFORDSHIRE COUNCIL'S SCRUTINY COMMITTEES

The Council has established Scrutiny Committees for Adult Social Care and Strategic Housing, Childrens' Services, Community Services, Environment, and Health. A Strategic Monitoring Committee scrutinises corporate matters and co-ordinates the work of these Committees.

The purpose of the Committees is to ensure the accountability and transparency of the Council's decision making process.

The principal roles of Scrutiny Committees are to

- Help in developing Council policy
- Probe, investigate, test the options and ask the difficult questions before and after decisions are taken
- Look in more detail at areas of concern which may have been raised by the Cabinet itself, by other Councillors or by members of the public
- "call in" decisions - this is a statutory power which gives Scrutiny Committees the right to place a decision on hold pending further scrutiny.
- Review performance of the Council
- Conduct Best Value reviews
- Undertake external scrutiny work engaging partners and the public

Formal meetings of the Committees are held in public and information on your rights to attend meetings and access to information are set out overleaf

PUBLIC INFORMATION

Public Involvement at Scrutiny Committee Meetings

You can contact Councillors and Officers at any time about Scrutiny Committee matters and issues which you would like the Scrutiny Committees to investigate.

There are also two other ways in which you can directly contribute at Herefordshire Council's Scrutiny Committee meetings.

1. Identifying Areas for Scrutiny

At the meeting the Chairman will ask the members of the public present if they have any issues which they would like the Scrutiny Committee to investigate, however, there will be no discussion of the issue at the time when the matter is raised. Councillors will research the issue and consider whether it should form part of the Committee's work programme when compared with other competing priorities.

Please note that the Committees can only scrutinise items which fall within their specific remit (see below). If a matter is raised which falls within the remit of another Scrutiny Committee then it will be noted and passed on to the relevant Chairman for their consideration.

2. Questions from Members of the Public for Consideration at Scrutiny Committee Meetings and Participation at Meetings

You can submit a question for consideration at a Scrutiny Committee meeting so long as the question you are asking is directly related to an item listed on the agenda. If you have a question you would like to ask then please submit it **no later than two working days before the meeting** to the Committee Officer. This will help to ensure that an answer can be provided at the meeting. Contact details for the Committee Officer can be found on the front page of this agenda.

Generally, members of the public will also be able to contribute to the discussion at the meeting. This will be at the Chairman's discretion.

(Please note that the Scrutiny Committees are not able to discuss questions relating to personal or confidential issues.)

Remits of Herefordshire Council's Scrutiny Committees

Adult Social Care and Strategic Housing

*Statutory functions for adult social services including:
Learning Disabilities
Strategic Housing
Supporting People
Public Health*

Children's Services

Provision of services relating to the well-being of children including education, health and social care.

Community Services Scrutiny Committee

*Libraries
Cultural Services including heritage and tourism
Leisure Services
Parks and Countryside
Community Safety
Economic Development
Youth Services*

Health

*Planning, provision and operation of health services affecting the area
Health Improvement
Services provided by the NHS*

Environment

*Environmental Issues
Highways and Transportation*

Strategic Monitoring Committee

*Corporate Strategy and Finance
Resources
Corporate and Customer Services
Human Resources*

The Public's Rights to Information and Attendance at Meetings

YOU HAVE A RIGHT TO: -

- Attend all Council, Cabinet, Committee and Sub-Committee meetings unless the business to be transacted would disclose 'confidential' or 'exempt' information.
- Inspect agenda and public reports at least five clear days before the date of the meeting.
- Inspect minutes of the Council and all Committees and Sub-Committees and written statements of decisions taken by the Cabinet or individual Cabinet Members for up to six years following a meeting.
- Inspect background papers used in the preparation of public reports for a period of up to four years from the date of the meeting. (A list of the background papers to a report is given at the end of each report). A background paper is a document on which the officer has relied in writing the report and which otherwise is not available to the public.
- Access to a public Register stating the names, addresses and wards of all Councillors with details of the membership of Cabinet and of all Committees and Sub-Committees.
- Have a reasonable number of copies of agenda and reports (relating to items to be considered in public) made available to the public attending meetings of the Council, Cabinet, Committees and Sub-Committees.
- Have access to a list specifying those powers on which the Council have delegated decision making to their officers identifying the officers concerned by title.
- Copy any of the documents mentioned above to which you have a right of access, subject to a reasonable charge (20p per sheet subject to a maximum of £5.00 per agenda plus a nominal fee of £1.50 for postage).
- Access to this summary of your rights as members of the public to attend meetings of the Council, Cabinet, Committees and Sub-Committees and to inspect and copy documents.

Please Note:

Agenda and individual reports can be made available in large print. Please contact the officer named on the front cover of this agenda **in advance** of the meeting who will be pleased to deal with your request.

The Council Chamber where the meeting will be held is accessible for visitors in wheelchairs, for whom toilets are also available.

A public telephone is available in the reception area.

Public Transport Links

- Public transport access can be gained to Brockington via the service runs approximately every half hour from the 'Hopper' bus station at the Tesco store in Bewell Street (next to the roundabout junction of Blueschool Street / Victoria Street / Edgar Street).
- The nearest bus stop to Brockington is located in Old Eign Hill near to its junction with Hafod Road. The return journey can be made from the same bus stop.

If you have any questions about this agenda, how the Council works or would like more information or wish to exercise your rights to access the information described above, you may do so either by telephoning the officer named on the front cover of this agenda or by visiting in person during office hours (8.45 a.m. - 5.00 p.m. Monday - Thursday and 8.45 a.m. - 4.45 p.m. Friday) at the Council Offices, Brockington, 35 Hafod Road, Hereford.



Where possible this agenda is printed on paper made from 100% Post-Consumer waste. De-inked without bleaching and free from optical brightening agents (OBA). Awarded the Nordic Swan for low emissions during production and the Blue Angel environmental label.

COUNTY OF HEREFORDSHIRE DISTRICT COUNCIL

BROCKINGTON, 35 HAFOD ROAD, HEREFORD.

FIRE AND EMERGENCY EVACUATION PROCEDURE

In the event of a fire or emergency the alarm bell will ring continuously.

You should vacate the building in an orderly manner through the nearest available fire exit.

You should then proceed to Assembly Point J which is located at the southern entrance to the car park. A check will be undertaken to ensure that those recorded as present have vacated the building following which further instructions will be given.

Please do not allow any items of clothing, etc. to obstruct any of the exits.

Do not delay your vacation of the building by stopping or returning to collect coats or other personal belongings.

COUNTY OF HEREFORDSHIRE DISTRICT COUNCIL

MINUTES of the meeting of Children's Services Scrutiny Committee held at The Council Chamber, Brockington, 35 Hafod Road, Hereford on Monday, 13th March, 2006 at 10.00 a.m.

Present:	Councillor	J.P. Thomas (Vice Chairman)
	Councillors	G. Lucas, R.M. Manning, Mrs. S.J. Robertson, D.C. Taylor, Mrs E.A. Taylor, Ms. A.M. Toon and W.J. Walling
	Teacher Representatives	M. Carter (Special Education Sector Teachers) and C. Lewandowski (Secondary School teachers)
	Headteacher Representatives	A Marson (Secondary Headteachers) and Miss S. Peate (Primary Sector Headteachers)

In attendance: Councillors: T.M. James, Mrs. M.D. Lloyd-Hayes, R.J. Phillips, D.W. Rule MBE (Cabinet Member Children and Young People), W.J.S. Thomas and R.M. Wilson

The Vice-Chairman, Councillor J. P. Thomas in the Chair.

22. APOLOGIES FOR ABSENCE

Apologies were received from Councillor B.F. Ashton (Chairman), Councillor N.J.J. Davies, Mr J.D. Griffin.

23. NAMED SUBSTITUTES

There were no named substitutes.

The Committee noted that Mr Alan Geach was in attendance and that he would be representing the Church of England at future meetings in lieu of Rev Ian Terry who would be retiring from this Committee following this meeting.

24. DECLARATIONS OF INTEREST

There were no declarations of interest.

25. MINUTES

RESOLVED: That the minutes of the meeting held on 16th December, 2005, be approved as a correct record and signed by the Chairman.

26. SUGGESTIONS FROM MEMBERS OF THE PUBLIC ON ISSUES FOR FUTURE SCRUTINY

No suggestions for areas of scrutiny were received from the public.

27. JOINT AREA REVIEW OF CHILDREN'S SERVICES IN HEREFORDSHIRE

The Committee were advised of the recommendations for improvement following the

Joint Area Review (JAR) and informed of progress to date.

Copies of the Joint Area Review – Herefordshire Children's Services Authority Area inspection report had been previously issued to Members of the Committee.

The Director of Children's Services reported that as a result of the JAR inspection report a JAR Improvement Plan had been sent to the Commission for Social Care Inspection (CSCI) and the Department of Education and Skills (DfES). The outcome of their assessment of the Service's capacity to improve as a result of the Improvement Plan was still awaited.

She reported that the first four recommendations in the JAR report were the most critical for improving on Staying Safe, and these were set out in the agenda report. The judgement that Staying Safe was in adequate, identified in the JAR inspection report, was a serious concern for the Council and its partners. This had led, alongside the Adult Social Care assessment, to a position of "0" star for Herefordshire for Social Care. She emphasised that the necessary improvement must deliver confidence in the County that children were properly referred and assessed against revised criteria.

The JAR inspection report identified a number of recommendations which had been graded 'for immediate action'; 'action over the next six months' and 'action in the longer term'. In relation to the 'immediate' recommendations the Director reported that recommendations 1 and 2 had been developed for implementation in March 2006. Recommendation 3 was progressing to the agreed timetable and recommendation 4 had already been acted on.

She further reported that as a follow on from the JAR inspection, there would be a routine Annual Performance Assessment (APA) for Children's Services in Herefordshire. This would be an opportunity for the Service to demonstrate and evidence the improvements made.

The Committee noted that the Strategic Monitoring Committee had indicated that they were keen to be engaged in the future monitoring of the Improvement Plan and therefore it would be important for both Chairs of Strategic Monitoring and this Committee to be properly briefed about the Plan as soon as the endorsement was forthcoming.

During the course of debate the following principal points were noted:

- That, in hindsight, the evidence used in compiling the JAR self-assessment may not have been sufficiently robust, however, it had been considered sound at the time. The APA would demonstrate whether the Service had moved forward.
- The turnover of staff was not necessarily an indicator of staff morale. On the whole Social Workers had done well from Job Evaluation. However, the Service had 80% of its complement and recruitment was a common national problem. At the time of the inspection the Service had lost a number of key officers due to death, retirement and relocation. The 3rd 'immediate action' recommendation (effective workforce strategy) would also be looked at during Staff Review & Development process.
- The criteria for referral at level 1 set out in the Child Concern Model (CCM) was being revised through consultation with partners and cross-agency meetings. A handout was issued indicating the current proposal. The Model attempted to define the appropriate range and level of response to the child's individual situation and to plan for any associated risk. The Committee expressed concern that the CCM had been found lacking and questioned

whether common criteria were used to assess the various agencies involved in the CCM. The Committee noted that the number of children in each level varied according current need. The Director intended to include information on the Child Concern Model 'criteria' in a forthcoming Member's seminar on the Family Support Service.

- While Children's Centres and Sure Start facilities were providing a valuable service, the Children's Partnership Board would need to look at the level of provision, particularly in relation to preventative work. The facilities needed to be open and a safe place to get advice.
- While debating Children's Centres and Sure Start it was suggested that these services concentrated on the pre-high school age range and that there appeared to be a gap in provision for the older age range. In response the Committee noted that while Family Services had an integrated approach this would be further developed.
- The Committee noted the restrictive funding available for further Children's Centres.
- The Director highlighted that high transport costs and physical access to Children's Centres or Extended Schools, particularly out-side school hours, were factors that would make expanding or developing their provision an extremely challenging target.
- A revised Early Intervention Strategy was being developed for implementation in May/June 2006.
- Responding to questions on performance monitoring procedures (JAR para 82) and in particular the wider range of issues affecting a child's well-being (illustrated at JAR para 72 – affordable housing) the Director of Children's Services reported that key targets for the Directorate would in future be reported to the Committee for monitoring. She acknowledged that links to other aspects, e.g. affordable housing, also needed to be made. However, housing was primarily scrutinised by the Adult Social Care and Strategic Housing Scrutiny Committee and scrutinising the planning, provision and operation of health services was in the remit of the Health Scrutiny Committee. While acknowledging the individual remit of the Committee, the Committee highlighted the need for the close liaison between the Committees to ensure a co-ordinated approach to children's/young persons well-being.
- Continuing the theme of performance monitoring, and in particular against 'statistical family' and national Performance Indicators (PIs), the Director reported that the Looked After Service was performing at a level above the national average. However, the position regarding 'referrals' was not satisfactory.
- The Head of School Improvement reported that where possible comparable data would be used. However, as illustrated by JAR paragraph 13 – in relation to 'gaining qualification at 16', the data used in the JAR had had to be the 2004 statistics. Had the 2005 data been used, which at the time had been awaiting auditing, a much more favourable position would have been indicated.
- The early provision of holistic mediation was very important as various causes of stress in the family, which could lead to homelessness etc, impinge on the welfare of children or young persons.
- The Director reported that the accuracy of recording of contacts (JAR immediate action recommendation 4) had been examined and the procedure employed by the Duty Team had been revised. The JAR inspectors checked the decision-making procedures and no concerns were found.
- Responding to JAR para 43 – 'Initial referrals are assessed by unqualified workers....' The Director reported that this was not the case as qualified workers made the decisions and the team manager monitored the situation.
- The Committee noted that issues reported in JAR paras 39 and 42 relating to

the Child Concern Model and staff training and highlighted at the first bullet point in the 'six month' recommendations, had been picked up in the draft Improvement Plan and would be reported upon at a future meeting when the agreed Improvement Plan would be considered.

- A survey of neighbouring authorities had been undertaken to establish staff levels in Social Services and, in view of the potential for an increase in workload following the revised CCM criteria, 2 additional Social Workers had been commissioned.
- During discussion on the development and retention of staff and the reason for staff leaving, which may be identified by exit interviews, the Director reported that this was one ingredient involved in addressing the third bullet point in the 'immediate' recommendations, in relation to an effective workforce strategy.

The Committee expressed a wish to undertake a series of fact-finding visits to observe the various services within the Directorate so that they could better appreciate the work undertaken.

**RESOLVED:
THAT**

- a) the report on the Joint Area Review be noted;**
- b) the Improvement Plan resulting from the JAR inspection and any implications arising there from be reported to the next meeting;**
- c) a performance monitoring report on performance against the JAR Improvement Plan, Performance Indicators etc be included in the work programme for future meetings; and**
- d) the Director of Children's Services arrange for the Committee to undertake a series of fact-finding visits to the various services within the Directorate.**

28. HEALTH OF CHILDREN AND YOUNG PEOPLE IN HEREFORDSHIRE

The Committee was briefed on the work undertaken by Children's Services and its partners to improve and maintain the health of children and young people in Herefordshire.

The report outlined various aspects of work undertaken in the area of children and young peoples health including:

- National Healthy Schools Status (HHSS) – being a new holistic approach to the education of children and young people, fully in keeping with the five outcomes of Every Child Matters. The report detailed the five themes in the HHSS.
- Drug Education – as previously reported to the Committee.
- Sex and Relationship Education – including Herefordshire and the West Midlands teenage pregnancy rates and the work undertaken by the Herefordshire Healthy Schools Partnership (HHSP) to reduce the upward trend.
- Personal Social and Health Education (PSHE) – including the work with schools, new teachers and via the Marches Consortium.
- Healthy Eating – including progressing schools towards the 'Food in Schools Toolkit'
- Physical Activity – outlined the move away from Physical Education (PE) and team games to a broader provision of physical activity.

The Committee also received a short presentation on the work undertaken by the Herefordshire Healthy Schools Partnership highlighting:

- The National Healthy Schools Status.
- Inclusion and the encouragement of whole school and community working for long-term impact.
- The wider health issues – emphasising increases in: childhood obesity; diabetes; sexually transmitted infections and binge drinking.
- Healthy Eating and the new Schools Meals Policy.
- PSHE and the partners involved.
- The promotion of physical activity and the Emotional Health and Well-being of children.
- Current national initiatives.

During the course of debate the following principal points were noted:

- While all high schools have drop in-clinics, currently only 6 can dispense contraceptives. The clinics are required to abide by a strategic protocol.
- Unfortunately the statistics for teenage pregnancy (based on full-term and legal abortions) took some time to become available. Data held by schools is restricted by the Human Rights Act.
- Pregnant teenage schoolgirls were given the option at 18 weeks to attend a Pupil Referral Unit (PRU) until it was appropriate to integrate back into school life. However, many preferred to stay in school with their peers. The HHSP were aware that pregnancy hot spots were in the South Wye/Belmont area and work was ongoing to address this.
- Problems with a child's or young person's well-being could affect their self-esteem and develop into problems with bullying; smoking; drinking; drugs or sexual health problems. It was therefore important to tackle these at an early stage and a number of procedures or protocols were in place to address these issues. Prevention rather than cure was the intention.
- The Committee noted that Westfield School, Leominster, had already achieved Healthy School status.

RESOLVED: That the position set out in the report on the Health of Children and Young People in Herefordshire and subsequent comment during debate be noted.

29. MR TED ST. GEORGE, HEAD OF SCHOOL EFFECTIVENESS

The Vice-Chairman and Committee paid tribute to Mr Ted St. George, Head of School Effectiveness.

The Vice-Chairman reported that Mr St. George would be retiring at the end of the month after serving this authority since its inception in 1998 and having previously served for many years with the former Herefordshire and Worcestershire County Council. The Committee appreciated Mr St. George's commitment to education and the way he had lead his team to attain the many achievements for education in the County.

The meeting ended at 12.26 p.m.

CHAIRMAN

BRIEFING ON REVISED MANAGEMENT ARRANGEMENTS AND STRUCTURE IN CHILDREN & YOUNG PEOPLE'S DIRECTORATE

Report By: Director of Children's Services

Wards Affected

County-wide

Purpose

1. To brief the Committee on the purpose and details of the arrangements and progress to date.

Financial Implications

2. The structure has been costed within the current management funding available.

Considerations

3. The structure arrangements are outlined in the attached chart. A briefing will be given by the Director of Children's Services at the meeting.
4. The objectives of the changes are to:-
 - establish a senior management structure that takes account of:-

Every Child Matters policy and statutory guidance.
Children Act 2004.
Youth Matters
Schools' White Paper - Higher Standards, Better Schools for All and the Education Bill
Primary Care Trust and other NHS Changes
Children and Young People's Plan for Herefordshire
Joint Area Review report for Herefordshire
The journey to a Children's Trust approach
 - enable key managers to develop their expertise across the whole Children's and Young People's agenda, via both new portfolios and increased working together.
 - create arrangements which are both co-ordinated, locally and multi-professional focused and which will deliver and sustain the improvements.
 - create discreet performance and finance functions incorporating relevant children's social care performance and finance arrangements and roles.
 - enhance the performance management of the work as part of Herefordshire Council's improvement in this area.

Further information on the subject of this report is available from Sue Fiennes, Director of Children's Services on 01432 260039

- create an opportunity to build a framework that is flexible, accepting that there will need to be on-going changes as priorities shift and improvements are made.
 - ensure leadership arrangements are "fit for purpose" for services and schools.
5. The Heads of Service position is that:
- Anne Heath is now confirmed as Head of Integrated Services and Inclusion
 - George Salmon is now confirmed as Head of Commissioning & Improvement (Schools & Services)
 - The Head of Safeguarding and Assessment post has been advertised nationally and the final panel for shortlisted candidates is on 12th June.
6. The lead officer roles in relation to primary and secondary education development have also been advertised nationally and an update will be given at the meeting.

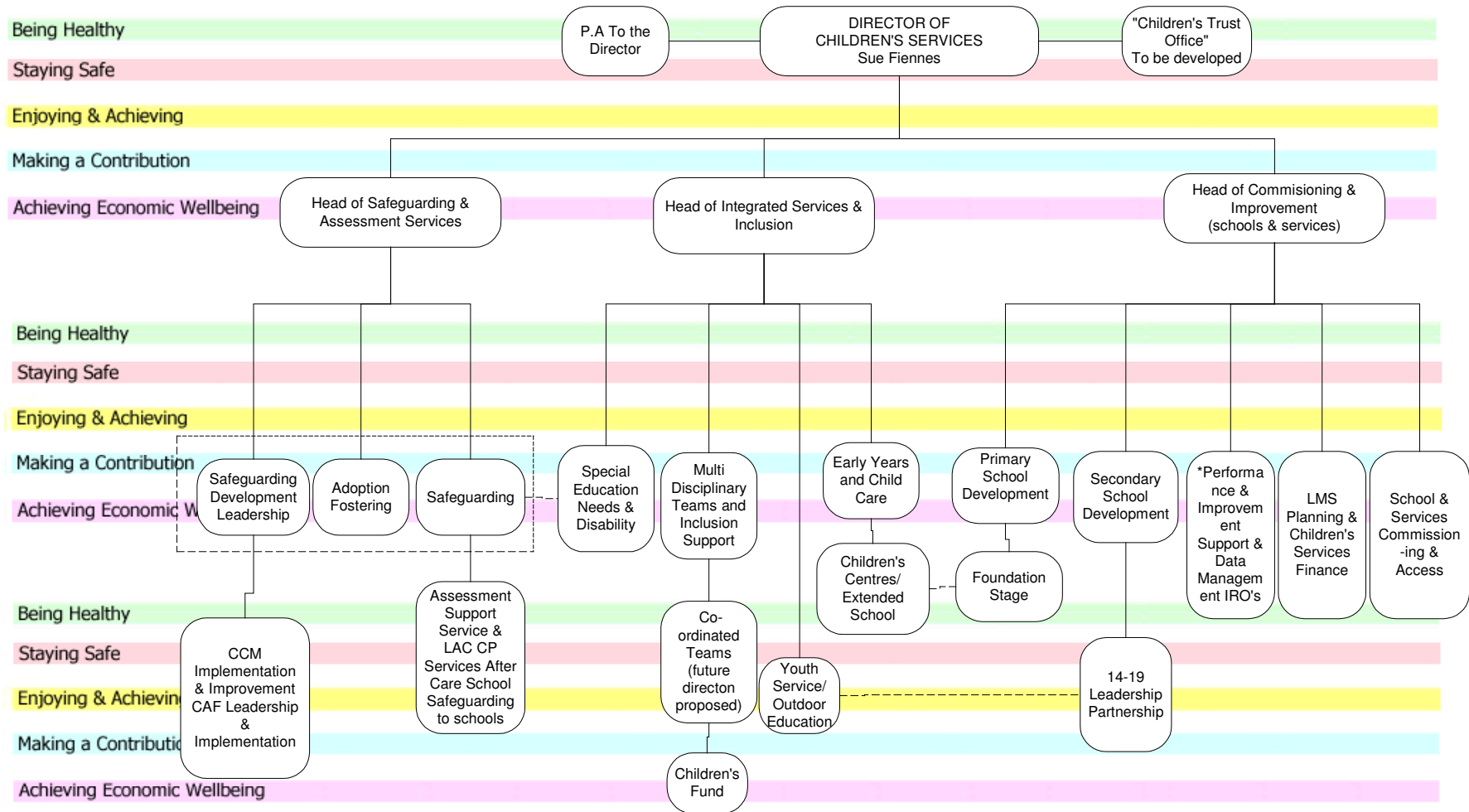
RECOMMENDATION

THAT Committee are asked to note the new arrangements and advice on any outcomes they would want to see delivered from working in a more integrated manner.

BACKGROUND PAPERS

None identified.

**Herefordshire Council
Children and Young People's Directorate**



SAFEGUARDING CHILDREN IN HEREFORDSHIRE**Report By: Director of Children's Services****Wards Affected**

County-wide

Purpose

1. To update the Committee on "Staying Safe" improvements since the Joint Area Review and to advise on the criminal record policy and practice locally.
2. To provide an opportunity for checking on progress on the Joint Area Review (JAR) improvement plan and to confirm best practice on criminal record checks.

Financial Implications

3. The Directorate budget for 2006-07 has an allocation of £100 k. to contribute to improvement on safeguarding and funds have been secured to deliver further safeguarding checks.

JAR - Staying Safe

4. The attached JAR action plan was considered by Cabinet on 30th March.
5. It is currently being revised to ensure that it is more focussed for managers and staff locally and that the Department for Education and Skills (DfES) is content it is more robust.
6. An update on the DfES assessment of our improvement so far and our capacity to continue to improve will be given at the meeting.
7. The latest progress note is attached for information.
8. The code on the progress note means that green indicates completed, amber means in progress and on target but not fully completed.
9. The annual performance self-assessment for the Council's Children's Services will include an assessment of progress on safeguarding and capacity to improve. This will be sent to Ofsted and the Commission for Social Care Inspection on 31st May. Copies of the submission will be available at the meeting.

Safeguarding - Criminal Records Check

10. The Children and Young People's Directorate is compliant with the recently issued revised guidance from DfES. In addition, the policy has been extended to cover re-checking existing staff on a rolling programme. It is anticipated that this best practice locally will become a national requirement. This policy includes schools.

Further information on the subject of this report is available from Sue Fiennes, Director of Children's Services on 01432 260039

RECOMMENDATION

THAT Committee are asked to note the improvement following the Joint Area Review and the current safeguarding practice.

BACKGROUND PAPERS

None identified.

The Herefordshire Council JAR Performance Improvement Action Plan: Improving Children's Services in Herefordshire

This Action Plan sets out what the Council intends to do to ensure a successful response to the recommendations in the JAR 2005 report.

The details of what we will do to address each individual recommendation follow below. Of these, by far the most important are those about ensuring fully robust arrangements for safeguarding children. We have therefore devoted most of our attention at this stage to taking immediate action to strengthen these arrangements and to planning in detail what more needs to be done in this respect, particularly to remedy the deficiencies identified as urgent in the JAR Report. That priority is reflected in the draft detailed Action Plan. Whilst we have identified the main actions and timelines for the other recommendations, we recognise the need to do further work to tie these down to the same degree.

This introduction too concentrates on the crucial issue of safeguarding, describing what we aim to achieve; what we intend to do to get there, including the additional capacity we are creating to deliver and sustain improvement; how we will measure our achievement; and the arrangements for external and internal challenge, and performance management.

The primary tasks in respect of safeguarding are to ensure:

1. consistently sound practice at the front-line, with qualified social workers overseeing all judgements when child concern matters are drawn to the Council's attention, from whatever source. We have already put the necessary changes in place, introducing new procedures that involve the presence in the Duty Office at all times of a Duty Social Worker (DSW), under the direction of the dedicated additional resource of an Assistant Team Manager (ATM) to oversee and sign-off the quality of decision-making. Calls received by non-social work qualified staff (Customer Service Officers) are immediately referred to one or other of these qualified social workers.
2. the accurate and consistent recording of all referrals and subsequent action in response to them. This has also already been put in place, as an integral part of the arrangements described in 1. above. All relevant staff have been trained in the revised procedures.
3. appropriate and well-understood thresholds for qualified social worker involvement, drawn up by reference to identified sound practice in other authorities, which will drive up referrals to what are regarded as safe levels. Wherever possible, we are looking at thresholds and the associated issues as operated by authorities serving broadly comparable areas and/or using the Child Concern Model (CCM). We have already been in touch with the local authorities in Devon, Northumberland, West Berkshire and Merton. We have established a multi-agency working group of the Safeguarding Board Executive to consider these issues, looking not just at thresholds but also at whether wider changes should be made to our operation of the CCM. It has already met. Arrangements are also in hand for senior, experienced social work managers in Shropshire and Worcestershire to work with us as critical friends in the fulfilment of this and other elements of the Action Plan
4. enabling all agencies (including schools) to operate the Child Concern Model confidently and effectively, including the involvement of the CCM consultants in all partners' (including schools') decisions as to whether to refer individual cases to the Council's social workers. We are establishing a pilot with the South Wye cluster of schools. Between now (an initial meeting with the headteachers has already taken place) and April, the pilot will identify potentially vulnerable children and the need for various levels of services to meet them. From April to July the services will be developed. Their operation and performance will be evaluated by an external consultant. The evaluation will inform the wider development of the CAF and services across the county.
5. robust performance management arrangements to ensure compliance with procedures and assure the quality of services. In addition to day-to-day supervision by the AMT, weekly written reports to managers are already being produced as part of the revised Duty Office arrangements described in 1. and 2. above. These are discussed weekly by the Head of Service/Service Manager and the ATM, and at fortnightly team meetings, where practice issues are identified and follow-up action agreed and recorded. These and the other performance management arrangements described in the detailed Action Plan will be underpinned by the forthcoming audit programme, which will be agreed and operational by 1 March.

These primary tasks will be enabled by:

6. effective two-way communications between staff, between staff and managers, and between managers at all levels, within the Council and with partner bodies. As an immediate and interim measure, we are reminding consultants and stakeholders about the existing advice routes and responses. Internally, we will quickly refresh our arrangements for regular team meetings, with agendas focused on practical delivery of the Action Plan, including the review of practice and performance. This approach will be extended to our partners, led by the LSCB Executive. We will gather evidence that all this is taking place.
7. the training and development of all staff and managers, within the Council and in partner organisations, to ensure that they understand the thresholds and procedures fully and are competent to operate them effectively. Central to this will be the CCM consultants. The lead consultants will be trained to understand and operate the revised thresholds in early March, ready for their introduction in the middle of that month. All relevant agencies and staff will be informed of the thresholds at that time. The lead consultants will be the notified source of guidance and will

cascade understanding of the arrangements within their organisations. A full programme of multi-agency training will be rolled out from April.

8. effective workforce planning and action to ensure that we have the right number of qualified social work staff, with the right skills and understanding, and that we avoid fluctuations in staffing that would impact on our ability to operate the safeguarding arrangements well at all times. A full workforce strategy and action plan will be in place by 15 March. In the interim, we are putting in place contingency arrangements for the immediate deployment of additional qualified social workers where workloads under the revised thresholds to exceed our current capacity.
9. the Council is creating immediate additional management capacity to drive the improvements, with the appointment of an interim Senior Social Work Manager, reporting directly to the Director of Children's Services.
10. We have identified the urgent need for other, targeted professional social work, statistical, administrative and expert consultancy capacity, which we wish to secure with the assistance of DfES. This is described and quantified in the detailed Action Plan below.
11. in addition to the operational performance management arrangements described in 5. above, effective performance management to ensure that senior management, the lead Cabinet member, the Cabinet, Council and partner organisations can be assured about performance and the delivery of this Plan, so as to be able to secure remedial action, wherever necessary.

There are two distinct but complementary elements: those within the Council and those of the Council with its partners.

Within the Council

This Action Plan has been drawn up under the direction of the Director of Children's Services, with the Plan being subject to the approval of the Chief Executive, the Cabinet member for Children's Services and the Leader.

The Plan will be endorsed by Cabinet following formal CSCI and DfES consideration of the draft in early February.

Supporting the Director is a small Action Plan Group, which she chairs. Its members currently include the Head of Children's Social Care, a member of the Children's Services Change Team, a senior manager from the Primary Care Trust and, to provide challenge and links with the wider improvement agenda following the Corporate Assessment and JAR, the Council's Corporate Policy and Research Manager. The interim Senior Manager will join the Group.

Delivery of the Action Plan is again under the personal direction of the Director of Children's Services. The Action Plan Group meets weekly to review progress, on the basis of a written report, following which a written report is sent to the Chief Executive and the Cabinet member for Children's Services, which they follow up as necessary.

Formal reports on progress against the Action Plan will be made regularly and to Cabinet and the Corporate Management Board, which is chaired by the Chief Executive. Progress reports will also be made to each meeting of the Children's Services Scrutiny Committee. All these reports will include the key information about operational performance against the new targets.

The Council and its partners

The Action Plan is being drawn up with the key partner organisations: the PCT, the Police and the voluntary sector. The Children and Young People's Partnership Board (CYPPB) will endorse the Plan following formal CSCI and DfES consideration of the draft in early February.

The Local Safeguarding Children Board will oversee delivery of those elements of the Action Plan that are aimed to ensure fully adequate arrangements for safeguarding.

The CYPPB will retain overall responsibility for oversight of the Partnership's delivery of the Plan and will receive progress reports at each of its meetings. This will not dilute the direct responsibility of the Council for the Action Plan and ensuring that the JAR recommendations are implemented.

Evidencing improvement

A comprehensive central record is being maintained by the Council to document that effective action has been taken to implement the Action Plan.

Measuring success

We will measure our success by reference to newly set targets, determined by reference to the revised threshold criteria, for the following performance indicators:

CH 141 *Referrals of children in need per 10,000 population aged under 18*

CH 143 *% referrals of children in need leading to initial assessments*

CH 145 *Number of core assessments of children in need per 10,000 population under 18*

CH 01 *Number of children on child protection register per 10,000 population under 18*

CH 12 *The % of children who were subject to Section 47 enquiries which led to initial child protection conferences which were held within 15 working days*

Following a review to assure the quality of baseline data, then full analysis (including advice from our critical friends from Shropshire and Worcestershire), the targets will be set before the end of March. At that stage, these will need to strike a balance between the aspirational (where we should aim to be eventually) and what can realistically be achieved in terms of new patterns of referral and professional judgement. They will be reviewed quarterly in the light of experience, as will the adequacy of our and partners' capacity, and what further needs to be done to enhance our performance.

21

Index to initials used in the detailed Action Plan

SF	Sue Fiennes	Director of Children's Services
HL	Henry Lewis	Head of Children's Social Care
SM	Steve Merrell	Children's Services Manager (Operations)
LM	Linda Maden	Acting Children's Services Manager
JD	Jon Dudley	Children's Services Manager (Resources)
SD	Sue Doheny	Locality Manager - PCT
MP	Marcia Perry	Commissioning Manager - PCT
SS	Dr S Stuckie	Paediatrician, CDC
LR	Lynne Renton	Designated Nurse, Child Protection
MG	Mark Godwin	Directorate Personnel Manager – Business Services
RC	Richard Clarke	Training Officer, Children's Services
DL	Dennis Longmore	Manager of Pupil, School & Parent Support Change Team – Children's Services
JR	Jon Ralph	Youth Service Manager
PL	Peter Lane	Acting Principal Educational Psychologist
LS	Lorna Selfe	Children's Change Team Manager

ISM Interim Senior Manager

- CYPPB Children and Young Peoples Partnership Board
- LSCB Local Safeguarding Children Board
- PCT Herefordshire Primary Care Trust
- CiN Children in need
- CCM Child Concern Model
- CAF Common Assessment Framework
- CAMHS Children and Adolescent Mental Health Service
- YOS Youth Offending Service

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
1.Ensure that appropriate criteria are set for the involvement of the LA's professionally qualified SC staff In child protection cases	Discussion paper to be prepared	SF (ISM)	Dec 05	Discussion paper prepared Dec 05.	C&YPPB, LSCB SM, LR		New threshold in place, understood and consistently applied
	LSCB Subgroup to meet to discuss paper		4 Jan 06	LSCB Subgroup met to discuss paper 04.01.06. and 06.02.06	Unions, staff, other agencies		
	C&YPPB briefing on this Action Plan	"	10 Jan 06	C&YPPB briefed on this Action Plan 10.01.06.			
	Additional resourcing and operational instructions in place for duty team-	"	Jan 06	Instructions in place end Jan 06			
	Comparisons from high-performing authorities to be obtained	"	3 Feb 06	Comparator information requested by SM 31 02 06, Initial benchmarking data produced 06.02.06 SF followed up information request 15.02.06 21 02 06 positive response received SM awaiting additional data from Devon and Northumberland Northumberland data now received and initial analysis produced`21 03 06			
	Remind CCM consultants and stakeholders in writing about existing advice routes and responses	"	8 Feb 06	Interim written guidance issued 10.02.06			
	Paper to Executive of LSCB proposing revised criteria and asking it to consider the operational and staffing implications	"	27 Feb 06	Draft done 18 th February SF has sent paper to Shropshire & Worcestershire outlining programme of requirements. Both have agreed to assist. LSCB agreed revised threshold criteria 27 02 06 Completed		Two days' advice from the external critical friends (Shropshire and Worcestershire have agreed to do this)	

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
	Council amends, as required, the threshold criteria within Levels 1, 2 and 3 of the Child Concern Model. Focus on Level 1 / 2 interface. (This will be undertaken in the context of a broader review (see note 1) and the developments set out in 5 below).	"	1 Mar 06	Draft amendments circulated for comment 13.02.06 Completed 28 02 06			
	Council determines expected resources needed to meet workload impact of revised threshold.	"	1 Mar 06	Initial assessment made by 28 02 06 (probable need for 1 or 2 additional FTEs; to be confirmed) Confirmed by HL 10.03.06.			Workload implications met; handling of referrals and assessments of required standard and to target timetable
	Put in place contingency plan to provide, at short notice, additional resources to meet workload implications of revised threshold	"	End Feb 06	HL memo to D. Johnson Corporate HR 10.02.06 HL spoke with DJ 17 th Feb DJ to consider 22 02 06 - HL met Mel Ganderton (corp. HR, who will develop arrangements and join strategy group 03 03 06 meeting resulting in production of action plan 17 03 06 Meeting to discuss draft preferred supplier list for agency staff – Target date for list to be agreed and contracts in place 07 04 06	Human Resources Service	Additional social worker capacity to be available contingently from 17 March	

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
	LSCB endorse revised criteria	"	17 Mar 06	Endorsed at LSCB meeting 27 02 06			
	Publication and implementation of revised criteria.		17 Mar 06	LSCB event 17 03 06 Revised booklet issued Completed			

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
	Following consultation with the CCM Consultants, amend, as required, role, remit, threshold and involvement of Social Care Consultants under the Child Concern Model, and make recommendations to C&YPPB.	SF (ISM)	1 Mar 06	Appointment made to new IRO Team Manager post (including line management of IROs as CCM Consultants) . Expected to be in post no later than May 06. Revised guidance booklet issued 07 03 06	LM	External consultant to help design the new arrangements for revised role, remit, threshold and involvement of Social Care Consultants under the CCM (4 days)	Revised and consistently followed operating procedures in place for access to consultants.
	Revise procedures for recording and holding records of consultations/CiN meetings.	"	1 Mar 06	S Hughes now receives details of all contact with CCM consultants (subject to them providing the info) To be reviewed following 7 March meeting with the CCM consultants Procedure now to be promulgated and operational by 1 April 06, including existing information sharing protocol . Comprehensive information protocol, based on national model, to be in place and operational by end April 06 Draft revised recording and retention policy/procedure produced by SM 07 03 06 Approved by consultants group	LM	Additional administrative resource to record outcomes of CiN meetings and maintenance of central records repository (estimate 1.5fte)	Revised and consistently followed procedures in place for recording and holding records of consultations/CiN meetings
	C&YPPB approve proposal	"	1 Mar 06	Done by written procedure.	HL	External consultant to support preparation for the 7 March meeting and follow-up (3 days - same person as helps design the new arrangements) Amy Weir to undertake in absence of consultant requested	
	Role of CCM consultants confirmed at meeting with them		7 Mar 06	Meeting date confirmed 09.02.06 Done 07. 03. 06			

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
	Document and circulate routine management, supervision arrangements and those for the review of decision-making, recording and compliance, including preparation and circulation of management reports. Weekly meetings of Service Manager Ops with Duty Team Manager, with focus on review of duty team activity and implications. Service Manager Ops monthly supervision meetings with Duty Team Manager . Written status report from each meeting to Head of Children's Social Care		In place and ongoing, subject to completion of the monthly cycle = end Feb 06				
	Duty Team customer service practice to be reviewed and where necessary revised	HL	15 April 06				
	SF and HL to undertake unannounced observation and review of compliance. The results of these reviews will be recorded	"	Commencing Jan 06, thereafter at least monthly, with review of arrangements in April 06	Commenced 27 Jan Visits/Reviews on going 10.02.06 16 02 06 28 02 06, 09 03 06 16 03 06 No material issues highlighted to date	HL		

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
	Audit programme to be agreed and operational, including rapid feedback on compliance and areas for improvement	"	1 Mar 06	Audit questionnaires under development 15 02 06 Audit questionnaires for LAC & child protection finalised 23 02 06 Approved by SF 01 03 06 and in operation Arrangements put in hand for progress reports to the lead Cabinet member, the Chair of the Children's Services Scrutiny Committee and the 2 elected member supports to the lead Cabinet member		External consultant to help with the development of the audit programme (4 days)	
	Undertake data analysis to inform setting of activity and performance targets	SF	Before end Feb 06	15 03 06 In absence of external support AB and SM assessing the problems and necessary remedial action. Target setting to take place following liason and comparison of activity levels with Shropshire and Worcestershire Referral rates Oct05-Feb 06 indicative increase from 650 to 800 referrals per annum. Assessment rate of 70% maintained over same period Audit of files being commissioned to verify data accuracy/completeness		Social work professional with appropriate skills and data analyst to assess reliability of data, how to improve it, and undertake intelligent analysis to inform target setting and workload assessment	
	Set revised targets for referral levels and other relevant activity indicators- CH141,143,145,01,12	"	Before end Mar 06	Qtrly. Performance data provided 06.02.06		Two days' advice from the external critical friends (Shropshire and Worcestershire have agreed to do this)	
	Assess anticipated impact on referral levels, workload and staff capacity to deliver improvement targets	"	Before end Mar 06	Initial analysis produced 21 03 06 – further work required			

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
2. Ensure that these criteria are clearly understood by all concerned and consistently applied in practice.	Issue revised threshold criteria as part of revised inter-agency booklet on safeguarding children in Herefordshire	SF (ISM)	17 Mar 06	Rewriting commenced, draft threshold and guidance produced 13.02.06 Revised criteria agreed by LSCB 27 02 06 Final draft of booklet with printers 03 03 06	SM		
	Ensure understanding and ownership by LA duty staff	SF (ISM)	Late Feb. – 7 March 06	Done by 07. 03. 06	PCT Police Vol. Sector Schools	Additional CCM consultant time to be agreed and allocated	Consultants actively engaged in all eligible cases in light of overall targets established for referrals.
	Content of the paper for 7 March meeting to be agreed at LSCB and issued to the consultants before the meeting	“	27 Feb 06	Issued on 02 03 06		External consultant to support preparation for the 7 March meeting and follow-up (3 days - same person as helps design the new arrangements)	Positive results from survey of multi- agency professionals
	Ensure understanding of multi-agency CCM consultants Full meeting of the multi-agency consultants 7 March – propose new consultant job description, identify lead consultants in each agency, agree process for consultants' involvement in individual cases	“	7 Mar 06	Revised criteria and booklet presented to CCM Consultants 07 03 06 Done 07. 03. 06			
	Confirmation of multi -agency consultant requirements for record keeping and reporting.	“	7 Mar 06	Done 07. 03. 06			
	Agree time commitment of lead CCM consultants for 06/07.	“	7 Apr 06				
	Training multi-agency consultants in revised role and procedures, including requirements for record keeping and reporting(in interim will act following guidance from lead consultants)	“	Apr 06				
	Multi-agency group supervision of lead consultants to ensure compliance and quality of decision making	SF	From Apr 06 - no less than bi monthly (to be reviewed Dec 06)				

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
	Document and circulate routine supervision, audit and management arrangements. Team managers' monthly supervision meetings with staff to review sample of files, in particular LAC and child protection cases. Review results to be evidenced and forwarded to Service Manager.	SF (ISM)	In place and ongoing, subject to completion of the monthly cycle = end Feb 06	<p>Initial audit identified need to ensure legal advice received is recorded on file –25 01 06</p> <p>In place and ongoing, subject to completion of the monthly cycle by 01.03.06. HL and IRO's developing audit checklist of files based on SSI/JAR process. Initial focus on LAC (fostering inspection in March) Audit questionnaires for LAC & child protection finalised 23 02 06</p> <p>Team Managers reminded of Child Protection case transfer procedure and process by HL 09 03 06</p>	HL		
	Monitoring and effective management of social work files to ensure good casework practice – SF and HL to undertake unannounced observation and review. The results of these reviews will be recorded.	“	Commencing Jan 06, thereafter at least monthly, subject to review in April 06.	<p>Commenced 27.01.06 Visits/Reviews 10.02.06 16 02 06 28 02 06 09 03 06 16 03 06</p> <p>No material issues highlighted to date</p>			

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
	Audit programme to be agreed and operational, including rapid feedback on compliance and areas for improvement	"	1 Mar 06	HL and IRO's developing audit checklist of files based on SSI/JAR process. Initial focus on LAC (fostering inspection in March) final draft developed 16 th Feb Audit questionnaires under development 15 02 06 Audit questionnaires for LAC & child protection finalised 23 02 06 Approved by SF 01 03 06 and in operation		External consultant to help with the development of the audit programme (4 days)	
	Review of supervision, audit and management compliance by IRO,s		Oct 06	HL and IRO's developing audit checklist of files based on SSI/JAR process. Initial focus on LAC (fostering inspection in March)final draft developed 16 th Feb. Audit questionnaires under development 15 02 06 Audit questionnaires for LAC & child protection finalised 23 02 06 Approved by SF 01 03 06 and in operation Managers/Legal reminded of procedure for recording legal decisions/advice by HL 25 03			
	Undertake quarterly reviews of performance against targets, activity levels, the targets themselves and future capacity requirement	SF (ISM)	End June 06				Achievement of set targets
			End September 06				
			End Dec 06				
			End Mar 07				

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
3. Ensure that there is an effective workforce strategy to address the recruitment and retention problems within the local authority's Social Care Service.	Submit bid for consultancy support to the Children's Workforce Development Council (CWDC) for help in developing the strategy	SF (ISM)	24 Jan 06	<p>Bid submitted to CWDC 24.02.06 (SD - Need copy for evidence file!!!!)</p> <p>Bid successful w/b 27 02 06: one and a half days offered (to be used by 31st May 06) – ideally to be before 15 March deadline for production of the Strategy; otherwise, to test and refine it as soon as possible thereafter</p> <p>Agreed with CWDC that their input would be to help widen the strategy to make it cross-agency, focused on May seminar with the CCM consultants</p>	RC, MG Corporate HR	Consultancy support from the CWDC to develop the strategy	<p>Practical programme for improvement, including concrete timetabled actions for critical areas e.g. the duty team, and fostering services and children with LDD</p> <p>We have the right staff, with the right skills and understanding, operating the CCM and CAF successfully. In particular, that we avoid fluctuations in qualified social work staffing that would adversely impact on our ability to operate the safeguarding arrangements well at all times</p>
	Draft project plan to be produced and discussed .	“	27 Jan 06	<p>Working Group met 07.02.06</p> <p>Working Group met 27.02.06</p> <p>Draft project plan prepared and forwarded to DCS and Head of HR 30.02.06</p> <p>03 03 06 meeting resulting in production of action plan</p>			Vacancy, turnover and sickness rates reduced (quarterly reports)
	Project plan agreed by director and Head of HR	“	3 Feb 06	Project plan agreed by 03.02.06			
	Confirm potential requirements for agency staff to HR	SF	27 Jan 06	<p>Memo sent to HR confirming potential requirements for agency staff 27.02.06</p> <p>22 02 06 - HL met Mel Ganderton(corp. HR), who will develop arrangements and join strategy group</p>			

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
	Establish baseline budget and FTEs in each team	"	mid Feb 06	Produced by 17 02 06			
	Identify numbers and levels of employees required (having regard to comparator authorities)	"	3 Mar 06	Done 03 03 06			
	A workforce development strategy and action plan will be completed on the basis of analysis of workloads and staffing requirements arising from revised thresholds and other arrangements above	"	15 Mar 06	On track for the Council element to be in place, subject to adjustment in May when it is widened to cover all relevant agencies. 08 05 06 Provisional scooping day for Childrens Workforce Strategy			
	The strategy will include: Sponsorship for new Social Work degree Traineeship scheme Consideration of overseas recruitment /qualifications Recruitment incentives, notice periods Secondments Exit reviews and applying learning Training and development of all staff (including non-social work qualified support staff, induction and mentoring, and three-year pathway for social workers), to ensure effective operation of all policies and procedures, including the CCM and CAF						
	The strategy will incorporate known/possible changes to service structures and organisation						
	Implement action plan			From 15 Mar 06			

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/P artners	Additional Capacity Requirement	Target/Success Criteria
4. Ensure that a written record is made of all contacts with the Social Care Duty Team.	Review revise and issue protocols and procedures regarding the recording of all contacts with the Duty Team.	SF (ISM)	18 Jan 06	Completed 18 Jan	LM		See 2 above. Positive ongoing results from review and observation.
	Assistant Team Manager reports weekly to HL.	SF	Jan 06	New Assistant Team Manager appointed 21 02 06 – HL confirmed weekly meetings are taking place			
	Document and circulate routine management, supervision arrangements and those for the review of decision-making, recording and compliance, including preparation and circulation of management reports.	SF	In place and ongoing, subject to completion of the monthly cycle = end Feb 06	In place and ongoing, subject to completion of the monthly cycle	HL		
	Duty Team Manager to observe and review records on a daily basis, and discuss observations at team meetings. Duty Team Manager to review weekly.						
	Weekly meetings of Service Manager(Operations) with Duty Team Manager, with focus on review of duty team activity and implications			LM commenced 20.02.06			
	Service Manager Operations monthly supervision meetings with Duty Team Manager.			<i>Evidence being collated</i>			
	Written status report from each meeting to Head of Children’s Social Care			Evidence being collated			
	SF and HL to undertake unannounced observation and review of compliance. The results of these reviews will be recorded	“	Commencing Jan 06, thereafter at least monthly, subject to review in April 06.	Commenced 27.01.06 Visits/Reviews 10.02.06 16 02 06 28 02 06 09 03 06 16 03 06 No material issues highlighted to date	HL		

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/P artners	Additional Capacity Requirement	Target/Success Criteria
	Audit programme to be agreed and operational, including rapid feedback on compliance and areas for improvement	“	1 Mar 06	HL and IRO’s developing audit checklist of files based on SSI/JAR process. Initial focus on LAC (fostering inspection in March) Audit questionnaires under development 15 02 06 Audit questionnaires for LAC & child protection finalised 23 02 06 Approved by SF 01 03 06 and in operation Arrangements put in hand for progress reports to the lead Cabinet member, the Chair of the Children’s Services Scrutiny Committee and the 2 elected member supports to the lead Cabinet member		External consultant to help with the development of the audit programme (4 days)	
	Duty Team customer service practice to be reviewed and where necessary revised	HL	15 April 06				

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
5.Ensure that there is a single referral, assessment and service planning framework for children in need, which is consistently and effectively applied in practice.	Agree members of project group	SF (ISM)	27 Jan 06	Group members agreed in Jan	Project group	Additional redirected staffing costs.	
	Plan drafted		15 Mar 06	Draft plan produced Mar 06	SM		
	Approve the project plan for the pilot with the South Wye cluster		12 April 06	SM/HL/AH met with 6 headteachers 30.01.06 Meeting with South Wye headteachers 28 02 06 Meeting scheduled 05 04 06 to agree project plan for pilots			
	Specification of core information requirements	SF (ISM)	June 06		Health, Police, Women's Aid, NSPCC, NCH, Voluntary Sector	Management time	Core information requirements agreed
	Implementation of paper based interim system in light of core information requirements						
	Information sharing protocol development	HL	Apr 06	04.01.06 Agreement reached to develop existing PCT/Health information sharing protocol.			
	Commissioning training of practitioners and managers engaged in CAF pilot			Meeting of inter agency group to scope training programme-10 03 06		Materials and cost of delivering programme	
	CCM amended to satisfy CAF requirements	SF (ISM)	April-Oct 06		LR, MP, SM, Dave Llewelin, Pat Jewkes, PL, Voluntary Sector Alliance, Richard Aird, YOS, CAMHS. Reps.	Software development costs.	
	Establish multi-agency group to develop the CCM and associated ICT requirements to incorporate standard CAF templates and the requirements for the Lead Professional role and local Information Sharing Index			Apr 06			

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
	Incorporate SEN arrangements		Mar 06	Dec 05 Paper on SEN elements produced.	PL		
	Lead Professional role to be specified and incorporated within the CCM Model and CAF arrangements.	SF (ISM)	July 06		SM		Lead Professional requirements met.
	Draft Multi Agency Lead professional guidance to be developed						
	For CAF pilot in Autumn 2006 - Identify training requirements and produce plan to meet them Project to be approved by SF and CYPFB	SF (ISM)	Sept 06	Meeting to scope training requirements held 10 03 06		Administrative time. Materials and cost of delivering programme	
	Develop the specification for an effective ICT based system to operate the CAF including timetable for implementation	SF (ISM)	June 06		SM	Funding implications of ICT software procurement	Plan for ICT developments in place, but subject to outcome of corporate review.
	Integration with corporate strategy first stage		Feb 06	Included in 3 proposed projects Feb 06			
	Partners engaged in discussions		Apr 06				
	Corporate strategy review outcome will determine ongoing timetable		Apr 06				
	Discussion with the Alliance	SF (IMS)	Feb 06	HL held initial discussion with Helen Horton - Alliance Meeting with Allianctook place on 08. 03. 06 Agreed Family Support commissioning actions	Initial funding approved by Health & Care Partnership 23 Jan 06		Consultants actively engaged in all eligible cases in light of overall targets established for referrals
	Expand NCH service provision from April 06 for 12 months		Apr 06				

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
	Service need Gap analysis with partners, of family support to children with needs identified under/vulnerable children (level 2)		Apr 06	South Wye Cluster Headteachers undertaking audit of additional needs 28 02 06 – results to be available for meeting on 05 04 06		Cost of survey and full cost of expanded service provision to be determined	Positive result from survey of professionals Improved family support provision in place.
	Identify capacity and funding gap for family support strategy		Apr 06				
	Family Support Strategy produced		May 06				
	Funding for delivery of Strategy approved		May 06				
	Compact compliant tender document drafted with Alliance		May 06				
	Commissioning of services to deliver strategy		Jun 06				
	Monitoring and management to ensure best practice SF and HL to undertake unannounced observation and review of compliance with best practice. The results of these reviews will be recorded	SF	Commencing July 06, thereafter at least monthly, with review end Oct 06		HL		

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
6.Ensure that the training, guidance and support needs of all staff contributing to the implementation of the Child Concern Model are addressed, both in terms of the time required to undertake the tasks involved and the necessary skills.	(See 2 above). Delivery of multi agency training programme by CCM lead consultants	SF (ISM)	From Apr 06		Health, Police, Voluntary Sector	Consultant time, production costs. Establish budget..	Internal evaluation by Jul 06, external evaluation Dec 06
	Establish budget		1 Mar 06	Done by 28 02 06			
	Discussion with CCM consultant group including proposed key outputs.		7 Mar 06	<i>Done</i>			
	Training package revised		End Mar 06				
	Schedule of training agreed.		End Mar 06				
	Commission external evaluation of training programme effectiveness		May 06				
	Review content of package in light of CAF pilot.		June 06				
	Internal (multi agency) evaluation of programme		July 06				
	External evaluation		Dec 06			Cost of external evaluation project	
	Evaluation of Year 1 of CCM and results of the matching needs and services audit - Disseminate lessons at conference	SF (ISM)	Apr 06			All partner organisations	Staff time, venue and materials.
	Hold regular review/supervision meetings with all CCM consultants						

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
7.Ensure effective implementation of the multi-agency healthcare planning procedures for looked after children.	Audit every looked after child's health record to ensure that it includes a health care plan	SD	End Jan 06	All January actions achieved in that month	LR		
	Transfer health care plans to SC	HL to sign off	End Jan 06	All January actions achieved in that month			
	Any child without a healthcare plan – schedule appointment for assessment		End Jan 06	All January actions achieved in that month			
	Ensure every LAC has a healthcare plan subject to their consent		May 06	Mar 06 Majority of plans in place. Only outstanding cases are those awaiting a response from LAC			
	Draft procedures produced for consideration and approval by PCT	SD	Jan 06	All January actions achieved in that month Approved by PCT 02.02.06	LR		Procedures approved by PCT.
	Procedures to be approved by PCT	SD	Jan 06	Guidance document produced Approved by PCT 02 02 06 need evidence document from SD)			
	SF and HL to undertake unannounced observation and review of compliance with best practice. The results of these reviews will be recorded.	SF	Commencing February, thereafter at least monthly with review in May.	Commenced 10 02 06 Visits/Reviews 16 02 06 28 02 06 09 03 06 16 03 06 No material issues highlighted to date	HL LR		

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
8.Improve access to Occupational Therapy Services.	Review of current working practices and requirements including creative thinking about team composition(skills mix)	SD	Feb 06	PCT have produced a plan for the development of CAMHS (SD need copy for evidence file!!!!) Workshops undertaken for early years staff by OT's Feb 06 Letter to special schools offering termly consultation and workshops Mar 06		Could require two additional Ots (est. cost £60K)	Everyone seen and assessed within 12 weeks.
	Recommendations produced		Mar 06	Done by 10.03.06			
	PCT to determine actions to be taken.		Mar 06	Appointment of occupational therapist (housing) 01 02 06 OT for children with autism appointed Done by 10. 03. 06			
	Monthly performance data to be reported to SD, SF PCT and C&YPPB		Apr 06 and monthly thereafter				
9.Ensure appropriate Social Care support for the families of children with learning difficulties and disabilities.	Prepare a business case for the development of short-term breaks strategy for families.	SD	June 06	2 additional Family Support Workers appointed. Preferred candidate for shared social work post selected Mar 06	MP All statutory agencies, Voluntary sector, parents/users	Will require increased resources and finance	Business case produced and approved by C&YPPB
	Establish a disability taskforce		June 06	Key stakeholders identified			Task force established

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
	NSF/ECMCare pathways to be developed to improve outcomes for C&YP		May 06	Multi-disciplinary assessment ready for consultation 14 03 06 Downs syndrome- done 14 03 06 Epilepsy- done 14 03 06 Social communication orders-final draft produced 14 03 06			All children with LDD to have care plans All children with LDD to have multi-disciplinary assessment. NSF standards met All children with LDD to have good quality transition planning.
	Approval of business case by C&YPPB		June 06				
	Seek financial approval		Oct 06- Apr 07				
	Review and integrate all procedures and policies for children with LDD.	SD	Feb – Apr 06	HL reviewing material 16.02.06	MP		
	Implement integrated approaches to identification, assessment, care planning, provision, transition and family support. Including SEN arrangements. (Links to item 5 – CAF)	SD	June 06	Kite team piloting multidisciplinary/agency shared records for 10 children with highly complex disabilities	MP Multi disciplinary team	Storage and administrative support. Longer term – integrated systems	
	Hold disability workshop day for stakeholders	SD	May 06	Planning for event in progress Mar 06			
	Kite team to be 2 nd CAF pilot	SD	Autumn 06				
	Publish/disseminate integrated procedures		June 06				

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
	SF,HL,AH,SD to undertake unannounced observation and review of compliance with best practice for children with disability. The results of these reviews will be recorded.	SF	Commencing Feb 06, thereafter at least monthly, with a review in May 06.	Commenced 10 02 06 Visits/Reviews 16 02 06 28 02 06 09 03 06 16 03 06 No material issues highlighted to date	HL/SD		
10.Ensure better co-ordinated transition planning for all young people with learning difficulties and disabilities.	Business case for recruitment for transition care pathway officer to Health and Care Partnership Board	SD	Agreed by June 06 for immediate implementation	Completed, funding approved and ready for implementation Mar 06	MP	Staff time and ICT software development costs. Subject to successful recruitment.	Development Plan including resource implications approved by C&YPPB. Single process folder and procedure operational.
	Establish Group		23 Jan 06	Transitions Executive group established and review commenced Jan 06. Project plan scoped.			
	Review of processes		Feb-Apr 06	HL/SD met 16 02			
	Recruitment of Transitions Care Pathways officers		May 06	Agreed recruitment of two workers to develop and lead on transitions work(Interviews May 06)			
	Prepare and implement a transitional care pathway for 14-16 year olds.		Jun 05				
	New procedures documented for handbook						
	Draft handbook issued for consultation with users.		Oct 06				

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria	
	Produce and publish integrated LA and PCT handbook on services to children with disabilities including new procedures		Feb 07					
Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria	
11.Improve communication with parents and young people with leaning difficulties and disabilities in terms of both the assessment of need and planning of provision.	User test of draft leaflet describing how to access services for children with disabilities	SD	May06	Draft leaflet produced for consideration by carers group 14 03 06	Health - Children's Services	May require some additional admin. support in preparing leaflets Printing costs: Printing in a variety of formats and communication systems will increase cost		
	Approval by Senior management		Apr 06		MP			
	Publication of leaflet describing how to access services for children with disabilities		Sep06					
	Working group established to develop publication of clear standards about communication with parents and young people by all professions		Jan 2006	MP to co-ordinate MDT meeting to look at carer and user involvement	Change Team Involving People team/ PALS			
	Draft produced for multi agency consultation and approval by top management		June 06					
	Draft issued for consultation with users.		Oct 06					
	Final version published		Feb 07					
	Improve website:	SD				ICT Services	Web development costs C&YPPB	Improved and expanded web presence. Positive on-line evaluation results.
	Initial review meeting		Jan 06	Initial review meeting Jan 06	MP			

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
	Update present site incl. New leaflet.		Update May 06				
	Scope project to develop website with special schools subject to confirmation		July 06				
	Development of project		Development project Autumn 06				
	Review and determine how to improve and evidence in records young disabled people's involvement in their care planning and carers' needs.	SD		Started	MP		
	Baseline audit and variance tracking of 40 sets of records		May 06				
	Follow up with individual staff as necessary		May/June 06				
	Confirm required standards for inclusion in the handbook		Oct 06				
	Draft issued for consultation with users.		Feb 07				
	Final version of handbook issued		Initially Jan – June 2006		MP		
	Audit during supervision and report	SD				Additional Independent Reviewing Officer recruited	
	Undertake evaluation exercise e.g. focus groups/ survey of parents and young people's information needs for the long term	SD	Autumn 06		MP		
12.Improve action planning to deliver strategic aims and	Identify all relevant action plans across all agencies	SF (ISM)	Jan 06	Completed 01 03 06	AB		Action Plans approved and performance management effective.

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
strategic aims and objectives and, in particular, ensure that associated resourcing needs are met.	Review the plans, and ensure that they will collectively implement the strategic aims and objectives.		Feb 06	Key plans identified. Some plans currently being updated 15 03 06			
	Follow up action to plug gaps		Apr 06	Multi agency managers to be requested to review action plans and targets to more closely align with C&YPP following it's issue 01 04 06			
	Review to the CYPPB		Apr 06				
	All plans affecting children to the Safeguarding children board						
	All future plans to be logged and reviewed for compliance						
13.Improve information systems within the local authority's Social Care Services to enable better management oversight and evaluation of service effectiveness.	Ensure effective implementation of supervision policy	SF (ISM)	Feb 06	Audit processes in place			
	Head of Service to establish audit schedule	HL	Mar 06				
	Develop the specification for an effective ICT based system to operate the CAF including timetable for implementation	SF (ISM)			SM	Level of investment to be determined through corporate strategy review process	
	Integration with corporate strategy first stage		Feb 06	Part of 3 proposed projects			
	Corporate strategy review		Apr 06				
	Specification to be produced by		Apr 06				
	Further stages to be determined and developments reflected in updated version of this plan						
Review allocation of available financial resources against priorities	tbc						
Carry out annual Laming audit – results to be reviewed by Director of Childrens Services	HL	End Apr 06					

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
14.Improve access to hospital in-patient provision to meet children and young people's mental health needs (tier 4 CAMHS).	PCT to Produce proposals, gain approval and implement a development/commissioning plan	SD	06/07	Initial proposals developed and considered by LSCGs	CAMHS strategy group Regional Specialist Services Commissioning Group CSIP CAMHS lead		
	PFI bid to Dept. of Health for multi agency cross county provision		20 Jan 06	Bid to Dept. of Health made by 20 Jan 06 Understood to be with Ministers 10.03. 06			
	Decision on PFI bid considered by RSSCG		Apr 06				
	Business case for specific proposals to be developed and submitted to RSSCG. Detail and timing will depend on outcome of PFI bid.		tbc			Additional clinical /consultants staff and associated operating costs	
	Approval of proposals and resources required by PCT/CYPPB		tbc		PCT CYPPB		

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
15.Improve coordination of consultation with children and young people to support their participation in strategic planning and review.	Through Herefordshire Partnership, co-ordinate all consultations with, and participation by, children and young people using a senior adviser	LS	Jan 06	Arrangement established Jan.	Herefordshire Partnership Schools		
	Recruitment campaign for C&YP Youth Council with LAC engagement	JR	Jan/Feb 06	Started		C&YP Youth Council – Budget pressure bid submitted by JR Oct 05 - £75k	Positive evaluation results from C&YP.
	Youth Council Elections		Mar 06	Completed Mar 06			
	Create a shadow C&YPB	LS	18 Jan 06	Completed		Shadow C&YPB resources to be identified	
	Adopt 'Hear by Rights' standard	LS		CYPPB adopted 06 05		To be identified	Standard adopted and adhered to.
	Scope and development of overarching participation strategy with C&YP and families	tbc					

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
	Enhance C&YP Services Directory to ensure it is comprehensive and up-to-date	tbc					
16.Improve housing provision for both single young people and families.	Early intervention to prevent homelessness strategy approved/implemented	HL	Jun 06	Multi agency working group established to develop co-ordinated accommodation strategy and action plan to improve access to housing with emphasis on care leavers	Richard Gabb, Derek Allen, Housing Agencies Planning Services		Reduced homelessness statistics for single young people, care leavers and families
	Protocol developed and agreed for referrals from duty team where tenancy is at risk affecting CYP assessed at level 1		Jan – Mar 06				
	Herefordshire Council to purchase 2 properties to provide transitional tenancies for care leavers		Mar 06	Enabling People Housing Team negotiating 6 additional accommodation units for independent living Authorisation received to carry forward funding to 06/07 22 02 06 – Project Initiation Document produced		Capital purchase and associated revenue costs	
	Specification developed and agreed with Supporting People to provide housing related support to care leavers		Jan – Mar 06	Contract with 'New Dawn' to deliver Housing related support to increased number of care leavers extended 22 02 06 – Project Initiation Document produced		SLA costs	
	Responsibility for homelessness returns to Council from Herefordshire Housing		1 st Apr 06				
					Negotiations underway with SHYPP to increase service levels to young people including lone parents/teenage pregnancies to meet identified needs		

Recommendation	Action to be Taken	Lead	By When	Progress to Date	People/ Partners	Additional Capacity Requirement	Target/Success Criteria
17.Strengthen performance management processes involving elected members and senior officers at all levels, including the Partnership Board and the local authority's Children's Services Scrutiny Cttee.	Define reporting framework, timetable and template	SF	Jan – Mar 06	<p><i>The Councils corporate framework will be used as the basis for reporting. The CYPPB will receive exception reports on the APA dataset, LAA indicators (incorporating LPSA2) and progress reports in respect of the JAR Action Plan and locally set PI's.</i></p> <p>Cabinet member, leader and Chief Executive receiving weekly reports on progress against this Action Plan</p> <p>Audit and supervision arrangements have been strengthened</p> <p>Plan to undertake annual Laming Audit</p>			
	Co-ordinate performance management processes across agencies and produce format/ template for all performance reporting to cover CYPP, JAR Action Plan, LAA etc	SF	Mar 06	<p>The Councils corporate framework will be used as the basis for reporting. The CYPPB will receive exception reports on the APA dataset, LAA indicators (incorporating LPSA2) and progress reports in respect of the JAR Action Plan and locally set PI's.</p>			
	Develop appropriate work programme with Scrutiny Committee focussed on strategic aims set out in CYPP, JAR action Plan and LAA	"	Mar-May 06	<p>Progress against this action plan reported MAR 06. (updates will be provided)</p> <p>All inspection reports e.g. adoption, fostering to be considered by Cabinet and Scrutiny</p>			

Herefordshire Council:

JAR Performance Improvement Action Plan

Summary Progress Report

DATE: 19.05.06

Recommendation	Summary Progress to date	
----------------	--------------------------	--

The recommendations are grouped according to the urgency with which their delivery is required. The red / amber / green (RAG rating) flags are a measure of whether recommendations are completed or on track.

Recommendation	Summary Progress to date	
-----------------------	---------------------------------	--

JAR Timescale Requirement	January – June 2006	Completed / On track
1.Ensure that appropriate criteria are set for the involvement of the LA’s professionally qualified SC staff In child protection cases	<p>All milestones /actions now completed.</p> <p>Various performance monitoring systems are in place to test that the.criteria are being operated properly. The results of work completed on performance data are feeding into the Annual Performance Assessment (APA) submission.</p> <p>Examples of testing and reinforcing are:</p> <ul style="list-style-type: none"> • Weekly audit/review of files highlighting compliance and quality of practice is being maintained as a routine requirement. • Audit of files to verify data accuracy/completeness and setting of performance targets. Key data have been reviewed and validated. Work is on target for submission of the APA within the required timescale ie 31st May 2006. 	

Recommendation	Summary Progress to date	
----------------	--------------------------	--

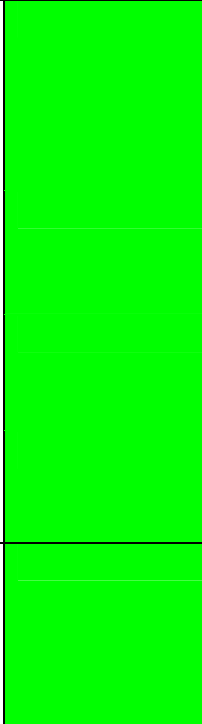
<p>2. Ensure that these criteria are clearly understood by all concerned and consistently applied in practice.</p>	<p>Immediate actions completed.</p> <ul style="list-style-type: none"> • Further communications work and “road shows” on Child Concern Model and new requirements of common processes – Common Assessment - across all agencies have been rolled out from April 2006. It will also be part of Every Child Matters Championing Children programme to be delivered across the county. • Testing and survey of implementation continues. 	
---	---	--

Recommendation	Summary Progress to date	
<p>3. Ensure that there is an effective workforce strategy to address the recruitment and retention problems within the local authority's Social Care Service.</p>	<p>Workforce strategy for social care completed. Details of this are included in Children & Young People's Plan.</p> <p>Significant improvements have been achieved in relation to covering and filling social work vacancies – particularly in relation to covering vacancies in the duty team to ensure statutory requirements are met in relation to safeguarding. Meanwhile, permanent recruitment strategies are also beginning to deliver. Central recruitment team has been crucial to these improvements.</p> <p>There are no unallocated cases held by the Duty Team.</p> <p>There are still some hard to fill vacancies e.g. for specialist support to Local Safeguarding Children Board. Some further work required on competitiveness of employment conditions is being undertaken with corporate HR as a result of issues arising from current recruitment experience.</p> <p>Corporate HR with the support of the Children's Workforce Development Council is taking a Children's Services Workforce strategy for the area forward to be set up on 22nd June</p>	

Recommendation	Summary Progress to date	
4. Ensure that a written record is made of all contacts with the Social Care Duty Team.	System in place and operating properly. Regular management checks to ensure compliance.	
JAR Timescale Requirement	June 2006 -	
5.Ensure that there is a single referral, assessment and service planning framework for children in need, which is consistently and effectively applied in practice.	<p>To achieve whole systems approach – linkage with threshold criteria (Child Concern Model as above in 1) and development of Every Child Matters common processes – Information Sharing, Common Assessment is being developed for implementation through pilots developing from July 2006. Monitoring and tracking systems will be put in place to ensure consistency and congruency of practice.</p> <p>It will also be part of Every Child Matters Championing Children programme to be delivered across the county.</p> <p>A draft Information Sharing strategy was presented to the CYPPB on 15th May 2006; this is for consultation till the end of June 2006. Then further work on operational protocols will be undertaken.</p>	


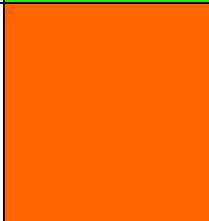
Recommendation	Summary Progress to date	
<p>6.Ensure that the training, guidance and support needs of all staff contributing to the implementation of the Child Concern Model are addressed, both in terms of the time required to undertake the tasks involved and the necessary skills.</p>	<p>A two-day training package has been designed for CCM consultants and will be rolled out alongside road shows for staff on common assessment and processes.</p>	
<p>7.Ensure effective implementation of the multi-agency healthcare planning procedures for looked after children.</p>	<p>Most actions completed and performance has improved.</p> <p>National Healthy Care Standards workshop to update policy and review local practice to be held across agencies at the end of June, facilitated by National Children’s Bureau.</p>	

Recommendation	Summary Progress to date	
8.Improve access to Occupational Therapy Services.	<p>Required action completed.</p> <p>All new referrals since January have been seen within The local 12 week target. (There is currently no national target).</p> <p>Support and challenge on the whole agenda for children with disabilities and / or learning difficulties is being provided through Philippa Russell from the Council for Disabled Children.</p>	
9.Ensure appropriate Social Care support for the families of children with learning difficulties and disabilities.	<p>Development work is under way and progress is as required within timescales prescribed.</p>	
10.Ensure better co-ordinated transition planning for all young people with learning difficulties and disabilities.	<p>Progress has been made and actions to date completed as per required timescales.</p>	
11.Improve communication with parents and young people with leaning difficulties and disabilities in terms of both the assessment of need and planning of provision.	<p>Work on this issue is progressing in line with the timetable.</p> <p>As above, for all the recommendations 8-11, support and challenge on the whole agenda for children with disabilities and / or learning difficulties is being provided through Philippa Russell from the Council for Disabled Children.</p>	

Recommendation	Summary Progress to date	
<p>12.Improve action planning to deliver strategic aims and objectives and, in particular, ensure that associated resourcing needs are met.</p>	<p>CYP's Plan has been completed and approved by Cabinet and CYP's partnership Board. Forward Delivery Plan for CYP's Plan is being developed for completion by end June 2006.</p> <p>All new and updated plans will be reviewed by the CYP's Partnership and the LSCB to ensure safeguarding issues are properly addressed.</p> <p>The Councils funding of £100K towards the delivery of this plan and the PCT's ongoing £70K funding for Family Support Services has been secured for 06/07.</p> <p>An Interim Senior Manager is assisting in the development and delivery of this plan, preparations for the APA, and transformation/cultural change.</p> <p>The consultant appointed by DfES is now with us. Final feedback from the consultant is expected on 24th May 2006. Initial feedback on action taken to date on safeguarding systems and practice has been positive. Work is continuing on development of the revised action plan and a further meeting with the consultant will take place on 23rd May 2006.</p>	

Recommendation	Summary Progress to date	
<p>13.Improve information systems within the local authority's Social are Services to enable better management oversight and evaluation of service effectiveness.</p>	<p>A new approach to ensuring that a whole system performance culture and processes are being put in place. Audit and supervision arrangements have already been strengthened and regularly recorded to improve assurance levels regarding information/data recording accuracy and completeness.</p> <p>Scoping of required information needs and systems is under way. This is being linked to the corporate performance system and the performance management system required for Children's Services. It has been recognised that additional expertise, planning and design is needed and this has been identified; the Institute of Public Care (Oxford Brookes University) is assisting with this; IPC has a strong record of improvement work with other Las including some others in the W Midlands. This will also contribute to Recommendation 17 on performance management systems and requirements.</p> <p>The action required will be aligned with the Herefordshire Connects programme and its timescales.</p>	

Recommendation	Summary Progress to date	
----------------	--------------------------	--

14.Improve access to hospital in-patient provision to meet children and young people’s mental health needs (tier 4 CAMHS).	Proposals in place, including a Public Finance Initiative (PFI) bid to government. Work competed to justify this. Also identifying a more local approach to meeting the needs of the most vulnerable young people	
15.Improve coordination of consultation with children and young people to support their participation in strategic planning and review.	Progress made. Hear by Rights Standard adopted but dedicated resources and monitoring will be required if we are to implement it successfully. Shadow C&YPPB and Youth Council in place. Dedicated resources have to be identified for the CYP’s Partnership Board to ensure a thorough and sustained approach to the involvement of children, young people and their families.	

Recommendation	Summary Progress to date	
<p>16.Improve housing provision for both single young people and families.</p>	<p>Significant progress has been made.</p> <ul style="list-style-type: none"> • Responsibility for homelessness and advice and information returned to the Council's Strategic Housing Service from 1st April 06. • Protocol developed for referrals from Duty Team where tenancy is at risk affecting CYP assessed at level 1. • Updated needs analysis including Young People's views being used to inform planned provision. • Offers have now been accepted on 3 properties for care leavers and it is currently anticipated they will be ready for occupancy in June; on target to secure a further 3-7 units of additional provision. • Use of bed and breakfast accommodation is reducing. • Targets for affordable housing have been met for 05/06. <p>Further work on provision for homeless young people required. This will be taken forward through the CYPP.</p>	

Recommendation	Summary Progress to date	
<p>17, Strengthen performance management processes involving elected members and senior officers at all levels including the Children and Young Peoples Partnership Board and the local authority's Children's Services Scrutiny Committee.</p>	<p>In place as follows:</p> <ul style="list-style-type: none"> • Weekly reporting to cabinet member, Leader and Chief Executive in place regarding progress against this action plan. • Overall reporting arrangements within children's services will be in accordance with the council's performance management framework and that adopted by the Herefordshire Partnership in respect of the Local Area Agreement. Full arrangements to be in place by June 2006 • In relation to the CYP's Partnership accountabilities – a system for reporting and monitoring delivery against the 5 outcomes for all partners and the local area is to be developed by July. • A developmental programme for the Children's Services Scrutiny Committee is being planned with the member development working party 	

**TO CONSIDER A SCRUTINY REVIEW OF BEHAVIOUR
AND DISCIPLINE MANAGEMENT IN SCHOOLS****Report By: Director of Children's Services****Wards Affected**

County-wide

Purpose

1. To propose a draft scoping statement to ensure that the outcomes from a review are robust and that the arrangements are clear and deliverable.

Financial Implications

2. The review would consider any further methods of delivery which could be more cost effective.

Considerations

3. The draft scoping statement (appendix 1) and position statement (appendix 2) are for consideration by the Committee.
4. The key concerns need to be explored and this may influence the terms of reference and outcomes.
5. The links also need to be made to the Every Child Matters national programme, the Local Area Agreement and the current performance in this area as well as those outlined in the attached draft.
6. The Committee should also consider the views of the children and young people as key stakeholders in the review and consider linking to the Youth Council, the Shadow Children and Young People's Partnership Board as well as school and Council's views.
7. There will be a briefing at the meeting to assist in the further development and scoping of the review.

RECOMMENDATION

- THAT (a) Committee agree the focus of the review;**
- (b) Committee suggest any amendments to the draft scoping statement;**
- (c) Committee agree that the Chair and Vice-Chair of Children's Services Scrutiny Committee, with the Director of Children's Services, put further details on the scoping**

**statement, including the timetable, to progress the review;
and**

- (d) The Committee nominate Members to the Review Working Group.**

BACKGROUND PAPERS

None identified.

Appendix 1

REVIEW:	Behaviour and Discipline Management in Schools	
Committee:	Committee Children's Services SC	Chair: Councillor
Lead support officer:		

SCOPING

Terms of Reference

- To review the current policy towards behaviour and discipline management in schools and establish the current scale of the issue.
- To consider the appropriateness of the policy and associated processes in light of relevant current national law/guidance/best practice.
- Following the review to advise the Cabinet Member (Children and Young People) of the best policy to put in place to reduce instances of bad behaviour or indiscipline in schools.

Desired outcomes

- For the current policy to have been fully examined in public and in an open and transparent way (subject to the confidentiality of individual cases).
- For Members of the Review to have considered, if appropriate, a range of options for the future form of any policy.
- For any future policy to be capable of implementation in schools.

Key questions

- What are the areas of behaviour or indiscipline causing concern and how are they currently managed.
- How do breaches of behaviour or discipline affect other pupils or the school.
- What are the internal/external factors that affect behaviour or discipline in schools.
- Within the legal framework, what options are there to improve the current policy.
- What would be the implications of changing the policy (e.g. cost, increased need for resources etc).
- What means of measurement can be used to judge the success or otherwise of any policy.

Links to the Community Strategy

The Review Group will identify how the outcome of this review contributes to the objectives contained in the Herefordshire Community Strategy including the Council's Corporate Plan and the Children and Young People's Plan 2006/8.

Timetable

<i>Activity</i>	<i>Timescale</i>
Agree approach, programme of consultation/research/provisional witnesses/dates	23 rd June 2006
Collect current available data	
Collect outstanding data	
Analysis of data	
Final confirmation of interviews of witnesses	
Carry out programme of interviews	
Agree programme of site visits	
Undertake site visits as appropriate	
Update to Children's Services Scrutiny Committee	6 th October 2006
Final analysis of data and witness evidence	
Prepare options/recommendations	
Present Final report to Children's Services Scrutiny Committee	15 th December 2006
Present options/recommendations to Cabinet	19 th March 2007
Cabinet response	
Implementation of agreed recommendations	
Members	Support Officers
Councillors:	

Behaviour and Discipline Management in Schools

The general situation in Herefordshire is that behaviour is an area of concern with a small minority of pupils but no more than elsewhere in the country. I refer elected members and officers to the report presented at the Scrutiny Committee 13th October 2005 for further detail.

All schools are required to have in place a behaviour policy, which can include an anti-bullying policy. All such policies should be reviewed annually and involve staff, governors, pupils and parents.

Support from the Children and Young People's Directorate is available to schools from:

- **Medical and Behavioural Support Service (MBSS);**
Gives advice, guidance and support, including training, to both primary and secondary schools and pupils specifically focusing on improving behaviour;
- **Herefordshire Psychological Service (HPS);**
Gives advice and guidance on a range of issues including, behaviour;
- **Herefordshire Learning Support Service;**
Gives support, guidance and support for children with learning or language difficulties;
- **The Brookfield School** (Intervention Class for Primary aged pupil);
Offers direct teaching support to children with behavioural difficulties and advice and guidance to primary schools;
- **The Aconbury Centre** (Intervention Support for Secondary KS3 pupils (11 – 14 years);
Offers direct teaching support to children with behavioural difficulties and advice and guidance to secondary schools;
- **Behaviour and Attendance Consultant;**
Gives advice and guidance to schools;
- **Education Welfare Service (EWS);**
Works with pupils and their parents to address attendance issues where behaviour is often an issue;
- **Healthy Schools Team;**
Gives advice and guidance to schools regarding the emotional well-being of pupils and strategies to address behavioural issues, for example, circle time, school councils and so on;
- **The Children's Fund;**
Offers a range of family support initiatives including parenting courses;
- **Social Inclusion Officer;**
Offers advice and guidance to schools with regard to permanent exclusions and preventative work.

Further specialist support is also available from the Primary Care Trust - Child and Adolescent Mental Health Service (CAMHS), the voluntary sector - the CLD Youth Counselling Trust, and Connexions through their network of

Personal Assistants and Zigzag (a small team of workers helping young people and their parents with issues of substance misuse).

The above lists are not exhaustive but reflect the main areas of support available to schools, pupils and parents in the area of behaviour management.

The information below may be useful as an objective method of benchmarking the work schools do with regard to behaviour. However, some areas of the country have access to resources and services not available to schools in Herefordshire, or they are on a much smaller scale.

Exclusion Data 2003/4

Permanent Exclusions

	Secondary		Primary		Combined Total
	% of school population	Numbers	% of school population	Numbers	% of school population
England	0.25	8320	0.03	1270	0.13
West Midlands	0.22	850	0.03	120	0.11
Herefordshire	0.26	27	0.03	4	0.14

Fixed Term Exclusions

	Secondary		Primary		Combined Total
	% of school population	Numbers	% of school population	Numbers	% of school population
England	8.66	288040	0.97	41300	4.49
West Midlands	7.58	28820	0.77	3710	3.94
Herefordshire	8.16	855	0.45	61	3.96

NB: No comparative data is available for year 2004/5 yet. However, the numbers permanent exclusions for Herefordshire dropped by 4 to a total of 27 (23 secondary, 4 primary).